



# APLU STRATEGIC PLAN 2019 – 2023

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## 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 (this latest revision is from January 2022). 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 km<sup>2</sup> and Oceania 8.526 million km<sup>2</sup>. 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 2022)**

President: Mike Slattery  
Vice President: Albert Lai  
Board Members: Bill Hollins  
Eri Sugai  
Sarah Lin  
Van Sternbergh  
Won Jae Park  
Executive Officer: Ji Seung Kang (Administration & Support)  
Officiating Officer: Kentaro Shimizu  
WL Gov. Com. 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 and lacrosse capabilities.	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 and countries.	A worldwide surge in popularity for the sport. This leads to a growing awareness of the game in Asia Pacific countries.

<p>Utilisation of the 2019 ASPAC Championship as a CF qualifying event for the World Lacrosse Women's World Championship 2022.</p> <p>Planning a CF qualifying event for the World Lacrosse Men's World Championship 2023 (currently October 2022 in Auckland, NZ).</p>	<p>The World Lacrosse initiative and leadership from Provisional IOC Membership (November 2018) to full Olympic recognition (June 2021) and with targeted Olympic participation for, and from, a targeted 2028.</p>
<p>A track record of success with operating ASPAC Championships every 2 years in the region for development of members (until the COVID-19 pandemic impacted from early 2020).</p>	<p>The formal recognition of the Continental Federations by World Lacrosse and their members (at the General Assembly held October 2021).</p>

## 5.2. Weaknesses

<b>Internal Weaknesses</b>	<b>External Weaknesses</b>
Size of the region, size of population, tyranny of distance, time zones and associated costs.	Limits upon APLU development capabilities (travel, time, funds, resources).
Too much reliance on a few volunteer administrators and development resources.	Lack of co-ordination for development plans throughout the region.
Limited finances which to date have not been sufficient to support development visits by APLU resources.	Members requiring external assistance. Small resource capabilities within some member associations.

Impact of COVID-19 pandemic to the region with lockouts, limited travel, quarantines, inoculation requirements, etc..	Impact of COVID-19 pandemic to the region with lockouts, limited travel, quarantines, inoculation requirements, etc..
Lack of employed APLU resources to travel and support regional members and embryonic opportunities to develop lacrosse in new countries.	

### 5.3. Opportunities

<b>Internal Opportunities</b>	<b>External Opportunities</b>
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 Provisional Member countries, and producing an agreed plan for their progression with APLU resources and 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.

<p>The potential of seeking Full member resources and funding to support allocated activities within an overall Development Plan.</p>	<p>The progression of World Lacrosse to having a dedicated and experienced Sport Development Manager (Evan Mok-Lamme) resource that can be drawn on to work with and support APLU opportunities.</p>
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## 5.4. Threats

Internal Threats	External Threats
Need for further development of succession planning for key personnel within APLU Board and working groups.	Other sports development, funding, profiles, promotions and publicity.
Need to strengthen agendas and growth of member countries and/or individuals.	Limits of lacrosse awareness and publicity which restricts 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 and inform 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"> <li>Strategic Plan published and endorsed by Members</li> <li>Operating Plan produced and delivered annually</li> <li>Operating Budget produced and delivered annually</li> </ul>	Board  Board  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"> <li>Annual qualifying CF event 2 years prior to World Lacrosse World Championship Note: The effects of the COVID-19 pandemic from early 2020 onwards has impacted the actual timing</li> </ul>	Board	Annually with minimum 6 month lead into scheduling	The hosting of an annual CF qualifying event for World Lacrosse Championships
#3.To provide for regular ASIA PACIFIC	<ul style="list-style-type: none"> <li>Definition TBD (i.e. existing or new format)</li> <li>Then held on 2 year cycle</li> </ul>	Board	2022 GA  +2 yrs	To be agreed as discussed with APLU Members

competitions in the APLU region	<ul style="list-style-type: none"> <li>Decision on traditional field games or Sixes format</li> </ul>			
#4. Grow regional Membership	<ul style="list-style-type: none"> <li>Review Provisional Member needs and work with them for assessment and planning (within Operational Plan)</li> <li>Agree plan with Board &amp; individual Member</li> <li>Work with World Lacrosse for joint WL/CF membership endorsement</li> <li>Seek World Lacrosse assistance (as required)</li> </ul>	Board Board Board Board	Mid 2022 Annual TBD As needed	Held Achieved Achieved
#5. Assist the development of APLU members	<ul style="list-style-type: none"> <li>Active Development Committee with Board Chair &amp; World Lacrosse liaison and support</li> <li>Budget within annual Operational Plan for selected component activity</li> </ul>	Board Board	Quarterly Annual	Held with Member 'buy in' Planned & Delivered
#6. Educate APLU Members	<ul style="list-style-type: none"> <li>Regional Conference &amp; Education</li> <li>Materials &amp; References provided</li> <li>Regular communication</li> <li>Specific 'Town Hall Meetings' as required</li> </ul>	All Members Board	As required	Planned & Held On website Website, Facebook, email, Instagram, MS Teams
#7. Good Governance	<ul style="list-style-type: none"> <li>Sound planning short (Op) &amp; long (SP) term</li> <li>Annual reporting (Q4 of each year, &lt;3 months FYE)</li> <li>Revise, publish and implement new Constitution (if/as required)</li> </ul>	Board Board Board & Members	1 + 5 yrly 1 yr As required	Planned, published, met Achieved Achieved

## **7. Evaluation**

### **7.1. Formative Evaluation**

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

### **7.2. Summative Evaluation**

The further review of this planning document was held in January 2022. The final review and the preparation of the next plan will be completed by the end of 2023.