



APLU STRATEGIC PLAN 2019 – 2023

1. Introductory Statement

This document outlines the Strategic Plan for the Asia Pacific Lacrosse Union (APLU) for the period 2019 – 2023. It has been initially prepared by the 2018 APLU Executive Board Sub Committee of Mike Slattery, Tomohiro Takasaka and Bill Hollins.

The APLU Board reviewed the Plan prior to the ASPAC 2019 in Korea and then presented it to the APLU membership during the 2019 APLU General Meeting. It was endorsed by that General Meeting.

This document is intended to facilitate the APLU's objectives and will be assessed annually. It shall be supported by an annual operational plan and budget.

2. Background statement/history

- The Asia Pacific Lacrosse Union (APLU) was founded in 2004 and is the umbrella sports organization for Lacrosse competition and development opportunities within the Asia & Pacific Rim region.
- In 2018 it has become one of the Continental Federations (CF) affiliated to the Federation of International Lacrosse (FIL), now renamed (in early May 2019) as World Lacrosse (WL) - the world governing body for Lacrosse. The area has now been redefined as the Asia & Pacific region (and perhaps long term with Olympic Aspirations may head towards Asia and Oceania definitions).

- It is significantly larger geographically than any other CF, encompassing Asia 44.58 million km² and Oceania 8.526 million km². This area is 39% of the populated world (ex Antarctica). Only America CF (North and South) is close at 33%. If including the large tracks of water not previously included, the APLU region could be viewed as covering well over 50% of the world's surface.
- The population is over 4.5 billion so again is the largest base, encompassing over 60% of the world's population. America is only 13.3%.
- It also covers 10 different time zones and 2 hemispheres.
- The original objectives of the APLU were:
 - to further grow lacrosse in countries where the sport already exists and
 - to seed lacrosse into new countries in the Asia Pacific region.
- These have been redefined as
 - to promote and develop lacrosse
 - to provide a means of communication between all lacrosse playing and developing countries
 - to encourage international exchange and friendship through lacrosse between Members and prospective Members
 - to unify both men and women lacrosse organizations in order to better develop the game
 - to organize competition opportunities for Members
 - to organize continental world event qualification games
- The main historical work of the APLU has been to conduct and oversee the bi-annual Asia Pacific (**ASiaPACific**) Lacrosse tournament and championship. The key focus has been to provide an opportunity for an APLU member to host this event, on behalf of the APLU, and to develop high level regional competition between members.
- Further details are available on the website <http://www.asiapacificlacrosse.org/about-aplu/aplu-history/>

3. Management Board and Staff (as at 2020)

President:	Mike Slattery
Vice President:	Albert Lai (Finance)
Board Members:	Won Jae Park (Development & Officiating), Bill Hollins (Promotions & Media). Eri Sugai
Executive Officer:	Ji Seung Kang (Administration & Support)
Officiating Officer:	Kentaro Shimizu
WL GWG Rep:	Tomohiro (Tak) Takasaka (ex Director & Vice President)

4. Organisational Principles

4.1. Organisational Vision

Planning and operating together to support and grow the game of lacrosse in the Asia Pacific region.

4.2. Mission Statement

The APLU will provide leadership to our region for lacrosse development and operations while planning and working with World Lacrosse to achieve agreed regional and international goals for lacrosse development and progression.

4.3. Values

Any activities undertaken by the APLU or its delegates should be consistent with the values of the APLU, namely to:

1. **Respect** the game of lacrosse and for the people involved in the game.

2. **Co-operate** with the World Lacrosse leadership in developing the game.
3. **Honour** the history of the game.
4. **Grow** the game in the APLU region in partnership with World Lacrosse initiatives.
5. **Provide** the regional capabilities and competitions in order to support the World Lacrosse plans and progressions.

5. Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

5.1. Strengths

Internal Strengths	External Strengths
A network of committed people with organisational skill	A growing network of people outside APLU, and especially within World Lacrosse, who are committed to helping develop lacrosse in this region.
Size of population	A worldwide surge in popularity for the sport. This leads to a growing awareness of the game in Asia Pacific countries.
Utilisation of the 2019 ASPAC Championship as a CF qualifying event for the World Lacrosse Women's World Championship 2021	The World Lacrosse initiative and leadership from Provisional IOC Membership (November 2018) to full Olympic recognition and participation for and from a targeted 2028.

A track record of success with operating ASPAC Championships every 2 years in the region	The existence of World Lacrosse annual World Championships program with the need to have a pre-qualifying event for the excessive number of potential participants
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5.2. Weaknesses

Internal Weaknesses	External Weaknesses
Size of the region, size of population, tyranny of distance, time zones and associated costs	Lack of strategy for growth
Too much reliance on a few administrators	Lack of co-ordination for development plans
Limited finances which to date have not been sufficient to support development visits by APLU	Members requiring external assistance. Small member Associations
Limited communications	Limited communications
Lack of employed resources to travel and support regional Members and embryonic opportunities to develop lacrosse in new countries.	Tardy direction by World Lacrosse at working through regional requirements and recognition of World Lacrosse/Continental Federation relationships in the world lacrosse landscape

5.3. Opportunities

Internal Opportunities	External Opportunities
The opportunity to plan and harness our energies to grow in a more focused manner.	The experienced individuals within the region that potentially could assist
The need to invest in visiting and reviewing Associate Member countries, and producing an agreed plan for progression with APLU/World Lacrosse assistance.	The eagerness for developing lacrosse countries seeking assistance and guidance from the APLU.
The capability of harnessing a year round calendar of lacrosse activities throughout the region in a co-ordinated and well publicised manner	The fact that experienced lacrosse administrators are relocated (typically through employment) to non-lacrosse countries
The potential of seeking Full member resources to support allocated activities within an overall Development Plan	The progression of World Lacrosse to having a dedicated and staffed Development Officer resource that can potentially be drawn on to support APLU opportunities

5.4. Threats

Internal Threats	External Threats
A lack of succession planning for key personnel within APLU EB and working groups	Other sports development, funding, profiles, promotions and publicity
Conflicting agendas of member countries and/or individuals	Lack of publicity which restricts and limits obtaining external funding and exposure.
Only volunteer resources without any employed resources	Country specific or individual personal agendas

6. Major Goals

6.1. Specific Objectives

- #1. To provide leadership and maintain the unity, activities and direction for lacrosse in the Asia Pacific region.
- #2. To provide the APLU region’s Continental Federation operations and competitions for participation in the World Lacrosse competitive international programs.
- #3. To provide regular ASIA PACIFIC competitions in the APLU region for all Members to optionally compete within.
- #4. To work with World Lacrosse to develop regional Membership including improving their participative and competitive lacrosse capabilities.
- #5. To develop new and existing APLU members lacrosse capabilities, and liaise with World Lacrosse by identifying and scheduling where those World Lacrosse development capabilities can best be utilised within the APLU Region.

#6. To educate the APLU Membership in regard to lacrosse generally but also in regard to best practices and lessons learnt by governing sporting bodies.

#7. To implement and practice good governance as the regional governing body.

6.2. Strategy Details

Goals	Focus Areas	Who	When	Success Measures
#1. . To provide leadership	<ul style="list-style-type: none"> Strategic Plan published and endorsed by Members Operating Plan produced and delivered annually Operating Budget produced and delivered annually 	Exec Board Exec Board Exec Board	5 year cycle Annually Annually	Published & on website Operated & reported against annually Managed annually
#2.To provide Continental Federation competition opportunities for participation in World Lacrosse events	<ul style="list-style-type: none"> Annual qualifying CF event 2 years prior to World Lacrosse World Championship 	Exec Board	Annually with 6 month lead into operating year	The hosting of an annual CF qualifying event for World Lacrosse championships
#3.To provide for regular ASIA PACIFIC competitions in the APLU region	<ul style="list-style-type: none"> Definition TBD (i.e. existing or new format) Then held on 2 year cycle 	Exec Board	2019 GA +2 yrs	Agreed as discussion by APLU Members 2019 Championship successfully hosted

<p>#4. Grow regional Membership</p>	<ul style="list-style-type: none"> Review Associate Member needs and visit for assessment and planning (within Operational Plan) Agree plan with Executive Board & individual Member Seek World Lacrosse assistance (as required) 	<p>Exec Board Exec Board Exec Board</p>	<p>Mid 2020 Annual TBD</p>	<p>Held Achieved Achieved</p>
<p>#5. Assist the development of APLU members</p>	<ul style="list-style-type: none"> Active Development Committee with EB Chair & World Lacrosse liaison and support Budget within annual Operational Plan for selected component activity 	<p>Exec Board Exec Board</p>	<p>Quarterly Annual</p>	<p>Held with Member 'buy in' Planned & Delivered</p>
<p>#6. Educate APLU Members</p>	<ul style="list-style-type: none"> Regional Conference & Education Materials & References provided Regular communication 	<p>All Members EB</p>	<p>Within ASPACs As required</p>	<p>Planned & Held On website Website, FaceBook, email</p>
<p>#7. Good Governance</p>	<ul style="list-style-type: none"> Sound planning short (Op) & long (SP) term Annual reporting (Q4 of each year, <3 months FYE) Revise, publish and implement new Constitution 	<p>Exec Board EB EB & Members</p>	<p>1 + 5 yrly 1 yr By 31Dec19</p>	<p>Planned, published, met Achieved Achieved</p>

7. Evaluation

7.1. Formative Evaluation

This document shall be reviewed every 12 months to track and adjust performance of results against goals. That is, after having been presented and accepted by the APLU Members at the 2019 General Meeting.

7.2. Summative Evaluation

The midpoint review of this planning document will be by the end of 2020. The final review and the preparation of the next plan will be completed by the end of 2023.