

Canadian Lacrosse Association | Strategic Framework | 2012-2016

FOUNDATIONAL STATEMENTS

Vision *(this describes what we would like to be in ten years)*

- ✓ In Canada, lacrosse is a thriving national sport and a part of our Canadian DNA. Abroad, we are a world leader in developing the game.

Mission *(this describes our core purpose)*

- ✓ To honour the sport of lacrosse and its unique nation-building heritage, by engaging our members and leading our partners and providing opportunities for all Canadians to participate.

Values *(these are core beliefs that guide our actions, policies and decision-making)*

H Health → we provide developmentally-appropriate opportunities to experience fitness, fun and friendship in the fastest game on two feet

E Excellence → we achieve high standards in all aspect of our sport: playing, coaching, officiating, volunteering, managing, leading

A Accountability → we operate with integrity and transparency, accepting responsibility for outcomes and results

R Respect → we unite communities by embracing inclusion, accessibility and diversity

T Teamwork → we achieve more working together in a climate of collaboration and trust

STRATEGIC DIRECTIONS

Our strategic directions are organized under the pillars of the current Canadian Sport Policy. Our priorities are relatively few in number, because we understand that success means defining what is important, and doing those important things very well.

... ENHANCED PARTICIPATION

Direction #1 → To continue to develop the sport by expanding participation in the game in all regions and all disciplines (box, field, intercrosse) so as to position our sport for future participation in the Canada Games

This means:

- ✓ Continuing to expand female participation in the game at all levels
- ✓ Introducing lacrosse into public schools (Grades 1-6) through the 'Lacrosse Fits' developmental program
- ✓ Supporting and promoting lacrosse in high school, college and university
- ✓ Supporting initiatives to grow the game in new and smaller Member Associations by nurturing early leaders, providing grants and seed money, offering coaches' and officials' clinics, and successfully launching 'Lacrosse Fits'
- ✓ Developing a strategy to introduce adaptive (wheelchair or sledge) lacrosse
- ✓ Developing a strategy to introduce lacrosse to aboriginal communities
- ✓ Being consistent in the application and interpretation of the rules across all regions

We will be successful when:

- ✓ We have positive relationships with the sports of ringette and hockey to foster recruitment, retention and, where appropriate, transfer of players
- ✓ We are working collaboratively with Canadian Association for the Advancement of Women in Sport (CAAWS) on efforts to promote female participation
- ✓ We have a clearer understanding of our relationship with CUFLA (Canadian Universities Field Lacrosse Association) and MUFLL (Maritime Universities Field Lacrosse League)
- ✓ 'Lacrosse Fits' is being delivered in all regions by Member Associations, and we have begun to develop a companion high school lacrosse program
- ✓ Member Associations have been established in NWT, PEI and NF.

- ✓ We have identified a champion (or champions), and have created partnerships with experts and other para-sport organizations, to pursue the development of adaptive lacrosse
- ✓ We are working with a credible national partner (such as the Assembly of First Nations) to introduce lacrosse into aboriginal communities
- ✓ Officiating resources and educational materials are increasingly available on-line, and there is a consistent pay scale (honoraria) for lacrosse officials at all national events

... ENHANCED EXCELLENCE

Direction #2 → To continue to implement our National Team Strategy, and ensure consistent delivery and quality of national championships

This means:

- ✓ We continue to invest resources and time into national teams as part of our National Teams Strategy
- ✓ We host national championships in women's field lacrosse (U15, U17 and U19)
- ✓ There is a visible CLA presence at all national championships
- ✓ Improving the hosting and convenors' guide and developing and executing a more robust three-way hosting contract between CLA, the Member Association and the Host Committee, with clear roles, responsibilities and accountabilities
- ✓ Assigning a staff person (half-time) to coordinating championships
- ✓ We continue to invest time and resources into coaching and officiating development programs

We will be successful when:

- ✓ We have more stable, long-term funding to support national teams
- ✓ Sport Canada and Own the Podium recognize our high performance programs for funding purposes
- ✓ There is greater continuity of professional personnel affiliated with national teams (coaching staff and integrated team services)
- ✓ Participation numbers in all championships has increased
- ✓ There is increased equity of resource investment between box and field championships
- ✓ There is greater competitive balance across different regions of the country
- ✓ CLA and member associations have agreed to a travel subsidy/equalization system to make championships accessible
- ✓ We continue to be viewed by our partners and peers as having superior coaching and officiating programs

Direction #3 → To raise the profile of our brand in Canada and abroad, and improve the image of our sport

This means:

- ✓ Creating and filling a new staff position in communications and social media (half-time)
- ✓ Participating in the Risk Management Project of Sport Canada and the True Sport Secretariat to introduce risk analysis into our planning and decision-making
- ✓ Preparing and implementing a communications strategy for internal and external communications, incorporating social media and government advocacy
- ✓ Developing a national membership registration system to comply with funders' requirements and provide us with essential knowledge of our membership
- ✓ Affiliating with a club excellence program to improve the culture of our sport and the capacity of local clubs to deliver quality sport experiences
- ✓ Examining the potential benefits of affiliation with the True Sport Movement
- ✓ Affiliating more closely with the Canadian Lacrosse Hall of Fame
- ✓ Continuing to have Canadians hold positions of leadership and influence In FIL, and supporting FIL in its international advocacy

We will be successful when:

- ✓ We have a comprehensive communications plan that is being executed properly and consistently
- ✓ Our social media platforms are generating more traffic and increased engagement among participants and fans
- ✓ We have declared as a True Sport organization and the True Sport values, principles and ideals are embedded in our programs, events and recognition programs
- ✓ In partnership with Member Associations, we have introduced a club excellence program to recognize, support, expand and sustain local lacrosse clubs
- ✓ If the benefits warrant it, we have declared as a True Sport organization and the True Sport values, principles and ideals are becoming embedded in our programs, events and recognition programs
- ✓ We have developed a risk registry and a risk management policy and we use these consistently as decision-making tools

- ✓ We have determined the technology for a national registration system and have implemented it in collaboration with a minimum of six Member Associations
- ✓ We collaborate consistently and share resources with the Canadian Lacrosse Hall of Fame

... ENHANCED CAPACITY

Direction #4 → To support all our strategic priorities by building a more effective governance structure for the CLA

This means:

- ✓ Reviewing current and desired governance practices and garnering widespread support for governance reforms within the CLA
- ✓ Creating and implementing a phased plan to achieve compliance with the Not-for-Profit Corporations (NFP) Act
- ✓ Aligning the CLA governance model with Sport Canada's 'Governance Principles'
- ✓ Clarifying the legal and financial relationship between the CLA and the Canadian Lacrosse Foundation
- ✓ Putting our financial and governance 'house in order' so that we are able to regain charitable status

We will be successful when:

- ✓ We have completed continuance under the NFP Act by the October 2014 deadline
- ✓ We are governing successfully with a membership model and an elected board structure that fulfill the requirements of the NFP Act
- ✓ We are able to fulfill an ever greater number of Sport Canada's accountability requirements in our annual funding submissions
- ✓ We have formalized a service agreement with the Canadian Lacrosse Foundation that has made possible a stream of stable revenues into the CLA
- ✓ Surveys of directors and members show that we have improved the level of trust within the board and between the CLA and its Member Associations
- ✓ We have been successful in regaining our Canadian Amateur Athletic Association charitable status
- ✓ We are perceived as a leader among smaller sports transitioning to a modern governance structure