

2025-28 STRATEGIC PLAN

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SECTION I: VISION + MISSION + VALUES

VISION

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

MISSION

Positively impact the lives of participants and communities by leading, promoting and developing the sport of lacrosse globally.

VALUES

Teamwork | Passion | Respect | Integrity | Friendship | Inclusiveness

Teamwork: We believe in the importance of working together and achieving shared goals.

Passion: We use our drive and commitment to energize, engage and inspire others.

Respect: We have due regard for the feelings, wishes, rights and traditions of others.

Integrity: We are open, honest, ethical and fair. People trust us to adhere to our word.

Friendship: We trust and support each other. Friendship brings camaraderie and sportsmanship to the game.

Inclusiveness: We value and include people with different ideas, strengths, interests and cultural backgrounds.

SECTION II: COMPETITIVE ANALYSIS + SWOT

COMPETITIVE ANALYSIS

Olympic Inclusion

The Tokyo 2020 Organizing Committee was the first to propose additional sports under the updated International Olympic Committee process (see Appendix II: OCOG-Proposed Sports). Tokyo 2020 proposed and was approved to include baseball/softball, karate, skateboarding, sport climbing and surfing. Paris 2024 subsequently had four sports approved: skateboarding, sport climbing and surfing, as well as newcomer breaking. Most recently, LA28 shortlisted nine sports: baseball/softball, cricket, flag football, karate, kickboxing, lacrosse, motorsport and squash. Five of those shortlisted sports were then officially proposed by LA28 and approved by the IOC, including baseball/softball, cricket, flag football, lacrosse and squash.

As always, there will be significant competition among sports wishing to be included on the program of the Brisbane 2032 Olympic Games. New sports from Tokyo, Paris and LA that will be lacrosse's primary competition are baseball/softball, breaking, cricket, flag football, karate and squash. Skateboarding, sport climbing and surfing are now considered part of the more permanent program.

In total, there are [39 IOC-recognized sports](#) that are not part of the more permanent Olympic program, including lacrosse. The Association of IOC Recognised International Sports Federations is the world authority over those IOC-recognized IFs. ARISF is a non-governmental, non-profit, non-discriminatory organization constituted through and recognized by the IOC.

While the other 38 IOC-recognized sports are technically competitors, not all are necessarily contenders. Recognized sports not previously mentioned that may be contenders include cheerleading, kickboxing and netball, along with teqball, pickleball and padel, which are not yet IOC-recognized. Additional competition comes from existing Olympic sports that seek to add disciplines, events and athletes to their current offerings, putting increased demand on athlete slots within the IOC's target 10,500 quota.

Sport Growth

World Lacrosse is fortunate that it has no competitor within the sport of lacrosse operating as an International Federation. There is an entity operating in Canada as a partial International Federation for age group Box lacrosse, the International Indoor Junior Lacrosse Organization. It runs several age group Box lacrosse "World Championships" and has caused confusion among WL members but does not operate as an International Federation. Without a competitor, WL does not have to spend energy and resources competing with another entity and makes governance of the sport much easier. As the Recognized member of the International Olympic Committee, the Association of Summer Olympic International Federations, and the International World Games Association, WL has an entrenched position as the IF.

WL members compete on an on-going basis in their territories to grow their memberships and reach. Depending on which part of the globe the member operates in, there is significant competition for athletes, coaches, officials, and facilities. In order to successfully compete, WL believes it necessary to continue to support the development of the capabilities of its members, build and promote the values of the sport and its brand. Inclusion in the Olympics is seen as a key assistance and accelerator in these efforts.

SWOT

SWOT is an acronym for the four components the technique examines:

- *Strengths*: Characteristics of a business or project that give it an advantage over others
- *Weaknesses*: Characteristics that place a business or project at a disadvantage relative to others
- *Opportunities*: Elements in the environment that a business or project could exploit to its advantage

- *Threats*: Elements in the environment that could cause trouble for a business or project

This SWOT analysis attempts to put into context the strategic framework for World Lacrosse for the relevant time period. It is based on two factors: where WL plans to compete and how WL plans to differentiate. The factors are driven by the overarching definition of success for WL: Olympic inclusion and creating a sustainable International Federation. It examines WL's capabilities and weaknesses, and identifies where WL needs to invest its time, effort and resources.

Strengths

- Exciting, vibrant and telegenic sport
- Unique origin and history
- Objective, clean and fair sport
- Equally established for men and women, with a focus on diversity and inclusion
- 2028 Olympic inclusion, with best athletes committed to participating
- Well-established and singular IF for the sport with an ability to maintain focus/vision
- Engaged, passionate board and wider volunteer base with strong institutional knowledge
- Strong staff capabilities with positive international sport reputation
- Large prospective donor pool; globally respected primary donor
- Increasing global interest
- Support of professional leagues
- Strong local/grassroots communities
- Thriving U.S.-based collegiate system with gender balance

Weaknesses

- National Governing Bodies: density of participation, sophistication, funding and volunteer/staff turnover
- Relatively small global fanbase (though highly passionate)
- Difficulty in scaling globally
- Perception of participant demographic (mainly U.S. issue)
- Continental Federations: underdeveloped with lack of ability and resources to support development and events
- Underdeveloped and not commercially viable events compared to core Olympic sports and competitors
- Volunteer numbers/capabilities/sophistication (though progress has been made in past five years)
- Relative immaturity of sixes discipline
- New volunteer leadership not yet known to the Olympic family
- Only included in one multi-sport event (beyond LA28)
- Underdeveloped officials (training and certification)
- Underfunded and under resourced, with lack of diversified revenue streams and short-term prospects of traditional IF revenue streams (athlete licenses, event right fees, event fees, media rights)
- Underdeveloped commercially with lack of sponsors and limited brand recognition
- Lacking spread of competitive excellence
- Sometimes membership resistance to change/progress with leadership that varies on strategic issues

Opportunities

- Inclusion in Brisbane 2032
- LA28 impetus to showcase and grow the sport and its popularity
- Donor prospects interested in supporting the WL vision
- Participation in more multi-sport events
- Sponsor and television revenue potential due to Olympic inclusion
- Identification, engagement and support of additional volunteer leaders
- Engagement with global youth Multi-Sport Organizations
- Officials' development utilizing effective leadership and targeted resources
- Significant growth and development of the sport globally in the lead up to LA28
- Growth of digital media reach

Threats

- No control of IOC landscape
- Expected push from IOC to shrink Olympic athlete numbers for Brisbane 2032 from a high of approximately 11,500-12,000 athletes in LA to the normal IOC goal of 10,500 athletes
- Resistance to modernize; membership factions
- Lack of championship bidders and qualified organizing committees due to unsustainable event framework
- Haudenosaunee Olympic eligibility challenge
- Some resistance to sixes discipline
- Aging athlete participants that reduce opportunities for next generation
- Areas of priority (box vs. sixes, etc.)
- North American-only focus
- Surface-level member development and focus only on championships
- Governance structure lacking nimbleness to capitalize on opportunities in the lead up to LA28
- WL athlete numbers (as a team sport) and cost/complexity make lacrosse more challenging for an Olympic Organizing Committee than many sports
- Other IFs that have been part of the Olympic Movement much longer and are better funded than WL
- Lag in universality and competitive equity compared to some other candidate sports

SECTION III: STRATEGIC PLAN

SCOPE

This plan addresses 2025-28 and replaces all previous strategic plans. It creates a set of strategies and objectives to drive the day-to-day activities of the organization, and guide the setting of annual goals and key performance indicators that lead to the fulfillment of the vision and mission of World Lacrosse.

EXECUTIVE SUMMARY

The challenge before World Lacrosse is to achieve inclusion in additional Olympic Games starting with Brisbane 2032 until lacrosse is more permanently on the Olympic program and continue to grow and build the sport. This strategic plan is designed to accomplish inclusion in Brisbane 2032 and position lacrosse for future inclusion through the growth and development of the sport around the world, further building of a sustainable and well-governed federation, and maximization of the opportunity of LA28.

2025-28 CORE STRATEGIES + OBJECTIVES

1. **GROW** participation and popularity of lacrosse globally
2. **SUSTAIN** the sport via increased resources
3. **LEAD** the sport and support WL members
4. **MAXIMIZE** the opportunity of lacrosse's inclusion in LA28

Grow participation and popularity of lacrosse globally

- Increase the number of WL members
- Assist WL members in increasing national participation and improving all programming
- Drive global brand awareness and expanded digital media reach for WL
- Continue the development and expansion of sixes

Sustain the sport via increased resources

- Develop current and new events to be commercially successful
- Build a commercial partnership program
- Attract supporters and raise funds through private donations, foundations and grants
- Launch an aggressive merchandise and licensing program

Lead the sport and support WL members

- Improve the core competencies of WL, its members and management
- Attain best-in-world standard for professional International Federation governance
- Strengthen standing within the Olympic Movement
- Reduce competitive gaps via development opportunities and funding
- Become a recognized leader in sustainable development

Maximize the opportunity of lacrosse's inclusion in LA28

- Gain inclusion for Brisbane 2032
- Pursue and gain inclusion of sixes in additional multisport events
- Significantly increase global fanbase

SECTION IV: 2025 GOALS

The annual goals are intended to deliver on the overarching core strategies and objectives. Each goal has 5-7 key performance indicators to measure success.

1. Progress LA28 lacrosse tournament
 - a. Confirm Olympic format by end Q2 with LA28
 - b. Create Olympic qualifying structure within one month of format finalization
 - c. Seek resolution for Haudenosaunee participation by end of year
 - d. Gain NOC recognition status for 75+ percent of full members
2. Generate revenue
 - a. Increase YoY sponsorship revenue by 25 percent
 - b. Increase YoY media revenue by 50 percent
 - c. Secure increase of US\$500K in private donor fundraising
3. Increase lacrosse participation, focusing outside of North America
 - a. Increase certified international officials in all disciplines by 25%
 - b. Increase athlete participation via NGB/CF grant programs by 10%
 - c. Increase YoY WL Full Membership by 15%
4. Progress sixes
 - a. Confirm host of WL Sixes Championships by end Q2
 - b. Develop and launch sixes event property by end Q1 with at least two events in 2025
 - c. By June 1, develop and launch National Team exchange and camp programs
5. Increase brand awareness and expand fanbase
 - a. Increase total following across social channels by 20 percent
6. Improve the WL championship model
 - a. Full overhaul of Event Hosting & Competition Manual by end Q1
 - b. Launch Championship Vision Working Group by Q1, with recommendations put forth to 2025 GA
 - c. Confirm Division II championships for 2026/27 by end Q2
 - d. Build qualification structure for junior and box championships by end Q2

APPENDIX I: WL OLYMPIC HISTORY



Lacrosse has been around for more than a century, developed by Native Americans and first noticed by French Missionaries in the 1630s. In addition to North America, the sport began spreading internationally – particularly across the United Kingdom and Australia – by the late 1800s and was officially contested in two editions of the Olympic Games (1904 and 1908). Lacrosse was subsequently a demonstration sport in the Olympics in 1928, 1932 and 1948.

In 2005, the two organizations governing men's and women's lacrosse globally – the International Lacrosse Federation and the International Federation of Women's Lacrosse Associations – each came to the independent conclusion that lacrosse should aim to return to the Olympics after a nearly 60-year hiatus.

The first step on the long road back to the Olympics was to merge the two organizations. After three years and votes by the separate bodies, the two merged into the Federation of International Lacrosse in 2008.

The merger allowed lacrosse to proceed on the road to inclusion as a united front with a driving principle. From there, the challenge was to meet the International Olympic Committee's standards for recognized sports. The FIL was included in the Global Association of International Sports Federations in 2012 (now SportAccord) and recognized by the International World Games Association in 2013. In 2017, Jim Scherr was hired as CEO of World Lacrosse, its first full-time employee. Later that year, women's field lacrosse was competed in The World Games, marking a key appearance in a multi-sport event for the first time since the 1948 Olympics.

Additional milestones followed, first as the FIL became provisionally recognized by the IOC in 2018, then as the organization rebranded as World Lacrosse in 2019. Alongside that, World Lacrosse began development of sixes, a new discipline designed to maximize Olympic inclusion opportunities while also increasing the sport's accessibility, expediting its growth and amplifying parity in international competition.

Meanwhile, World Lacrosse continued to grow as an organization with a full-time staff and a dedicated board, and was able to secure funding that allowed for proper governance, oversight and commitment to the Olympic process. In June 2021, World Lacrosse received full recognition from the IOC, opening the door to Olympic inclusion. Just over a year later in August 2022, lacrosse was shortlisted for inclusion as a proposed sport by the Organizing Committee for the Los Angeles 2028 Olympic Games. Then, on October 16, 2023, World Lacrosse realized the culmination of its journey when the IOC voted to confirm lacrosse's participation in LA28.

WL's journey has also been reflected in the growth of its membership, which stood at 45 members at the end of 2008, and has more than doubled to 92 National Federations across all five continental regions.

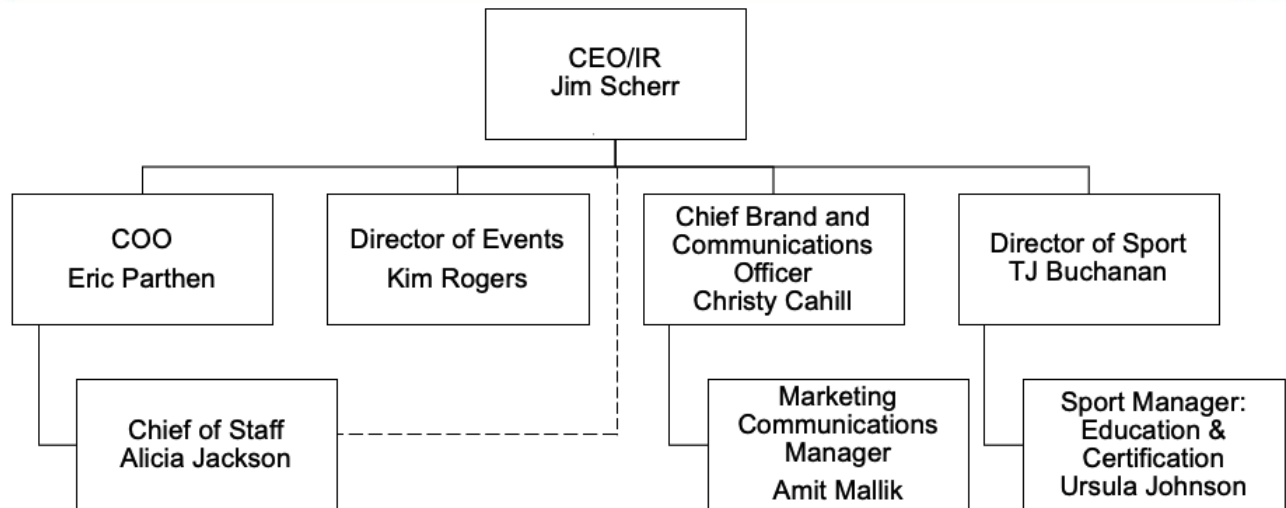
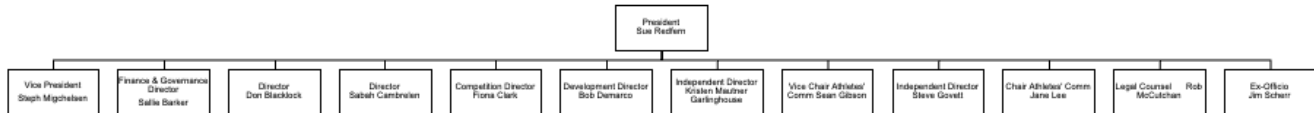
APPENDIX II: OCOG-PROPOSED SPORTS

The International Olympic Committee's Agenda 2020 and Agenda 2020+5 created a framework for the Organizing Committee for the Olympic Games to propose one or more sports to add to the program for the Games in its city. Those sports – called OCOG-proposed sports – must be approved by the IOC Session.

Evaluation criteria have varied slightly between the Tokyo, Paris and Los Angeles Games, but have centered around the following themes:

1. **Cost and complexity:** Optimize the sports program, including any new sports, disciplines and events, to identify further venue and operational efficiencies and achieve a neutral result of program economics. With respect to the cost of staging and broadcasting the events. The overall athlete quota is maintained at 10,500 (including new sports).
2. **Best athletes and athlete safety:** The program endeavors to engage the best athletes and ensures the motivation of current and emerging generations of best athletes to compete at the Olympic Games. The program aids in optimizing the physical and mental protection of athletes and endorses on-going monitoring by IFs.
3. **Popularity and host country interest:** The sports, disciplines and events on the program strengthen engagement and broadcast /digital audiences both internationally and within the host territory and worldwide. Digital and social media are becoming more important over time.
4. **Uniqueness, universality, gender equality and relevance for youth:** The program excites and engages a young global audience, while respecting tradition and demonstrating that sport is for all. 50 per cent female participation across the Games at quota, discipline and event level, where possible.
5. **Integrity and fairness:** The program supports comprehensive and independent Anti-Doping programs that effectively protect clean athletes. IFs to strengthen the prevention of competition manipulation by increasing awareness and education and enhancing refereeing and judging systems. IFs to comply with the "Basic Universal Principles of Good Governance".
6. **Environmental sustainability:** The program protects and enhances the environment and fosters long-term sustainability.

APPENDIX III: BOARD + STAFF STRUCTURE



APPENDIX IV: STAKEHOLDER ANALYSIS

What is a stakeholder?

- A stakeholder is a person or entity that can affect and/or be affected by an organization. There are internal and external stakeholders, and they can affect and/or be affected directly or indirectly.
- Stakeholders influence World Lacrosse's ability to fulfill its mission, and they experience the consequences of WL's choices and actions.
- Stakeholders are a vital part of the overall success of World Lacrosse.

Why identify stakeholders?

- Identifying and prioritizing stakeholders provides critical guidance for the development of strategies, programs, budget and communications.
- An action that is in the best interest for one stakeholder group may be detrimental to another. All stakeholders must be factored into decisions, especially those with significant or widespread impact.
- The holistic stewardship and sustainability of the sport remains the key priority.

