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WORLD LACROSSE GENERAL ASSEMBLY
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STRATEGIC PLAN REPORT

THE 2023 – 2024 STRATEGIC PLAN IS ATTACHED. AS HAS PREVIOUSLY BEEN DISCUSSED, A THOROUGH REVIEW WILL BE FURTHER CONSIDERED FOLLOWING THE OLYMPIC INCLUSION PROCESS.



World Lacrosse Strategic Plan Report 2022-24

*Presented to the
World Lacrosse General Assembly
June, 2022*



World Lacrosse Vision

Lacrosse is recognized and played by all countries worldwide and is an Olympic sport.

World Lacrosse Mission

World Lacrosse will provide governance and integrity for all forms of lacrosse and will provide responsive and effective leadership to support the sport's development throughout the world.

World Lacrosse Values

Teamwork½Passion½Respect½Integrity½Friendship½Inclusiveness

Scope

This plan addresses 2023 and 2024 and is a slight revision of the existing World Lacrosse Strategic Plan. This plan is designed to create a set of actions and activities that lead to the fulfillment of the vision and mission of World Lacrosse (WL) to grow the sport, achieve Olympic inclusion, and develop a sustainable, model International Federation.

The following are key strategies that will allow World Lacrosse to achieve its vision.

Key Strategies

- 1. *Grow* the game, popularity and appeal of lacrosse globally.**
- 2. *Build* the brand of lacrosse, including the new World Lacrosse Sixes, and the resources available to World Lacrosse and its Members.**
- 3. *Lead* the sport by improving the core competencies of World Lacrosse, its Continental Federations, National Governing Bodies, and Management to support the effort.**
- 4. *Strengthen* relationships with the International Olympic Committee (IOC), Olympic Family and Host Cities for the Olympic Games by effectively building on existing relationships and initiating new relationships to successfully present the case of lacrosse to the IOC.**

Objectives of the Plan

Grow the Game

- 1.1 Increase the number of World Lacrosse member nations
- 1.2 Assist Continental Federations and Member National Governing Bodies in increasing the number of participants locally and improving all NGB programs.
- 1.3 Provide resources for the development of volunteers, coaches, officials and athletes.

Build the Brand and Resources

- 2.1 Increase global brand awareness for World Lacrosse and international lacrosse
- 2.2 Maximize revenues and other resources through sponsor sales and engagement
- 2.3 Attract supporters and raise funds through private donations, foundations and grants with priority funds to support the Olympic Vision effort
- 2.4 Expand the reach, visibility, awareness and revenue for World Lacrosse and lacrosse through an aggressive merchandise and licensing program
- 2.5 Provide a program of events that showcase and develop the sport and builds the brand exposure and World Event revenue

Lead the Effort

- 3.1 Increase the core competencies of CFs and NGBs
- 3.2 Timely distribution of information to all Members
- 3.3 Attain best in world standard and model for professional International Federation (IF) governance
- 3.4 Comply with relevant legislation, regulations, accountabilities and standards including WADA
- 3.5 Best in world management and leadership effectiveness
- 3.6 Become a recognized leader in gender equity and female participation

Strengthen Relationships and Present a Winning Case

- 4.1 Become known, liked and respected within the Olympic Family and International Sports Community
- 4.2 Present a winning case for lacrosse for Olympic inclusion
- 4.3 Pursue and gain inclusion of World Lacrosse Sixes in additional multisport events
- 4.4 Continue the development of the World Lacrosse Sixes discipline and explore urban lacrosse and other forms of lacrosse

In developing the 2022 Initiatives, which are critical path objectives within the WL overall Operating Plan, WL Management sought:

1. Alignment with the WL Board and key stakeholders
2. Establishment of a set of priorities for the year that propels WL towards the achievement of its goals and without which the goals may not be realized
3. The creation of the right pace and sequencing for moving forward
4. To provide a core communication platform so that the priorities resonate with internal and external audiences
5. To provide a set of prioritized milestones by which WL can measure progress and hold itself accountable

2022 Key Initiatives

1. Use 2022 World Events to showcase the best of lacrosse and elevate the sport.
 - a. Support USA Lacrosse to successfully stage the Women's World Championship.
 - b. Support Ireland Lacrosse to successfully stage the Men's U21 World Championship.
 - c. Showcase the best of lacrosse and specifically the WL Sixes discipline, in The World Games (TWG), Birmingham, AL as measured by attendance, interest, revenue, broadcast viewership, digital media penetration, and competitive excellence.
 - d. Produce and distribute the 2022 World Championship events.
 - e. Develop and execute an effective PR campaign across WL World Events and TWG.
 - f. Continue to promote the acceptance of WL Sixes through events and promotion.
2. Grow the number of member countries to 85 while continuing to strengthen existing NGBs and CFs.
 - a. Develop 9 new member NGBs.
 - b. Implement new revised membership categories, process, and criteria.
 - c. Provide \$250,000 in grant money to NGBs/CFs.
 - d. Assist CFs and NGBs to increase the number of athlete participants.
3. Develop new and diversify existing revenue streams.
 - a. Sign 4-6 WL primary sponsors comprising \$250,000 in annual revenue.
 - b. Launch major fundraising initiative and secure \$500,000 in commitments.
 - c. Execute media rights deal for 2022 and 2023 providing broad distribution across multiple platforms.
4. Strengthen relationships with the Olympic Family and present the case for inclusion of Lacrosse in Los Angeles 2028
 - a. Continue to develop positive relationships with key leaders of the Los Angeles 2028 Organizing Committee
 - b. Provide strategy and gain support for inclusion of Iroquois Nationals within the Olympic inclusion strategy of World Lacrosse
 - c. Missions to SportAccord, Beijing Olympic Winter Games, and other major international events
 - d. Identify and secure 'champions' for lacrosse
 - e. Build support for lacrosse with USOPC and COC leadership and IOC members
5. Improve World Lacrosse Effectiveness and Governance
 - a. Become a recognized leader in gender equity and female participation
 - b. Support the proposed Governance Committee helping prioritize focus for continued governance effectiveness.

- c. Recruit and hire world-class staff for any open or newly developed positions.
- d. Work with the Board to develop the new schedule of Board meetings in 2022.
- e. Continue to focus on providing timely information to the Board in advance of Board meetings.
- f. Work with the Finance, Audit and Risk Committee to ensure financials are prepared and shared monthly with the Committee and shared with Membership quarterly.

Based on additional work with the WL Board of Directors the 2022 Strategic Priorities were refined as follows:

1	<i>Effectively execute and maximize the marketing value of the 2022 World Games and the 2023 men's world championship (staff led). However, we need to keep a 'laser' focus on the 2022 WC events.</i>
2.1	Support USA Lacrosse to successfully stage the Women's World Championship
2.2	Support Ireland Lacrosse to successfully stage the Men's U21 World Championship
2.3	Showcase the best of lacrosse and specifically the WL Sixes discipline, at The World Games as measured by attendance, interest, revenue, broadcast, digital media and competitive excellence
2.4	Produce for broadcast and distribute the 2022 World Championship events
2.5	Develop and execute an effective PR campaign across WL events and TWG
2.6	Continue to promote the acceptance of Lacrosse Sixes through events and promotion
3	<i>Create/execute/evolve a plan to best position lacrosse for inclusion in the 2028 Olympics</i>
3.1	Assure basic IOC compliance with IOC recognition requirements
3.2	Secure Pan American Games inclusion
3.3	Engage LA2028/Casey Wasserman
3.4	Continue to develop positive relationships with key leaders of the Los Angeles 2028 Organizing Committee
3.5	Provide strategy and gain support for the incorporation of the Iroquois Nationals within the Olympic inclusion strategy of World Lacrosse
3.6	Missions to SportAccord and other major international events
3.7	Identify and secure 'champions' for lacrosse
3.8	Build support for lacrosse with USOPC and COC leadership and key IOC members
3.9	LA and Southern California grassroots and influence team identified and engaged
4	<i>Craft/refine a compelling case for the Iroquois Nationals' inclusion in the 2028 Olympics (staff led)</i>
4.1	Delegate to WL consultant

4.2	Provide strategy and gain support for inclusion of Iroquois Nationals within the Olympic inclusion strategy of World Lacrosse
5	<i>Incrementally increase sources of revenue by maximizing the commercial value of the 2023 men's world championship, cultivating a select few donor prospects for philanthropic support, and assuring that the organization's primary donor continues his support (board/staff collaboration)</i>
5.1	Sign 4-6 WL primary sponsors comprising \$250,000 in annual revenue
5.2	Launch major fundraising initiative and secure \$500,000 in commitments
5.2a	Solicit top 35 donor prospects, 8 by end of second quarter 2022
5.3	Execute media rights deal for 2022 and 2023 events providing broad distribution across multiple platforms
5.4	Expand the World Lacrosse licensed merchandise program to include more product offerings and opportunities for co-branded merchandise with member National Governing Bodies and CFs while generating \$30,000 in revenue to World Lacrosse.
6	<i>Effectively plan for changes to the Board composition and operations due to immediate and potential changes to the board composition and reduction in meetings (board led)</i>
6.1	Work with the Board Advisory Panel to conduct a skills analysis
6.2	Once the skills analysis is complete, support building the ideal Board structure to maximize the Board's effectiveness and efficiency. It is anticipated that up to eight (8) seats could change.
6.2	With Finance and Governance Director to build the Board schedule that includes four (4) meetings in 2022 and plan how the time will be allocated including on strategic vs. operational topics
7	<i>Create/implement a staffing plan that effectively supports these priorities and addresses cultural issues, as well as providing the administrative support required to run effective day-to-day operations (staff led)</i>
7.1	Participate in robust staff training around the areas of diversity and inclusion, sensitivity, sexual harassment, racism, safe sport, etc
7.2	Seek out and retain an outside consultant to create a more cohesive staff culture
7.3	In Q4 2021, create job descriptions for the CBCO and Operations Coordinator that align with the needs of the organization
7.4	Seek diverse candidates to interview and ultimately hire who best fit the needs and culture of WL for CBCO and operations coordinator roles.
7.5	Work with outside experts to re-write WL's Employee Manual
7.6	After the CBCO and Operations Coordinator are hired, run a robust onboarding process to include providing the revised employee manual.



Progress against the 2022 Key Initiatives is outlined in the attached 2022 Strategic Priorities tracker.

2023 Proposed Key Initiatives

World Lacrosse staff has developed these 8 proposed Key Initiatives which were reviewed at last year's General Assembly and are designed to achieve the Vision and Mission of World Lacrosse supporting the growth and development of the game around the world and creating a sustainable international federation and sport. The ability to pursue and achieve these goals will be predicated in large part on the success of World Lacrosse's efforts at Olympic inclusion and its ability to generate revenue to fund the initiatives.

1. Support the successful delivery of the 2023 Men's World Championship in San Diego
 - a. International streaming distribution and national broadcast (ESPN)
 - b. High quality production and robust social media shoulder coverage
 - c. Develop international relations host program for USOPC, COC and select international leaders
 - d. VIP donor and sponsor program developed in concert with LOC
2. Should lacrosse be nominated as a Host City Sport to the IOC by LA28, support the proposal to the IOC Sports Department, IOC Executive Board, and the IOC Session in Mumbai.
 - a. Sell the value of lacrosse to the Olympic movement and the Olympic Games.
 - b. Support the inclusion of the Haudenosaunee in the Olympic Games.
 - c. Prepare the best possible presentation, in needed, for the IOC session.
3. Increase the number of member countries to 93 while strengthening existing member NGBs and CFs
 - a. Continue efforts to provide development support for new NGBs
 - b. Provide grant programming opportunities for existing NGBs and CFs
 - c. Develop support programs for CF administration and events.
4. Develop new and diversify existing revenue streams
 - a. Secure at least \$1,000,000 in new revenue commitments from donors, sponsors, events, media rights, merchandise and other revenue opportunities
 - b. Continue to build asset base by investing in events, properties, and brands
 - c. Enlarge donor base for WL
5. Develop Lacrosse Sixes event series, "Super Sixes World Cup" with at least three events on three different continents
 - a. Secure LOCs and competing teams
 - b. Develop support and promotional planning

- c. Maximize exposure and revenue generation for individual events and event series
6. Continue Social Media content development and execute new platform utilizing athlete and coach ambassadors
 - a. Build social media and digital following for the sport and World Lacrosse
 - b. Develop and execute support campaign for Olympic inclusion on social media with key lacrosse entities and influencers
7. Support gender equity at all levels of World Lacrosse and become a recognized leader in gender equity and female participation
 - a. Work with the Women in Sport and Diversity and Opportunity Commissions to develop a framework for advancement of women in the sport.
 - b. Create a mentor and sourcing program for female candidates for governance positions within lacrosse.
 - c. Support and develop the Women's Box Lacrosse World Championship.
 - d. Provide grant programs targeted at developing women's grassroots programming
 - e. Support the development of women's national teams
8. Develop and execute PR campaign leading into the 2023 Men's World Championship featuring high profile athletes and celebrities to promote the WL brand, lacrosse, the Olympic inclusion
 - a. Build on 2022 PR campaign and efforts
 - b. Target Southern California to develop positive image of lacrosse and legacy of lacrosse in the LA Games
 - c. Partnering with USA Lacrosse, participate in the IOC funded PlayLA programs offered by LA Rec and Parks, by offering low to no cost programming to select communities.
9. Create a Sustainability strategy document and roadmap
 - a. Develop an event best practice guide, including procurement, and evaluation framework
 - b. Event audit report and recommendations
 - c. Carbon emission inventory and carbon reduction plan – submission prepared to UN Sport for Climate Action

Proposed Key Initiatives for 2024

1. Support the delivery of the 2024 Men's Box Lacrosse World Championship and the Women's U20 World Championship.
 - a. International streaming distribution and international broadcast of event
 - b. High quality production and robust social media shoulder coverage
 - c. VIP donor and sponsor program developed in concert with LOC
2. Increase the number of member countries to 100 while strengthening existing member NGBs and CFs

- a. Continue efforts to provide development support for new NGBs
 - b. Provide grant programming opportunities for existing NGBs and CFs
3. Develop new and diversify existing revenue streams
 - a. Secure at least \$1,500,000 in new revenue commitments from donors, sponsors, events, media rights, merchandise, and other revenue opportunities
 - b. Continue to build asset base by investing in events, properties, and brands
 - c. Enlarge donor base for WL
4. Continue to support gender equity at all levels of World Lacrosse and become a recognized leader in gender equity and female participation
 - a. Work with the Women in Sport and Diversity and Opportunity Commissions to develop a framework for advancement of women in the sport.
 - b. Create a mentor and sourcing program for female candidates for governance positions within lacrosse.
 - c. Support and develop the Women's Box World Championship.
 - d. Provide grant programs targeted at developing women's grassroots programming
 - e. Support the development of women's national teams
5. Continue building social media and digital following for the sport and World Lacrosse
6. Develop and execute PR campaign for the 2024 Box World Championships and Women's U20 Championship