



World Lacrosse Strategic Plan update 2021

*Presented to the
World Lacrosse General Assembly
October 18, 2020*



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.

Scope

This plan addresses the fourth quarter of 2020 and the 2021 portion of the approved Strategic Plan, which encompasses the third quarter of 2017 through 2024 to coincide with the International Olympic Committee (IOC) host city proposal process, and 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 allow World Lacrosse to achieve its vision to build the brand and resources of lacrosse, grow the game, and lead and inspire.

Key Strategies

1. ***Grow*** the game, popularity and appeal of lacrosse globally.
2. ***Build*** the brand of lacrosse 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. ***Influence*** the International Olympic Committee, Olympic Family and Host Cities for the Olympic Games positively by effectively building relationships and successfully presenting the case of lacrosse to the IOC.

Objectives

Grow the Game

- 1.1 Increase the number of World Lacrosse member nations
- 1.2 Assist Continental Federations and National Governing Bodies in increasing the number of participants locally

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 showcases and develops the sport and builds the brand, exposure and revenue of World Lacrosse

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

Influence 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
- 4.3 Pursue and gain inclusion of lacrosse in additional multisport events
- 4.4 Explore the development of the World Lacrosse Sixes discipline and of urban lacrosse and other forms of lacrosse



World Lacrosse 2021 Organizational Objectives and Goals

1. Membership Growth

- a. Number of member nations
 - i. By end of 2021, WL will have 76 member nations with 4 coming from the Pan-American region (9 new countries total)
- b. Strengthening nations' capabilities by enhancing the NGB toolkit, adding operations assets and increasing NGB communication
- c. Effectively managing the WL Grants programs: BCH, DiscoverLax, Development Grants and Continental Federation Grants
- d. Launch grassroots coach development programs and officials' development programs
- e. In conjunction with the CFs, develop revised membership classifications, criteria and process for new members

2. Revenue Generation

- a. Foundation – explore the development of a WL foundation or annual giving program
 - i. Solicit top 35 donor prospects, 8 by end of first quarter 2021
 - ii. Expected: \$500,000 in committed revenue in 2021
- b. Sponsorship
 - i. Expected: \$50,000 in committed revenue in 2021 from sponsors
- c. Merchandise and licensing
 - i. Continue the merchandise and licensing program with net \$30,000 revenue

3. World Lacrosse Sixes Discipline

- a. Launch new branding and promotional platform for World Lacrosse Sixes discipline
- b. Hold minimum of three (3) quality invitational or showcase events in 2021
- c. Achieve broad acceptance in worldwide lacrosse community of discipline

4. Strategic Communications, Digital/Social, Broadcast and Brand

- a. Continue positioning lacrosse as a viable candidate for inclusion in the Los Angeles 2028 Olympic Games
- b. Through targeted media outreach, continue raising the profile and visibility of lacrosse with key audiences; notably, leaders in international sport and influential journalists in Olympic media
- c. Successfully launch the brand platform and identity for the World Lacrosse Sixes discipline
- d. Continue positioning the leaders of World Lacrosse as authoritative voices within the lacrosse community and the wider community of international sport

- i. Secure speaking opportunities for World Lacrosse leaders at key international and sport-specific events such as SportAccord 2021, Regional SportAccord Pan America, International Relations Forum and LaxCon
- e. Successfully publicize and deliver media operations and services for the 2021 World Lacrosse Men's U20 World Championship and 2021 World Lacrosse Women's World Championship
- f. Assist in preparing for and managing issues related to the COVID-19 global pandemic, eligibility for multisport events and other issues of significance to World Lacrosse and the wider lacrosse community, particularly those issues that could impact the pursuit of Olympic inclusion by World Lacrosse
- g. Achieve the following digital and social media audience growth targets:
 - i. Facebook growth @ 15% (8,600 followers total by year end)
 - ii. Instagram growth @ 15% (7,300 followers total by year end)
 - iii. Twitter growth @ 20% (12,700 followers total by year end)
- h. Continue developing and distributing custom video content that drives audience growth, reinforces the World Lacrosse brand and generates greater awareness in the sport of lacrosse:
 - i. Limerick 5 to Watch
 - ii. Towson 5 to Watch
 - iii. 3 Questions With
 - iv. Origins of the Game docuseries
 - v. World Lacrosse Voices podcast
- i. Ensure global broadcast distribution (linear, streaming) for the 2021 World Lacrosse Men's U20 World Championship and 2021 World Lacrosse Women's World Championship
- j. Support broadcast production needs for the 2021 World Lacrosse Men's U20 World Championship and 2021 World Lacrosse Women's World Championship
- k. Secure supplemental broadcast distribution partners (linear, streaming) for The World Games 2022 Birmingham
- l. Expand the World Lacrosse licensed merchandise program to include more product offerings and opportunities for co-branded merchandise with member National Governing Bodies
- m. Generate minimum \$30,000 (USD) in net revenue for World Lacrosse
- n. Integrate officially licensed World Lacrosse merchandise as part of merchandise offering at the 2021 World Lacrosse Men's U20 World Championship and 2021 World Lacrosse Women's World Championship
- o. Secure at least two endemic sponsors, delivering minimum \$50,000 (USD) in net revenue or budget-relieving value in kind for World Lacrosse

5. Reimagine World Lacrosse Events

- a. 2020 (Q3/4)
 - i. Agreement at General Assembly (GA) on the following:
 - 1. Event Hosting and Competition Manual

2. Event Calendar including movement of Men's 2022 World Championship to 2023
 3. Change of Age Group
 4. Championship Size
 5. Championship Duration and Timing
 6. World Lacrosse Sixes Strategy
- ii. 2022/23 Hosting Contract (first draft) and commence Organizational Planning
 - iii. Bid book and finalize bid process for new events
 - iv. Amend manual for Sixes specific requirements
 - v. Full risk analysis of Limerick and Towson for re: continue/postpone/cancel and make recommendation to WL Board by end of 2020
 - vi. Commence planning for 2021 Sixes events; discussions with potential hosts
- b. 2021
- i. Launch and manage bid process for 2024 events (potentially 3 events)
 - ii. Operational delivery of Limerick and Towson or management of postponement/cancellation process
 - iii. Oversee set up of Local Organizing Committee (LOC) for Men's World Championship and manage operational planning
 - iv. Completion of contract for Men's World Championship
 - v. Launch Sixes Event Program and manage series of Sixes internationals
 - vi. Work with CF's to support in the management of regional qualifying events
 - vii. Lead Blue Skies Working Group (BSWG) review of competition format for events from 2024 onwards
 - viii. Program to improve standards of delivery at CF events
 - ix. Improve delivery of event presentation at all WL events
 - x. Develop proposal for GWG and WL Membership for an Event Sanctioning Policy

6. International Relations

- a. Deliver the international relations strategy to build awareness for lacrosse among leaders of international sport and support for the inclusion of lacrosse in international multisport events such as the Pan American Games, Commonwealth Games and Los Angeles 2028 Olympic Games
- b. Set international calendar of events and ensure successful missions for WL at gatherings of the Olympic Family to include Youth Olympic Games, SportAccord 2021, Tokyo Olympics 2020 (now 2021), IF Forum 2021, ANOC 2021
- c. Secure cooperation of 10 identified international sport leaders as champions for lacrosse
- d. LA 2028: successfully influence and support the LA 2028 Olympic Committee

- i. Formalize the local grassroots lacrosse support team with US Lacrosse (USL)
- ii. Identify and secure the small leadership group for LA 2028 influence
- iii. Develop with USL a program of activities through 2028 to support growth/development of lacrosse and its brand in the Southern California/Los Angeles market
- iv. Maintain and develop direct relationships with key LA 2028 leadership

7. Organizational Effectiveness/Governance

- a. Support the Governance Working Group to produce its second set of recommendations for the WL Board and General Assembly
- b. Support the establishment and work of the Women in Sport Commission and the Diversity and Opportunity Commission
- c. Successful management of WL finances
 - i. Completely overhaul the chart of accounts and move to a “class-based” system of budgeting and accounting
 - ii. Produce monthly financial information for BOD and quarterly results for Membership
 - iii. Effectively manage 2021 WL expense budget
 1. Minimum: year end results within 20% of budget
 2. Expected: year end results within 10% of budget
 3. Stretch: year end results within 5% of budget
- d. Comply with all provisions of the WADA code and adhere to the tenets of ‘clean sport’
 1. Contract with the International Testing Authority for Anti-Doping services
 2. Implement effective testing at World Lacrosse events to provide a deterrent to doping
 3. Continue and expand the Anti-Doping education efforts for NGB’s and Athletes
- e. Progress the World Lacrosse compliance with GDPR

Key Strategy 1: Grow the game, popularity and appeal of lacrosse globally. Grow and retain people and country involvement in all forms of lacrosse, including payers, officials, coaches and administrators.

Objective 1.1: Increase the number of World Lacrosse member nations		
Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> Analyze current geographical representations and determine which non-member nations may be in a position for membership Collaborate with non-profit organizations utilizing lacrosse as tool in fulfilling their mission Provide grants/incentives to Continental Federations who actively aid in the acquisition of new member countries Provide grants/incentives to NGBs for growth and development Emerging Nation grants or services to prospective and/or new member countries Offer outreach grants of equipment and clinic delivery to emerging nations to position them for future membership 	<ul style="list-style-type: none"> CF Incentive whitepaper CF Grant/Incentive applications NGB Incentive whitepaper NGB Grant/Incentive applications Collaboration program whitepaper 	<ul style="list-style-type: none"> <input type="checkbox"/> Q4 2020: Develop target country list for each CF region <input type="checkbox"/> Q1 2021: Announce new country incentive program <input type="checkbox"/> Q1 2021: Announce emerging nation grant program <input type="checkbox"/> Q1 2021: Announce collaboration program <input type="checkbox"/> Q2 2021: Award Emerging Nation Grants <input type="checkbox"/> Q2 2021: Award Collaboration Grants <input type="checkbox"/> On-going: Award CF/NGB incentives as new members are approved

Objective 1.1 continued: Increase the number of World Lacrosse member nations		
Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> Quarterly review and update of new country prospects/status 4 PALA countries confirmed as members 	<ul style="list-style-type: none"> An increase in total membership to 76 countries by EOY 2021 	2021 resources: <ul style="list-style-type: none"> CF Grants: \$100,000 USD NGB Grants: \$150,000 USD Collaboration Grants: \$40,000 USD Outreach Grants: \$10,000 USD

Objective 1.2: Assist CFs and NGBs in increasing the number of participants locally

Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Release DiscoverLax grant program to provide NGBs with the resources to expose more participants to the sport • Support the Women's Indoor Box Lacrosse Working Group 	<ul style="list-style-type: none"> • DL Grant whitepaper • DL Grant application • BCH Grant whitepaper • Women's Indoor/Box Development Grant whitepaper 	<ul style="list-style-type: none"> <input type="checkbox"/> Q4 2020: Release DiscoverLax curriculum in NGB Toolkit and award 10 grants by EOY <input type="checkbox"/> Q1 2021: Announce DiscoverLax grant program expansion and award 15 grants by end of Q2 2021 <input type="checkbox"/> Q1 2021: Announce open application for BCH grants <input type="checkbox"/> Q1 2021: DiscoverLax facilitator course in the Virtual Training Center <input type="checkbox"/> Q3 2021: Announce Women's Indoor/Box Lacrosse Development Grants <input type="checkbox"/> Q4 2021: Award Women's Indoor/Box Lacrosse Grants <input type="checkbox"/> On-going: Award BCH Grants

Objective 1.2 continued: Assist CFs and NGBs in increasing the number of participants locally

Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> Equipment partner/distributor secured EOY Participation Report 	<ul style="list-style-type: none"> Ten (10) DiscoverLax Grants awarded by EOY 2020 Fifteen (15) DiscoverLax Grants awarded by EOY 2021 Up to 10 BCH Grants awarded by EOY 2021 Target of 2% total increase in participation, using the baseline number compiled in the NGB Benchmarking Study Five (5) Women's Indoor/Box Lacrosse Grants awarded 	<p>2021 expenses:</p> <ul style="list-style-type: none"> DiscoverLax curriculum and training course Athlete Development Grants: \$40,000 USD BCH Grants: \$10,000 USD WIBL Grants: \$10,000 USD

Key Strategy 2: Build the brand of lacrosse and the resources available to World Lacrosse and its members.

Objective 2.1: Increase global brand awareness for World Lacrosse and international lacrosse		
Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> Continue building a meaningful following/audience for World Lacrosse across established digital/social media platforms with agreed targets for audience growth by the end of 2021 	<ul style="list-style-type: none"> Maintain new World Lacrosse website 	<input type="checkbox"/> Q1-Q4 2021
<ul style="list-style-type: none"> Build a multi-year broadcast properties model for WL World Championship events and related lacrosse properties 	<ul style="list-style-type: none"> Broadcast agreements in place for 2021-2023 (production and distribution) 	<input type="checkbox"/> Q1-Q2 2021
<ul style="list-style-type: none"> Support Continental Federations and National Governing Bodies in the adoption of WL brand guidelines and development of their own brand platforms through NGB toolkit 	<ul style="list-style-type: none"> Updated Brand Style and Communication Guide 	<input type="checkbox"/> Q1-Q2 2021
<ul style="list-style-type: none"> Support CFs and NGBs with media and marketing materials through NGB Toolkit; focus is on growth and participation 	<ul style="list-style-type: none"> Digital advertisements, promotional video assets, content for digital/social 	<input type="checkbox"/> Q1-Q4 2021
<ul style="list-style-type: none"> Support CFs and NGBs with media and marketing materials through NGB Toolkit; focus is on growth and participation 	<ul style="list-style-type: none"> Communications plan, e-newsletter, e-bulletins, podcast series 	<input type="checkbox"/> Q1-Q4 2021
<ul style="list-style-type: none"> Plan and deliver WL mission for SportAccord 2021 	<ul style="list-style-type: none"> World Lacrosse Annual Report 	<input type="checkbox"/> Q1-Q2 2021
<ul style="list-style-type: none"> Develop and implement a comprehensive Strategic Communications Plan for WL, with an emphasis on improving communication/information flow with key internal audiences (CFs, NGBs) 	<ul style="list-style-type: none"> World Lacrosse Strategic Communications and Brand Summit 	<input type="checkbox"/> Q1-Q2 2021
<ul style="list-style-type: none"> Create a forum for the exchange of information and ideas across leading entities in lacrosse and international sport 	<ul style="list-style-type: none"> World Lacrosse Media Operations and Services Guidelines 	<input type="checkbox"/> Q1-Q2 2021
		<input type="checkbox"/> Q2-Q4 2021

<p>with the shared objective of raising the profile of the sport worldwide</p> <ul style="list-style-type: none"> Develop and implement Media Operations and Services Guidelines for World Lacrosse events 		<input type="checkbox"/> Q2-Q4 2021
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Objective 2.1 continued: Increase global brand awareness for World Lacrosse and international lacrosse		
Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> Greater awareness and adoption of the World Lacrosse brand; emphasis on Continental Federations and member National Governing Bodies Launch of new WL website; implementation of new content strategy and content calendar for social media platforms (completed) Maintain and improve the new WL website 	<ul style="list-style-type: none"> No less than 50% of Continental Federations and member National Governing Bodies actively utilizing/associating with the World Lacrosse brand on websites, digital/social media platforms, promotional materials, etc. 20% growth in audience/traffic from Q1 2021 through Q4 2021 across web and social media platforms Executed broadcast agreements (production and distribution) representing \$50,000 in revenue to WL with substantial worldwide distribution Executed licensing agreements representing \$30,000 in net annual revenue to WL 	<ul style="list-style-type: none"> NGB brand toolkit New World Lacrosse website, content providers \$45,000 website maintenance \$50,000 content creation

Objective 2.2: Maximize revenues and other resources through sponsor sales and engagement

Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Create integrated partner/sponsor platform and sales strategy • Develop and aggregate inventory of all sponsor assets • Explore partnerships with NGBs and other leagues • Build assets through promotion and development • Evaluate and price individual assets • Price and package partnerships and sponsors • Develop targets of potential sponsors and cultivate • Sell • Fulfill sponsor agreements and repeat process; it is anticipated that sponsor sales strategy will results in significant net revenue annually 	<ul style="list-style-type: none"> • Sales targets and strategy • Inventory of all sponsor assets • New sponsor assets – web, social media, events, special events, partnerships • Sales materials – digital, videos, brochures, VIP hospitality • Fulfillment schedules • Partners and sponsors 	<ul style="list-style-type: none"> <input type="checkbox"/> Explore partnerships and/or arrangements for rights and sales with industry and other providers <input type="checkbox"/> Develop and finalize asset aggregation and sponsor sales strategy <input type="checkbox"/> Begin implementation of plan and strategy to build WL and sponsor assets, now and on-going <input type="checkbox"/> Q4 2020-Q2 2021: Develop sales targets <input type="checkbox"/> Q2 2021: Price assets, packages and begin sales <input type="checkbox"/> On-going: Fulfill sponsorships and begin sales process anew

Objective 2.2 continued: Maximize revenues and other resources through sponsor sales and engagement

Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> • Q1 2021: Finalize asset strategy and aggregation model • January 2021: Sales targets finalized • February 2021: Sales packages and pricing developed and finalized • Sales model/sales agent in place in Q2 2021 (resource dependent) 	<ul style="list-style-type: none"> • Four (4) new sponsors on-board and contracted by EOY 2021 • Total of \$50,000 contracted revenue VIK or cash by EOY 2021 	\$80,000 outside sales agent (TBC)

Objective 2.3: Attract supporters and raise funds through private donations, foundations and grants with priority funds to support the Olympic Vision effort

Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Establish an Annual Giving Program • Explore the development of a World Lacrosse Foundation • Develop and finalize Annual Giving fundraising materials • Create individualized cultivation and solicitation strategies for WL's top 35 donor prospects • Develop WL's online giving platform • Develop and establish a donor recognition program • Finalize fundraising policies and procedures • Establish Annual Giving appeals calendar • Cultivate and solicit WL's top 35 donor prospects • Finalize year-end Annual Giving Campaign (thank donors, donor gifts, donor impact and campaign report) 	<ul style="list-style-type: none"> • Annual Giving program • WL Foundation • Fundraising material • Strategy development • Online giving platform • Donor recognition program • Fundraising policies and procedures • Fundraising calendar • Solicitation of WL's top prospects • Revenue goals met and pledges fulfilled 	<ul style="list-style-type: none"> <input type="checkbox"/> Q1 2021: Establish and launch WL's Annual Giving Program <input type="checkbox"/> Q1 2021: Explore the development of a WL Foundation <input type="checkbox"/> Q1 2021: Build case for support and need based on Strategic Plan <input type="checkbox"/> Q1 2021: Develop WL's online giving platform <input type="checkbox"/> Q1 2021: Develop donor confidentiality policy, gift acceptance policy, special event policy and campaign counting policy <input type="checkbox"/> Q1 2021: Establish a 2021 Annual Appeals Fundraising Calendar <input type="checkbox"/> Q1-Q2 2021: Create individualized cultivation and solicitation strategies for WL's top 35 donor prospects <input type="checkbox"/> Q1-Q4 2021: Develop gift acknowledgements, donor recognition and donor naming opportunities <input type="checkbox"/> Q1-Q4 2021: Cultivate and solicit WL's top 35 donor prospects; 8 prospects cultivated and solicited by Q1 2021

		<input type="checkbox"/> Q4 2021: Year-end Annual Giving gift fulfillment and final report
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Objective 2.3 continued: Attract supporters and raise funds through private donations, foundations and grants with priority funds to support the Olympic Vision effort		
Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> • Q1 2021: Development and execution of WL's Annual Giving Program • 2021: Revenue through Annual Giving Program 	<ul style="list-style-type: none"> • Q1 2021: Cultivate and solicit 8 donor prospects • Q4 2021: \$500,000 committed revenue 	Materials and support: Q1-Q4 2021: \$30,000

Objective 2.4: Expand the reach, visibility, awareness and revenue for World Lacrosse and lacrosse through an aggressive merchandise and licensing program

Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Align licensing platform with World Lacrosse brand objectives • In conjunction with website redesign, build e-commerce function • Develop a strategy and execute programs to maximize wholesale, direct-to-retail and e-commerce licensing • Identify co-branding or 'official' product programs, if any • Explore and launch, if feasible, WL line of equipment and products • Maintain and expand offerings of WL merchandise e-commerce program 	<ul style="list-style-type: none"> • Contracted licensing sales agent • Brand goals for licensing program • E-commerce platform • Strategic licensing plan/licensees 	<ul style="list-style-type: none"> <input type="checkbox"/> Align merchandise look and feel with brand identity and message <input type="checkbox"/> Create licensing strategy and solicit partners in conjunction with sponsorship sale programs <input type="checkbox"/> Build co-branded merchandise and extensions of line and licenses to events, Continental Federations, National Federations and athletes, if possible <input type="checkbox"/> Explore and build partnerships with industry providers and others as available

Objective 2.4 continued: Expand the reach, visibility, awareness and revenue for World Lacrosse and lacrosse through an aggressive merchandise and licensing program

Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> • Q1 2021: Create and launch expanded licensing program • Q3 2021: Extend license to internal partners 	<ul style="list-style-type: none"> • TBD: Annual reach and revenue • Q1 2020: Website e-commerce merchandise site launched – completed • Q1 2020: Licensing program for endemic products launched • Three licenses signed by September 15, 2021 • Net product sales of \$30,000 in 2021 	<p>No initial outlay expected.</p>

**Objective 2.5: Provide a program of events that showcases and develops the sport and builds the brand, exposure and revenue of World Lacrosse;
appropriately manage the World Championships and WL event platform to provide for more effective event bidding, host support and risk management;
reimagine and invigorate the World Championships and WL events platform**

Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Develop and execute agreement with Local Organizing Committee and US Lacrosse for the WL Men's 2022/2023 World Championship • Review and revise Host contracts to provide clear commercial rights, responsibilities, obligations and recourse • Develop and implement structure for event management system to include Competition Director, Director of Events and Local Organizing Committee • Review and revise current WL tendering and selection process to world class standards – see below suggested updated timelines • Manage future event LOCs to ensure compliance with Event Hosting and Competition Manual • Build and implement WL event risk management and monitoring system • Continue work of Blue Skies Working Group to provide analysis and recommendations for improvements of Championship hosting comprised of 	<ul style="list-style-type: none"> • Form event contract • Agreed structure and communication pathways with responsibilities • Bid book • Technical manual • Confirmation of hosts for 2024 events • Risk register and management system • Event management and support system • Accreditation system • Event Presentation Suppliers • Working group recommendations • Contracted agency analysis and assistance especially with sport presentation • Analysis and recommendations for qualification system • Competition format recommendations 	<ul style="list-style-type: none"> <input type="checkbox"/> Q4 2020: Review existing contracts and road map requirements <input type="checkbox"/> Q4 2020: Develop 2022 Hosting contract for signature <input type="checkbox"/> Q4 2020: 2020 bid process for new events finalized <input type="checkbox"/> Q4 2020-Q2 2021: Launch and manage bid process for 2024-2026 events <input type="checkbox"/> Q1 2021: Template for 24-26 developed <input type="checkbox"/> Q1 2021: Launch and manage World Lacrosse Sixes event program and manage series of WL Sixes international invitational event <input type="checkbox"/> Q1 2021: Contract negotiation for Men's World Championship begins <input type="checkbox"/> Q1 2021: Review of Competition Format for proposal to General Assembly by postal vote <input type="checkbox"/> Q1-Q3 2021: Develop proposal for WL governance for a comprehensive WL event sanctioning and calendar management process

<p>former hosts, Continental Federations, National Federations, Athletes, Coaches, Officials and Board</p> <ul style="list-style-type: none"> • Competition committees to provide recommendations for qualifications formats 	<ul style="list-style-type: none"> • Sport presentation format for hosts 	<ul style="list-style-type: none"> <input type="checkbox"/> Q1-Q3 2021: Operational delivery of Limerick and Towson or effectively manage postponement/cancellation process <input type="checkbox"/> Q2 2021: Contract for Men's World Championship 2022/2023 completed
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**Objective 2.5 continued: Provide a program of events that showcases and develops the sport and builds the brand, exposure and revenue of World Lacrosse;
appropriately manage the World Championships and WL event platform to provide for more effective event bidding, host support and risk management;
reimagine and invigorate the World Championships and WL events platform**

Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> • Agreement at General Assembly (GA) on the competition proposals • Complete 2022/23 Hosting Contract (first draft) and commence Organizational Planning • Bid book and finalize bid process for new events • Amend manual for Sixes specific requirements • Full risk analysis of Limerick and Towson for re: continue/postpone/cancel and make recommendation to WL Board by end of 2020 • Commence planning for 2021 Sixes events; discussions with potential hosts • Launch and manage bid process for 2024 events (potentially 3 events) • Operational delivery of Limerick and Towson or management of postponement/cancellation process 	<ul style="list-style-type: none"> • Secure a minimum of two sites/hosts for WL Sixes events • Present risk analysis in a timely fashion for WL Governance to make a decision on postponement/cancellation of the event • Successful completion of contract for Men's World Championship 2022/2023 • WL Event Sanctioning Policy recommended by Board and presented to General Assembly for approval • Set of recommendations and proposals produced by BSWG for membership consideration and implementation • Successfully conduct two Lacrosse Sixes Exhibitions 	<p>2021 expenses:</p> <p>*dependent upon external environment</p> <p>\$150,000 for event development</p>

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| <ul style="list-style-type: none">• Lead Blue Skies Working Group (BSWG) review of competition format for events from 2024 onwards• Develop proposal for GWG and WL Membership for an Event Sanctioning Policy | | |
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Key Strategy 3: Lead the sport by improving the core competencies of World Lacrosse, its Continental Federations, National Governing Bodies and management to support the effort.

Objective 3.1: Increase the core competencies of CFs and NGBs		
Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Provide education and information on best-practices in CFs/NGBs • Implement contracted development officer in three (3) CFs (PALA, ELF, Africa) • Expand the Coach and Officials' Development Model offerings in the CFs/NGBs via the Virtual Training Center • Train coach and official developers from each continent to conduct local/regional clinics at Coaches/Officials Developer Academy events • Continue the NGB and CF Grant Programs 	<ul style="list-style-type: none"> • Member Toolkit enhancements • CF Development Officer job descriptions and applications • Complete Silver Level Coaches Development Model (CDM) curriculum in the Virtual Training Center • Train the Trainer events for CDM/Officials Development Pathway (ODP) • NGB and CF Grant applications • Officials Development Pathway Curriculum 	<ul style="list-style-type: none"> <input type="checkbox"/> Q1 2021: Member Toolkit enhancements released <input type="checkbox"/> Q1 2021: CDA event held <input type="checkbox"/> Q1 2021: NGB/CF Development Grant applications go live <input type="checkbox"/> Q2 2021: Development Officer applications open <input type="checkbox"/> Q2 2021: ODP curriculum added to Toolkit <input type="checkbox"/> Q3 2021: Development Officers contracted <input type="checkbox"/> Q3 2021: ODP/CDA event is conducted <input type="checkbox"/> Q3 2021: NGB/CF Development Grants are awarded <input type="checkbox"/> On-going; Virtual Training Center enhancements

Objective 3.1 continued: Increase the core competencies of CFs and NGBs

Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> • Call for Development Officer applications • NGBs/CFs conduct own CDM/ODP clinics • CDM/ODP curriculum published • NGBs/CFs grant applications released • CDA/ODP event locations and dates established 	<ul style="list-style-type: none"> • CF Development Officer KPIs - TBD • 18 coach developers trained • 12 CDM clinics delivered by trained coach developers • 10 officials' developers trained • 10 officials' clinics held 	<p>2021 expenses:</p> <ul style="list-style-type: none"> • \$40,000 USD (Coach Development) • \$90,000 USD (Contractors) • \$100,000 USD (CF Grants) • \$150,000 USD (NGB Grants) • \$25,000 USD (Materials/guides)

Objective 3.2: Timely distribution of information to all Members		
Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Create and distribute President's newsletter quarterly • Communications policy established/reviewed • Build and refine website section for Member communications (two-way) • Clarify Board and Management roles in communication process • Revise and continue Stakeholder Engagement Webinar Series 	<ul style="list-style-type: none"> • President's newsletter • Communications policy • Members' only website section • Communications road map for Board/Staff • Annual schedule and content for WL Member webinars 	<ul style="list-style-type: none"> <input type="checkbox"/> Q4 2020: Develop and delivery plan to WL President and Board for approval <input type="checkbox"/> Q1 2021: Create newsletter and CEO e-communication templates <input type="checkbox"/> Q1 2021: Publish and distribute first communications

Objective 3.2: Timely distribution of information to all Members		
Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> • Q4 2020: Communication plan approved by Board • Q1 2021: Newsletter and e-communication delivered • Q1 2021: Webinar schedule final and webinars commence 	<ul style="list-style-type: none"> • Newsletters distributed by February 15, 2021 • Q1 2021: Survey membership regarding satisfaction and content of WL communications 	Internal resources

Objective 3.3: Attain best in world standard and model for professional International Federation governance

Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Support Governance Working Group (GWG) process • Review current governance practices compared to best in world standards • Undertake annual Board review • General Assembly (GA) review/survey undertaken with NGBs • Contract with ITA for Anti-Doping program 	<ul style="list-style-type: none"> • Recommendations for governance process and composition • Develop Board review process with peer-to-peer review • Develop process/survey for NGB expectations and needs for GA effectiveness and governance 	<ul style="list-style-type: none"> <input type="checkbox"/> Q1-Q3 2021: Provide on-going support for WL GWG <input type="checkbox"/> Gather information prior to GA and provide forum for discussion at GA <input type="checkbox"/> Q3 2021: Implement survey following GA and report/incorporate results <input type="checkbox"/> Execute contract with ITA Q4 2020

Objective 3.4: Comply with relevant legislation, regulations, accountabilities and standards		
Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Successful financial transfer to management • Seat Finance and Audit Committee • Overhaul chart of accounts • Product revised monthly financial statements for WL Board and quarterly for Members • Annual financial reports audited with periodic Board approval of outside auditor • Posting of financial statements in Members' only website portal and distribution to Membership • Directors and Officers insurance reviewed by Board periodically • Annual Board planning meeting developed and reviewed 	<ul style="list-style-type: none"> • Annual audit report and recommendations • Members' only section on WL website and financial transparency • Directors and Officers insurance review • New organizational chart of accounts 	<ul style="list-style-type: none"> <input type="checkbox"/> Q4 2020: Full financial transfer with Secretary General or Finance and Governance Director <input type="checkbox"/> Q4 2020: New chart of accounts <input type="checkbox"/> Q1 2021: Interim financial reports delivered

Objective 3.5: Best in world management and leadership effectiveness

Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Develop staffing plan with positions, timings and budgets - completed • Working through Remuneration Committee, create and implement organizational, departmental and individual performance screen processes • Hire key staff with Board approval • Develop and implement management reporting communication plans for Board, Committees, CFs, NGBs 	<ul style="list-style-type: none"> • Staffing plan and budget - completed • Organizational Priorities, Priorities tracker, individual performance screens • Marketing staff or consultant (tbc) • Internal communications plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Staffing plan and performance screen finalized for 2021 and reviewed with Remuneration Committee by EOY 2020 <input type="checkbox"/> Individual performance screens developed and approved by EOY 2020 <input type="checkbox"/> Q1 2021: Recommendation on marketing position or outside consultant



Key Strategy 4: Influence the International Olympic Committee, Olympic Family and Host Cities for the Olympic Games positively by effectively building relationships and successfully presenting the case of lacrosse to the IOC.

Objective 4.1: Become known, liked and respected within the Olympic Family and International Sports Community		
Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> Continue services of International Advisors to gather information, develop key messaging and support the effort Create a strong presence for lacrosse and its leaders at critical functions and meetings of the Olympic family Develop lobby team that remains consistent for the long-term to attend key IOC functions and international sport events and meetings (completed) Support individuals within lacrosse or with lacrosse backgrounds for election or selection to prominent positions in international sport (no cost) Successfully secure Full Recognition from the IOC 	<ul style="list-style-type: none"> Secured International Advisors – completed Election targets and campaigns (in process) Plan for missions to SportAccord, Tokyo Olympics, IF Forum, and other select events 	<ul style="list-style-type: none"> <input type="checkbox"/> Q4 2020 – Q3 2021: Support full recognition process with IOC for vote at the Tokyo Olympic Games <input type="checkbox"/> Q4 2020: Support nomination of WL President to IOC Commissions <input type="checkbox"/> Q1-Q4 2021: Execute missions including speakers and trade shows for Olympic Family events

Objective 4.2: Present a winning case for lacrosse		
Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Build case statement and messaging position supporting lacrosse as an Olympic sport • Prepare initial materials to support the case (brochures, swag/merchandise/apparel, promotional videos, digital and social media content) • Infuse all media channels with relevant messaging • Recruit key supporters with influence from sport, business and entertainment sectors • Select key lobby team, consultants, and prepare and present the case during Tokyo 2020 (now 2021), Paris 2024 and Los Angeles 2028 	<ul style="list-style-type: none"> • Case materials • Videos and advertising spots • Key core messaging for internal and external audiences • Core of trained volunteers and consultants to support the effort 	<ul style="list-style-type: none"> <input type="checkbox"/> Q2 2018: Confirm lobby team/training and preparation - completed <input type="checkbox"/> Q3 2018: Conduct benchmarking survey to determine how lacrosse and WL are perceived at international level - completed <input type="checkbox"/> Q1 2020: Concurrent with branding campaign, determine final key messaging and branding for Olympic vision and case statement for Games inclusion <input type="checkbox"/> Q1-Q2 2020: Create campaign messaging and presentation materials <input type="checkbox"/> On-going: Develop key international Olympic movement figures to target for communication/lobby campaign, IOC Executive Board, IOC program commission, IOC members, Los Angeles Host City Organizing Committee <input type="checkbox"/> On-going: Set calendar for international engagement and determine WL representatives to attend various events and meetings <input type="checkbox"/> On-going: Retain advisors to guide and assist the effort for Olympic inclusion

Objective 4.2 continued: Present a winning case for lacrosse

Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> • Q2 2018: Lobby team in place, individuals named and agreed - completed • Q4 2020: Case statement/messaging developed and approved • Q4 2021: Cooperation of key influencers secured 	<ul style="list-style-type: none"> • Raise awareness of lacrosse in Olympic Family • Increase favorable opinion of lacrosse in Olympic Family 	<ul style="list-style-type: none"> • Lobby team (travel/expenses): \$50,000 USD • Materials and presentations: <ul style="list-style-type: none"> ○ Video: \$50,000 USD ○ Digital content: \$20,000 USD ○ Brochures: \$5,000 USD ○ Swag: \$2,500 USD ○ Consultants: \$300,000 USD

Objective 4.3: Pursue and gain inclusion of lacrosse in additional multisport events

Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> • Review standards and requirements for various multisport events (MSEs): Youth Olympic Games, Continental Championships, Asian Indoor Sports Games and Others • Enlist the support of Continental Lacrosse Federations • Investigate process steps for each Olympic Games • Address any deficiencies that may exist with minimum requirements • Process and tender applications • Prepare and make presentations as required 	<ul style="list-style-type: none"> • Comprehensive requirements document for each Olympic Games • Completed process steps and applications for desired Games • Recommendation and strategy for prioritization of efforts • Presentation materials and team training 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop comprehensive list of available MSEs and requirements for inclusion <input type="checkbox"/> Analyze WL and CF capabilities and gaps for inclusion <input type="checkbox"/> Continue implementation process for approved targets <input type="checkbox"/> Address gaps and submit proposals <input type="checkbox"/> Pan American Games first target <input type="checkbox"/> Attend Pan Am Sports General Assembly in December

Objective 4.3 continued: Pursue and gain inclusion of lacrosse in additional multisport events

Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> • July 2018: Board approval of strategy and targets for MSE inclusion - completed • Proposal submittals to various MSEs as available 	<ul style="list-style-type: none"> • Inclusion in all IOC affiliated Continental Games by 2036 • Gain affiliation with the World University Games • Gain inclusion in 2027 Pan American Games - on-going 	<p>Possible expenses for proposal submittal, but unknown at this time, or not anticipated.</p>

Objective 4.4: Explore the development of the World Lacrosse Sixes discipline and of urban lacrosse and other forms of lacrosse		
Tactics	Deliverables	Implementation Plan and Timelines
<ul style="list-style-type: none"> Fully develop short-sided lacrosse game for world growth and Olympic inclusion Experiment with small-dimension lacrosse, 3v3 and other forms Develop lacrosse skill challenges formats and hold beta events – post-2021 Test urban lacrosse forms 	<ul style="list-style-type: none"> Programs to reach urban centers for lacrosse exposure Competition format and rules for small dimension and 6v6 Structure and format for skills challenge and beta tests 	<input type="checkbox"/> Informally present concepts and rules to IOC, Olympic Family and gain feedback - completed

Objective 4.4 continued: Explore the development of the World Lacrosse Sixes discipline and of urban lacrosse and other forms of lacrosse		
Performance Milestones	Performance Measures	Resources
<ul style="list-style-type: none"> Q4 2020: Board approved formats/rules and test concepts Q4 2021: Stage beta events 2021: 6v6 event platform developed, feasibility explored 	<ul style="list-style-type: none"> Conduct or authorize at minimum two beta events in 2021 	\$150,000