

# Alberta Lacrosse Association AGM

---

NOV. 22, 2019  
BANFF, AB

# Sport Law & Strategy Group



**Providing strategic insight to the Canadian sport community through professional services in these areas:**

- **Legal Solutions, Governance, Financial Mgmt**
- **Strategic Planning, Research, Stakeholder Engagement**
- **Safe Sport Implementation, Risk Mgmt**
- **Leadership Development, Integral Coaching®**
- **Communications, Marketing and Event Mgmt**

# Our Team!



## How we got here!

- Current Strategic Plan was ending
- Desire to address concerns from stakeholders
- Changing sport landscape

# Strategic Planning 101

- A process through which an organization and its stakeholders:
  - *agrees on and builds commitment to* priorities that are essential to its mission, connected to the vision, and reflective of the organization's values
- Takes into account internal and external environment
- Focuses more on answering “are we doing the right thing?” not “are we doing things right?”

# Strategic Plan Components

**Success Indicators and Targets**  
How we will know we've been successful

**Objectives**  
What we want to achieve short-term

**Goals**  
What we want to focus on long-term

**Values**  
What we believe in

**Vision**  
What we aspire to be

**Mission**  
Why we exist



# Current Trends

- What's currently going on that we need to be aware of and take into consideration with this Strategic Plan?



# Current Key Trends

- **Within ALA**
  - Capacity and communication issues
- **In the Lacrosse Community**
  - Canada Games, Indigenous Development
- **Society in General**
  - Safe Sport, Gender Equity, Volunteer decrease
- **Demographics**
  - Women and Girls, New Canadians, rural

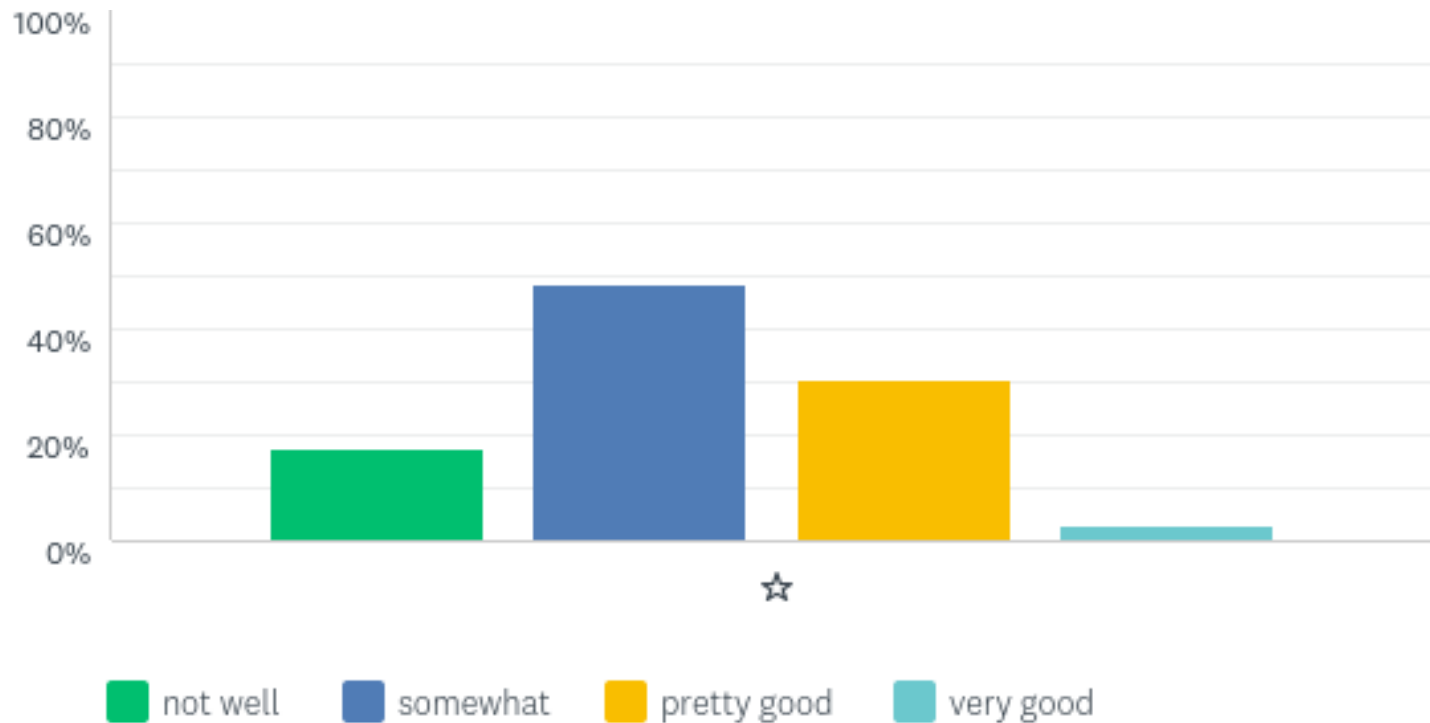


# Stakeholder Engagement

- ALA surveyed ALA Board Members and Staff, leagues, clubs, coach developers, referees, Executive Directors and Lacrosse Ambassadors
- Sent to approx. 150 people
- 62 responses = 41% response rate
- Good engagement with open-ended questions
- Lots of opportunity to address concerns

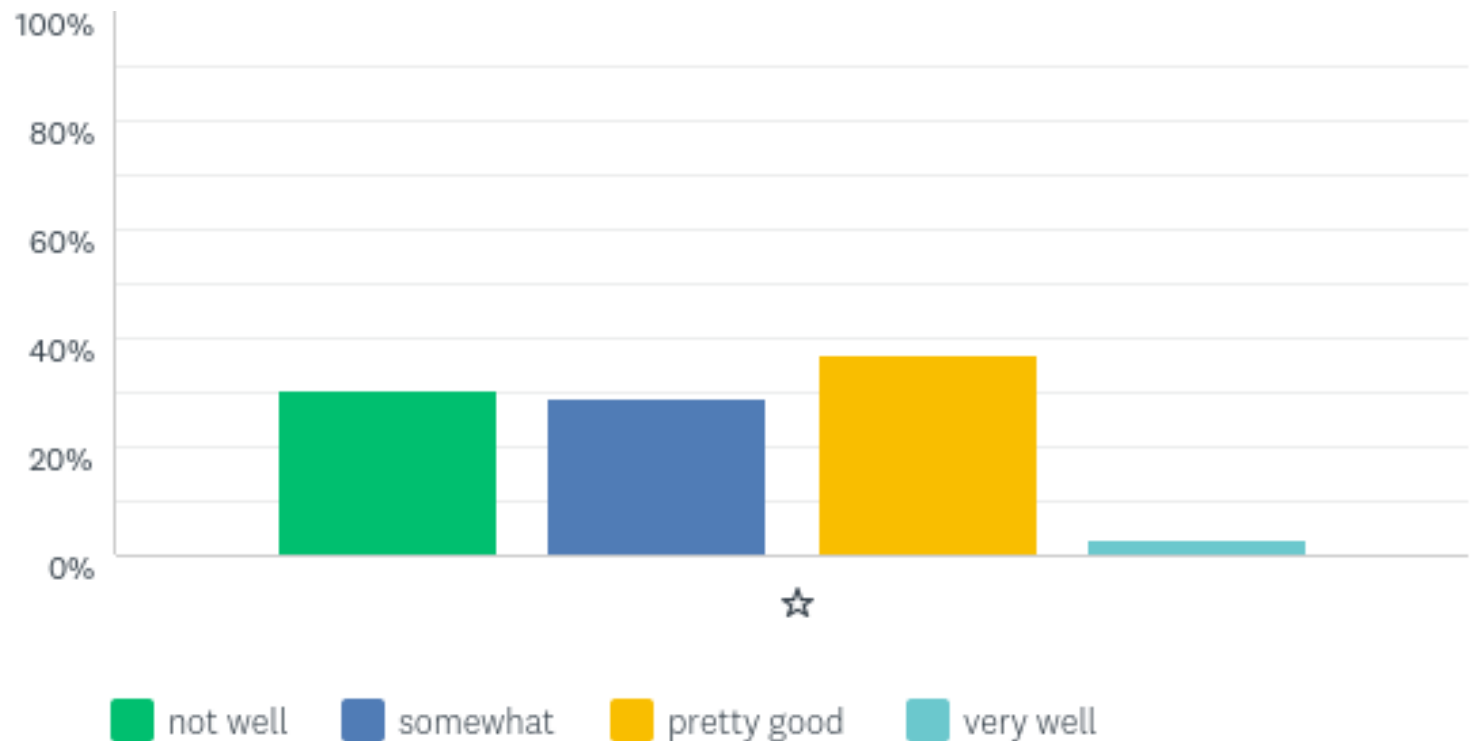
## Q4: How well is ALA developing current players?

- Answered: 62    Skipped: 0



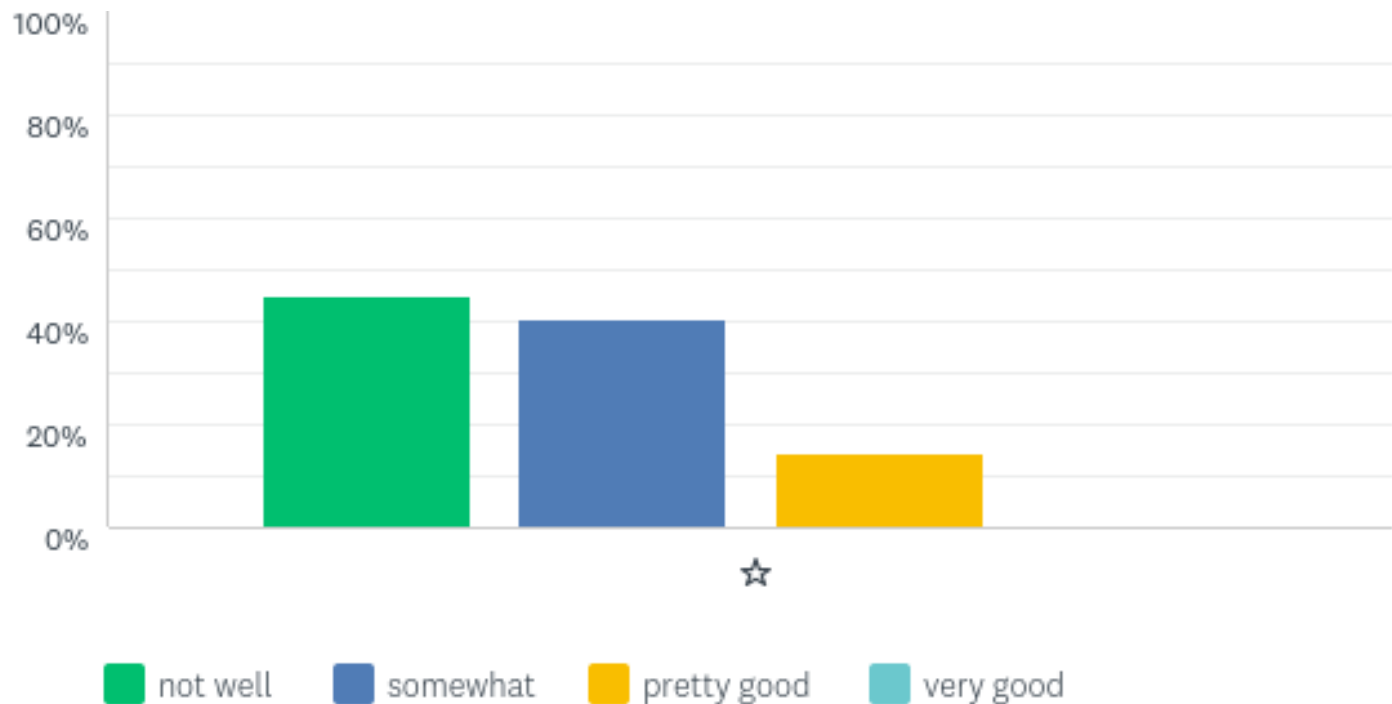
## Q5: How well is ALA increasing the number of competent qualified coaches?

- Answered: 62    Skipped: 0



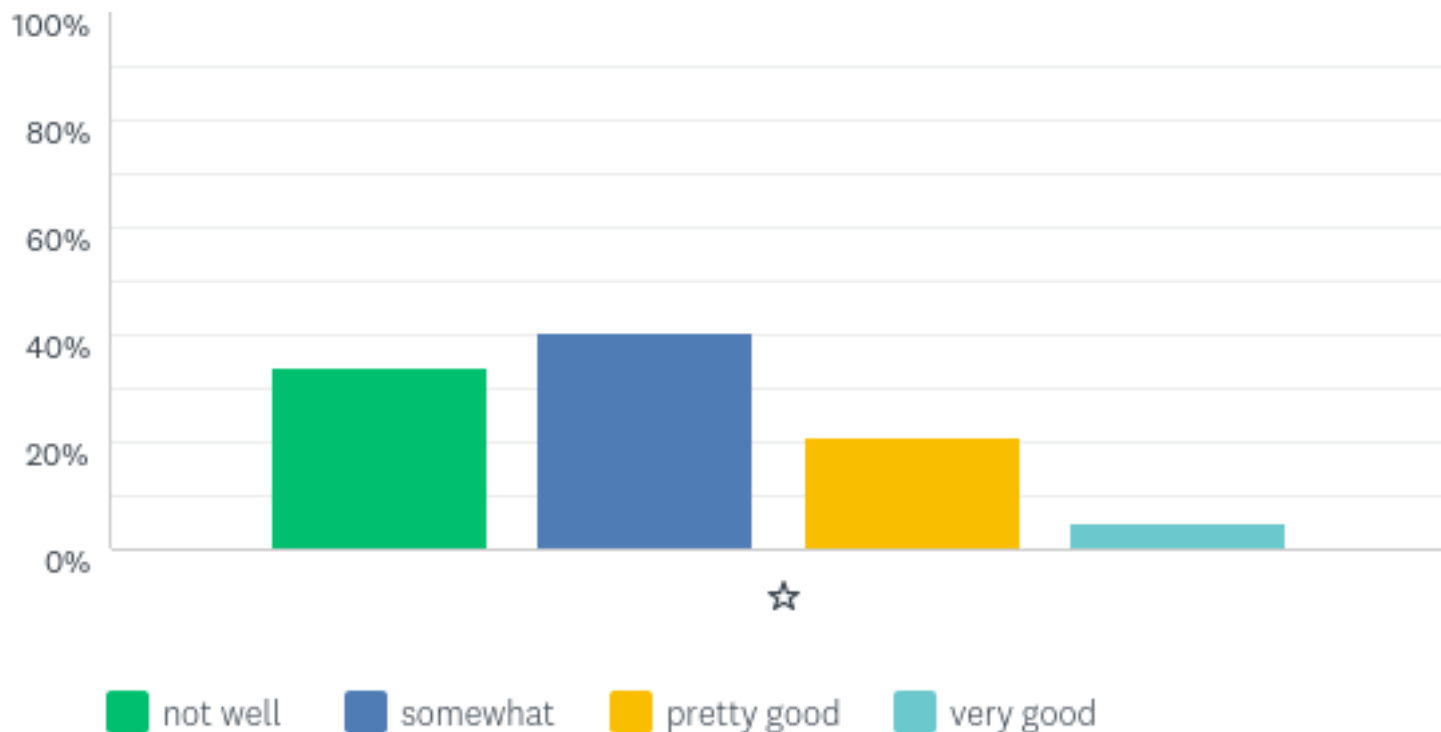
## Q6: How well is ALA increasing the number of competent qualifies referees?

- Answered: 62    Skipped: 0



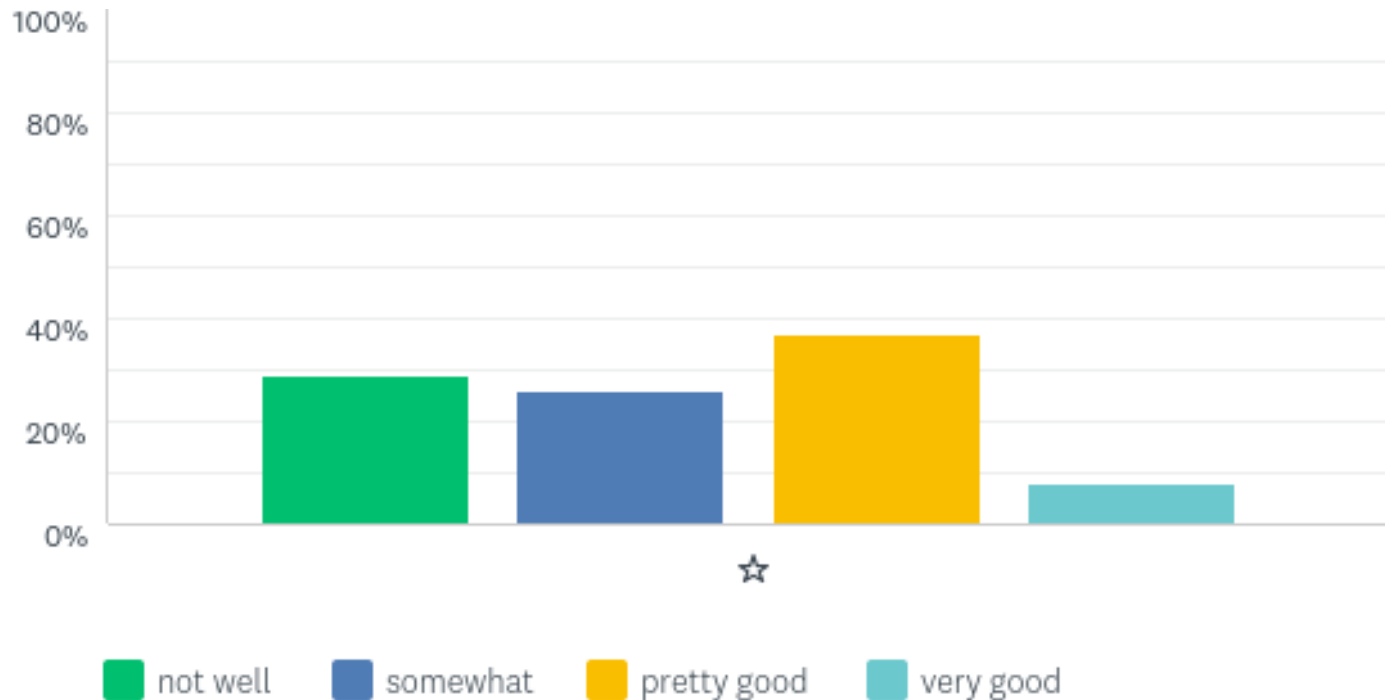
## Q7: How well is ALA expanding into new geographic areas?

- Answered: 62    Skipped: 0



# Q11: How well does ALA Support my organization ?

- Answered: 62    Skipped: 0





# Stakeholder Engagement - Comments

- ✓ What do you most value about ALA?
- ✓ What would you like to see improved with ALA?
- ✓ What is the biggest priority for ALA in the next year?
- ✓ Other Comments

# Top strengths of ALA were:

- Dedication to the game
- New approaches
- Coach development and growth
- Oversight and guidance

# Top areas of improvement for ALA:

- Mistrust/Low understanding of ALA functions
- Poor communication
- Less day to day and more big picture
- Less “policing”

# Top Priorities for ALA:

- Support for rural/grassroots/growth programs
- Improve Communication
  - Remove disconnect and filtering of information
  - Enhance effectiveness
  - Explain rationale for decision-making
  - Engage and educate members

# SOAR

- ✓ Strengths, Opportunities, Aspirations, Results
- ✓ A way to assess our environment to help identify additional priorities we might want to accomplish over this next strategic plan
- ✓ Asset-based; builds hope and optimism for what is possible; builds engagement at all levels; focuses on planning and implementation; energy creating; attention to results.

# ALA Strengths

- ✓ Coaching Expertise and Development
- ✓ Success at Nationals
- ✓ Retention numbers consistent
- ✓ Lacrosse TV
- ✓ Ambassadors - player development



# ALA Opportunities

- Indigenous Heritage and Development
- Canada Games
- Women in Sport (coaches, players, leadership)
- Referee development stream and mentorship
- Modified game play formats – to address areas with limited numbers
- Partnerships for player development (multi-sport)

# ALA Aspirations

- Female lacrosse in all leagues
- All female teams have female head coach
- Coach mentorship and development
- Clinic participation and certification
- Maintain or increase player numbers through retention and recruitment into current and new grassroots programs
- Consistent engagement from clubs
- Increase ALA staff
- Eliminate silos in lacrosse (RMLL, ALRA, Private Programs, Field/Box)
- Mentorship development and evaluation of officials

# ALA Results

- Respect – The Game, The Volunteers, The Officials, The Coaches
- Improve culture between parents, coaches and refs (elimination of ref abuse)
- Increased Communication of bylaw, policy and regulations to reduce conflict throughout membership
- Higher retention rate for 2020
- All coaches qualified and increase coach competencies
- Increase mentorship and competencies of referees

# Strategic Plan Components

**Success Indicators and Targets**  
How we will know we've been successful

**Objectives**  
What we want to achieve short-term

**Goals**  
What we want to focus on long-term

**Values**  
What we believe in

**Vision**  
What we aspire to be

**Mission**  
Why we exist

# Mission, Vision, Values

- Key foundational pieces of your Strategic Plan
- Complex problems can often be resolved more quickly by using these foundational statements
- These statements should live and breathe for you every day at all levels

## ALA Mission Statement – (our reason for being)

- *Through innovation and collaboration ALA strives to foster partnerships that inspire participation and inclusiveness while honouring our game.*



## ALA Vision – (our aspirational future)

*Enhancing character, community and culture through lacrosse*

## ALA VALUES – (what we believe in)

- **Respect** – *We act with honour and courage on and off the field of play*
- **Innovation** – *Our drive for excellence is led with ideas, passion and inspiration*
- **Accountability** – *We are responsible and answerable for our actions.*

# SMART Goals & Objectives

**S**pecific  
**M**easurable  
**A**ttainable  
**R**elevant  
**T**imely



# Strategic Goals

- **Goal #1 – Proactive Governance and Management:** to standardize governance and management of lacrosse in Alberta
- 
- **Goal #2 – Support and Alignment:** to align all ALA members with ALA's Strategic Plan through support and mentorship in order to work towards common goals.
- 
- **Goal #3 – Development and Growth:** to retain and increase the number of players at all levels by increasing the number of qualified coaches and officials

# Objectives — Development and Growth

- Streamline and update delivery of coach certification to increase number of certified coaches by 20% by 2022
- Raise level of competency of coaches and officials through increased mentorship opportunities at all levels.
- Increase number of coach applications for HP programming by 100%
- Increase opportunities for participation by adapting current programs to be inclusive of all Albertans

# Objectives – Support and Alignment

- Strengthen relationships between ALA and LGB's through collaborative meetings to increase knowledge base and engagement with membership by 2021.
- Improve relationship between ALA and officials by collaborating on an approach to ensure respect of officials by parents, players, fans and coaches by Nov. 2020
- Support player development by collaborating with LGB's to provide quality programming that includes competent coaches and officials by 2022.



# Objectives – Proactive Governance and Management

- Demonstrate best practice by ensuring all policies and practices are reviewed by Nov 2020 and formalized, developed and approved by Nov 2021 with necessary expert support
- Ensure consistency and alignment with ALA policies and practices by assisting LGB's and clubs in a policy and practice review by Nov 2022
- Address capacity issues in programming, membership and communications by increasing office staff in 2020 by 1.5 positions.

# Questions?



# We're in this together!

- Take some time to reflect on everything you heard here today and think about what you can do to bring it all to life!



# THANK YOU!

Lisa Grant

LJ Bartle

[lisa@albertalacrosse.com](mailto:lisa@albertalacrosse.com)

780-464-1861

@LJBartle23

[LJB@sportlaw.ca](mailto:LJB@sportlaw.ca)

416-885-8103

Sport Law & Strategy Group