



STRATEGIC PLAN

2015- 2018

Reviewed April 2016

FOREWORD

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President

Lacrosse is a sport that can be played both competitively and socially throughout much of life and provides opportunities for players, coaches, officials and administrators at all levels. In promoting fun, fitness and friendships, lacrosse clubs, State/Provincial Associations and National Governing Bodies (NGBs) are all vital parts of the lacrosse community. Lacrosse can be played in many forms – non contact, women’s field and indoor, men’s field and indoor, and can be modified with respect to players per team, equipment, field size and rules. Lacrosse is one of the fastest growing sports worldwide – the challenge for FIL is to keep up with this growth!

FIL understands that there are a range of challenges faced by the NGBs including increasing compliance and legislative demands, costs and the ongoing competition provided by other sports. FIL will continue to seek revenue streams that will promote and develop the sport, both at the international level and at grassroots and local development.

FIL’s website serves as the primary communication system to better facilitate relationships with NGBs and it is hoped that NGB’s are visiting this site on a regular basis.

FIL is actively seeking to expand the number of international officials and is also expanding its interest in research.

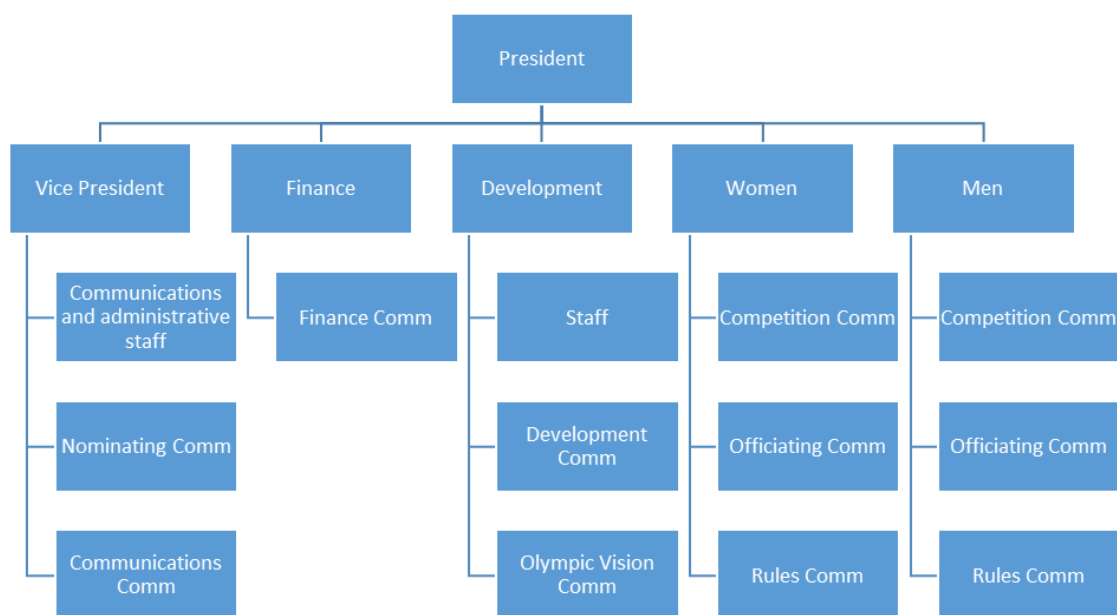
FIL continues to work towards its vision of becoming an Olympic Sport again. To this end FIL has recently been accepted as full members of SportAccord & the International World Games Association (IWGA) and will be submitting our application for membership to the International Olympic Committee (IOC) in 2016 (following revision to the IOC timescales).

Finally, FIL aims to deliver a high standard of corporate governance as well as continuing to develop and review policies and processes to ensure that they are best meeting the needs of its members and the wider lacrosse community.



STRUCTURE

The following diagram outlines the FIL structure:



SCOPE

The Strategic Plan provides a direction and a course of action for the 4-year period between January 2015 through to December 2018. The objectives, key performance indicators and strategies have been developed to assist FIL to achieve its mission, vision and overall purpose.

MISSION

FIL 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.

VISION

Lacrosse is recognized and played by all countries world-wide and is an Olympic sport.

KEY STRATEGIC GOALS

1. To effectively manage the administrative and business affairs of FIL and ensure financial sustainability.
2. To provide a program of events that showcases the sport, provides relevant competition for players and supports development pathways for players, coaches, officials and volunteers.
3. To grow and retain people and country involvement in all forms of lacrosse including players, officials, coaches and administrators.
4. To establish the rules of international play for all forms of the sport with an emphasis on fair play, inclusion, safety and sustainability.
5. To market lacrosse, and maximize opportunities for exposure and development

Strategic Goal 1

To effectively manage the administrative and business affairs of FIL and ensure financial sustainability.

Target	Strategies	Performance Indicators	Update
Timely distribution of information to all members (National Governing Bodies - NGBs)	Utilise a variety of communications	<ul style="list-style-type: none"> Communications policy established Minutes from General Assemblies and other relevant documentation distributed within 60 days of meeting/s 85% member satisfaction received via annual online survey New Postal Vote Policy Discussed & Approved 	<ul style="list-style-type: none"> Not achieved at this time Achieved Survey not undertake Not approved, review at GA2016
Professional governance	Implement the FIL Constitution, Bylaws, Policies & Roles and Responsibilities.	<ul style="list-style-type: none"> Annual Board review undertaken General Assembly review undertaken with NGBs via online survey Rotation of Board and committee appointments maintained Board represented with diversity (age, gender, ethnicity) Establish a FIL Nomination Committee Review & approve nomination guidelines 	<ul style="list-style-type: none"> Achieved Not undertaken for 2014 Ongoing Ongoing Being progressed with revised Board structure
Comply with relevant legislation, regulations and standards	Implement professional management practices	<ul style="list-style-type: none"> Annual financial reports audited Board induction process established & Approved Risk Management policy established, need to update, expand & approve Directors and Officers insurance maintained Annual Board planning & review meeting conducted Finance policy completed, maintained, reviewed & approved Annual budget developed and reviewed 	<ul style="list-style-type: none"> Achieved In progress In progress Achieved Achieved Achieved Achieved
Review the FIL Board, Staff and Committee Structure & Rules	Revise FIL Board structure to become a more effective body to service our members &	<ul style="list-style-type: none"> Review the Board structure with member involvement and as appropriate external support. Proposals to be formulated during 2014 and 2015 with a view to full member consultation in the latter part of 2015. Board review at its January 2016 meeting and then formal consideration at the 2016 General Assembly. 	<ul style="list-style-type: none"> In progress Delayed with operational issues. Proposals to GA2016

	strategic goals	<ul style="list-style-type: none">• Review, completed and approved by Board Jan 2015• Any proposed FIL Board or committee structure changes sent to members for approval April 2015• New structure adopted Aug 2015	<ul style="list-style-type: none">• Superseded by the items above (editorial errors following GA 2014)
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Strategic Goal 2

To provide a program of events that showcases the sport, provides relevant competition for players and supports development pathways for players, coaches, officials and volunteers.

Target	Strategies	Performance Indicators	Update
Increase member participation in FIL events	Review all championship structure to promote developmentally appropriate competition	<ul style="list-style-type: none"> U19 Women from 12 to 14 teams in 2015 U19 Men from 12 to 14 teams in 2016 Senior Women from 19 to 23 teams in 2017 Senior Men from 38 to 48 teams in 2018 Indoor from 8 to 12 teams in 2015 FIL Competition committee reviews and develops proposals for change to championship structure, where deemed appropriate 	<ul style="list-style-type: none"> Achieved Achieved Achieved In progress Achieved In progress
Appoint host countries for all world events	Implement tendering and selection processes	<ul style="list-style-type: none"> 2019 Men's Indoor appointed by Jan 2015 2019 Women's U19 appointed by Jan 2015 2020 Men's U19 appointed by Jan 2015 2021 Women's Senior appointed by Jan 2016 2022 Men's Senior appointed by Mid 2017 Calendar of events published on FIL website 	<ul style="list-style-type: none"> Achieved, Sept 15 2015 In progress Achieved, Jan 2016 Moved to Jan 2017 Moved to January 2018 Achieved
Implement World event Bylaws and relevant policies	Undertake regular reviews	<ul style="list-style-type: none"> Review and revise documents at General Assembly Implement annual online event evaluation for all participants Review officiating and hosting costs and financing for world events. 	<ul style="list-style-type: none"> In progress In progress In progress GA2016
Increase participation in global sports events	Inclusion in summer Olympics	<ul style="list-style-type: none"> Maintain membership of SportAccord Maintain membership of the International World Games Association Participate in 2017 IWGA Games Actively participate in SportAccord & IWGA meetings 2014-2018 Complete and submit our IOC application to become recognized IOC Member Oct 2014 Receive IOC approval for membership 2015 Reach 50 IOC Approved Nations By 2016 Apply & Get approved to the Association of IOC Recognized Sport Federations (ARISF) Establish Olympic Vision Committee to develop a FIL Olympic Vision 	<ul style="list-style-type: none"> Achieved Achieved In progress In progress, achieved to date In progress, provisional recognition, mid 2016 To be determined Achieved In progress, depends on IOC recognition Achieved

		strategic plan 2015	<ul style="list-style-type: none"> • Achieved
Assist in Development of Regional Events	Develop and Implement additional FIL Regional Events & give more FIL support for current events	<ul style="list-style-type: none"> • Assist in Regional officiating & coaching education program • Review annual FIL membership & develop further regional competitions & structure, where deemed necessary 	<ul style="list-style-type: none"> • Achieved • In progress, support to Copa America July 2015

Strategic Goal 3

To grow and retain people and country involvement in all forms of lacrosse including players, officials, coaches and administrators.

Target	Strategies	Performance Indicators	Update
Increased membership & forms of lacrosse	Increase in full, associate and allied membership	<ul style="list-style-type: none"> 50% increase in full members, from 28 to 42, by 2018 Approve 10-12 new associate members by 2018 10% increase in the number of countries participating in all sectors of lacrosse 50% of our associate members become full members by 2018 (10 of 20) Maintain paid Development Officer Number of clinics provided on an annual basis (4-6 per year) Apply for at least one grant Approve FIL rules for wheelchair lacrosse 2015 Distribute wheelchair rules to members for approval sanctioned Run FIL wheelchair event by 2018 	<ul style="list-style-type: none"> Full members = 30 5 associate member since 2014 In progress 3/24 Achieved 2 clinics 2015 and 2016 Not achieved Distributed May 2016 Review at GA 2016 In progress
Increased number of international officials	Implement policies and processes for accreditation including developing training materials and resources	<ul style="list-style-type: none"> 15% increase in number of International Officials (umpires and referees) Umpire and referee training manual established Officials database established & maintained Develop online referees training resources 	<ul style="list-style-type: none"> Partially achieved Achieved In progress In progress
Update & Improve member & new member guidelines	Development Committee review of the new member procedure & criteria to be in good standing as a current member	<ul style="list-style-type: none"> Development committee reviews current new member application process & sends recommendations to Board & members for approval by 2015/2016 Development committee reviews current member criteria and sends recommendations to Board & members for approval by 2015/2016 Review & update current members annual report form by 2015 100% of members submit completed annual report by 2018 	<ul style="list-style-type: none"> In progress In progress. Membership application updated Not continuing Not continuing

Strategic Goal 4

To maintain the rules of international play for all forms of the sport with an emphasis on fair play, inclusion, safety and sustainability.

Target	Strategies	Performance Indicators	
Foster a sport that promotes fair play, inclusion, entertainment, innovation and safety	Access existing member resources	<ul style="list-style-type: none"> Establish a Safety Committee Create research agenda Expand website with a sport safety section 	<ul style="list-style-type: none"> In progress In progress Not continuing
Remain drug free	Implement FIL Anti-Doping policy & establish a FIL Anti-Doping education program	<ul style="list-style-type: none"> Zero positive in competition and out of competition tests Wada rules are updated & communicated to members for approval Out of competition testings take place as per WADA approved. New WADA out of competition testing guidelines approved by WADA & sent to members 2017-2018 Drug education program is developed, approved & posted on website & communicated to all members. 	<ul style="list-style-type: none"> Achieved Achieved Achieved Achieved In progress

Strategic Goal 5

To market lacrosse, and maximize opportunities for exposure and development.

Target	Strategies	Performance Indicators	
Increase brand awareness of FIL by NGBs	Promote FIL logo and website	<ul style="list-style-type: none"> 100% of member websites display the FIL logo and have it hyperlinked to FIL website 100% of teams in events continue to display the FIL logo Number of hits to website reviewed & increased by 20% each year 2015-2018 by FIL Admin Assistant 85% positive member response to website Marketing committee approved & positions filled 2015 Sponsorship package developed 2016 Major FIL sponsor secured by 2017 FIL social media game proposal presented to members for approval at the 2014 GA 	<ul style="list-style-type: none"> In progress Achieved Achieved Not measured Not achieved Not achieved In progress Achieved and not progressing
Improve external & internal communication	Implement communications Committee, plans & policies	<ul style="list-style-type: none"> Communication committee approved & all positions filled by 2015 Committee develops a communication plan & appropriate policy changes & submits to Board & members for approval by 2015 All members confirm receipt of all communication by 2015 All eligible members participate in postal votes by 2016 International Media & PR plan developed in operation by 2016 Increase social media presence in 2015 to 2018 	<ul style="list-style-type: none"> In progress In progress Not measured Not achieved In progress In progress