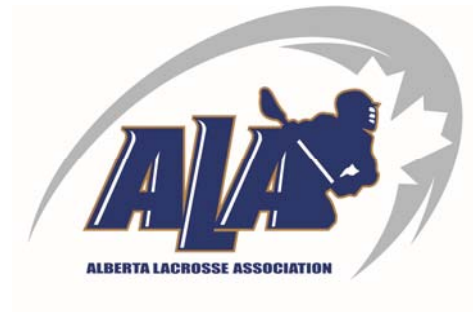


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ALBERTA LACROSSE ASSOCIATION

STRATEGIC PLAN

2015-2019

Final

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Introduction

The purpose of the Strategic Plan 2015-2019 is to inform members of Alberta Lacrosse Association (ALA) and other stakeholders of the organization's focus for the next four years. It provides a simple yet clear framework within which the Board of Directors, staff, member leagues, clubs, and other Associations can work collaboratively towards achieving our vision for lacrosse in Alberta.

Background for the plan was obtained through consultation with club and league presidents and other key stakeholders through an online survey and consultations with the Canadian Lacrosse Association and the ALA.

The Board and key stakeholders then worked over the course of a weekend in September 2015 to develop this plan. The results of the consultation process were presented to the key stakeholders and Board members at that time.

In developing the Strategic Directions for the ALA Strategic Plan, the Board and key stakeholders considered the Strategic Directions of the Canadian Lacrosse Association (CLA), that were linked to the 2002 Canadian Sport Policy. As the CLA's strategic plan is set to expire in 2016, the ALA determined to set its own path, and align with the Canadian Sport Policy (2012) and Alberta's Going the Distance: the Alberta Sport Plan 2014 - 2024.

Roles and Responsibilities

The Board of Directors and Executive Director will use the Plan to ensure that implementation, priority setting, decision-making and performance evaluation reflect the Values, Strategic Directions, Goals and Objectives specified herein.

The Board of Directors will have overall responsibility for implementation of the Strategic Plan and the Executive Director will develop annual approved Operational Plans to implement the Strategic Plan.

VISION

A Vision statement characterizes where an organization intends to go - its preferred future—and provides an emotional pull that attracts people to identify with the organization and its mission. It's like magnetic north that aligns diverse directions. It is what an organization aspires to be, not what it is now.

Alberta Lacrosse Association's Vision:

Inspire a vibrant experience at all levels of lacrosse, embraced by the community as a sport for life. We are cooperative and disciplined, respecting the traditions and heritage of the game.

The important concepts behind this statement are that lacrosse is a community of passionate people, who embrace the traditions and heritage of the game. It is also a sport for life, consistent with Canadian Sport for Life that reflects the values and concepts contained in the long-term athlete development model, across all developmental stages of participants.

MISSION

A mission statement describes an organization's reason for being. The statement's time frame is the present and explains what the organization does, how it fulfills its function, whom it serves, and what makes it distinctive and unique. It may evolve from previous strategic plans, environmental scans and consultations with stakeholders.

In the case of the ALA, the present mission statement was refined in the strategic planning session.

Alberta Lacrosse Association's Mission Statement:

Through responsive, effective leadership and by embracing positive change, Alberta Lacrosse provides innovative, quality programs and services to inspire participation while protecting the integrity of the sport.

VALUES

Values are statements of belief that serve as a set of ethical principles to guide decision-making within an organization. An organization's core values define what are and are not permissible directions that anyone involved in the organization may take.

Effective and well-governed organizations identify and develop a clear, concise and shared meaning of values/beliefs, priorities, and direction so that every member, member organization and employee understands and can contribute to the organization in that context. Once defined, values impact every aspect of the organization.

These values apply both at the provincial level and at the League and Club level.

It is important for the membership to support and nurture the impact of these values or the exercise of identifying them is wasted. The membership as well as employees will feel misled unless they see that the values are being practiced within the organization.

The Alberta Lacrosse Association's Values are:

1. **Accountability** - We are responsible and answerable for our actions.
2. **Teamwork** - We work collaboratively to achieve all our goals with due regard for the traditions of the games and experiences of others.
3. **Excellence** - We have a commitment to continuous improvement.
4. **Integrity** - We are an inclusive community that acts with due regard, fairness, honesty and understanding.
5. **Health and Safety** - All our decisions and actions protect and promote the physical and mental health of all the participants.
6. **Play Fair** - We play honestly and obey the rules, in letter and spirit. Winning is only meaningful when competition is fair.
7. **Reciprocity** - We create an environment that encourages and supports people to keep giving back to the sport.
8. **Courage and Perseverance** - We act with strength and stay the course in the face of adversity.

Strategic Directions

Strategic directions are expressed as the destination/outcome that the Alberta Lacrosse Association wishes to reach by no later than the end of 2019, in order to achieve its vision consistent with its mission and values.

There are four strategic directions that can be seen in a matrix with three stakeholder groups and one supporting concept. Across players, coaches, referees and operational areas (facilities, governance, staffing), ALA will:

1. **Participation:** Increase our numbers across all levels of participation—players, coaches, referees, administrators and volunteers
2. **Expansion:** Expand geographic participation among players, coaches, referees, administrators and volunteers
3. **Quality:** Improve quality development
4. **Leadership:** Improve alignment and effectiveness of leadership

Each is followed by goals and objectives. In some cases the objectives became more action oriented than would normally be included in a strategic plan. These action-type statements have been left in at this stage of the plan development process, so that members can have a more comprehensive understanding of what is intended, in advance of approval and before the annual operational plans are developed.

Each goal is followed by a number of Performance Indicators.

When the operational plans are developed, the more action-oriented objectives should be moved to the Operational Plans.

A visual depiction of the strategic plan is shown in Figure 1:

Stakeholders/Support Strategic directions	Players	Coaches	Referees	Operations (Facilities, Governance, Staff)
Increase participation numbers	Goals & Objectives	Goals & Objectives	Goals & Objectives	Goals & Objectives
Expand geographic participation	Goals & Objectives	Goals & Objectives	Goals & Objectives	Goals & Objectives
Improve quality development	Goals & Objectives	Goals & Objectives	Goals & Objectives	Goals & Objectives
Improve alignment and effectiveness of leadership	Goals & Objectives	Goals & Objectives	Goals & Objectives	Goals & Objectives

Participation Goals

Strategic Direction 1.0: Participation: Increase our numbers across all levels of participation—players, coaches, referees, administrators and volunteers

Goal - Players

- 1.1. Understand current status of recruitment and retention and barriers to recruitment and retention

Objectives - Players	
1.1.1	Calculate retention rates 2013-15- male, female, box, field, geographic, divisions
1.1.2	Calculate recruitment rates 2013-15- male, female, box, field, geographic, divisions
1.1.3	Analyse results to know recruitment and retention issues, identify trends
1.1.4	Identify best practices to increase recruitment and retention

- 1.2. Recruit new, retain existing at minor, major and minor to major levels in all disciplines

Goal - Coaches

- 1.3. Understand current status of recruitment and retention and barriers to recruitment and retention

Objectives - Coaches	
1.3.1	Calculate retention rates 2013-15- male, female, box, field, geographic, divisions
1.3.2	Calculate recruitment rates 2013-15- male, female, box, field, geographic, divisions
1.3.3	Analyse results to know recruitment and retention issues, identify trends
1.3.4	Identify best practices to increase recruitment and retention

- 1.4. Increase competent qualified coaches consistent with player numbers, division and discipline distribution

Goal - Referees

- 1.5. Understand current status of recruitment and retention and barriers to recruitment and retention

Objectives - Referees	
1.5.1	Calculate retention rates 2013-15- male, female, box, field, geographic, divisions
1.5.2	Calculate recruitment rates 2013-15- male, female, box, field, geographic, divisions
1.5.3	Analyse results to know recruitment and retention issues, identify trends
1.5.4	Identify best practices to increase recruitment and retention

- 1.6. Increase competent qualified referees consistent with player numbers, division and discipline distribution

PERFORMANCE INDICATOR: PLAYERS, COACHES, REFEREES				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Percent of participation rate growth year over year	Targets to be set by ALA Board geographically and by discipline	ALA	Annually	To ALA membership

Goal - Operations - Staff

- 1.7. Increase staff in office or hire contractors to ensure that work is done in a timely manner

PERFORMANCE INDICATOR: OPERATIONS				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Number of ALA staff and /or contractors	No target	ALA Executive	Semi annual	To the Board

Goal - Operations - Facilities

- 1.8. Understand current status of adequate facilities and barriers to access and expansion

Objectives - Operations - Facilities	
1.8.1	Complete analysis of current facilities in relation to the current registration rates
1.8.2	Recognize pain points in current and future requirements

Goal - Operations - Facilities

- 1.9. Sufficient time and number of facilities, meeting standards, that are available to meet the needs of players and standards at all LTAD stages

Objectives - Operations - Facilities	
1.9.1	Identify future needs and form an action plan to address

Goal - Operations - Governance

- 1.10. Completely staffed Boards at all levels

Objectives: Operations - Governance	
1.10.1	Identify best practices for recruitment and retention and communicate to all boards
1.10.2	Identify individual roles, commitment and responsibilities of Board positions to assist with volunteer requirements

PERFORMANCE INDICATOR: OPERATIONS				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Number and percentage of Board positions that are filled	80% by Year 3	LGB or in some cases ALA	Annually	To ALA Board

Expansion Goals

Strategic direction 2.0: Expansion: Expand geographic participation among players, coaches, referees, administrators and volunteers

Goal - Players

2.1 People playing lacrosse in all divisions and all disciplines, in all zones

Objectives - Players	
2.1.1	Complete gap analysis - where, divisions, discipline, versus goal
2.1.2	Complete opportunity analysis - viability of different scenarios, define barriers
2.1.3	Develop plan for recruitment/development in viable areas
2.1.4	Implementation of applicable program based on viability
2.1.5	Evaluate implementation, and adjust program delivery accordingly

Goal - Coaches

2.2 Sufficient number of competent qualified coaches actively engaged in each zone

Objectives - Coaches	
2.2.1	Gap analysis - define sufficiency, where, division, discipline versus goal, and opportunities to address gaps
2.2.2	Analyse opportunities; identify barriers, areas where there is support
2.2.3	Develop plan for recruitment/development where required
2.2.4	Implement programming based on need (gaps)
2.2.5	Evaluate implementation, and adjust program delivery accordingly

Goal - Referees

2.3 Sufficient number of competent qualified referees actively engaged in each zone

Objectives - Referees	
2.3.1	Gap analysis - define sufficiency, where, division, discipline, versus goal
2.3.2	Develop a plan for recruitment and development where required
2.3.3	Implement development and recruitment plan
2.3.4	Evaluate implementation and adjust program delivery accordingly

PERFORMANCE INDICATOR: OVERALL - EXPANSION				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Percentage of communities with rinks or fields where lacrosse is active	Baseline to be collected on number of rinks and fields and population in Alberta in Year 1. Then target to be set by zone, discipline, division based on viability	ALA staff	Annually	ALA Board

Goal - Operations - Governance, Facilities, Staff

2.4 Sufficient ALA capability to support all disciplines in all zones

Objectives - Operations - Staff	
2.4.1	Needs assessment for ALA and LGBs. Set standards for LGB and club sufficiency
2.4.2	Develop a plan to meet needs of ALA, LGBs - budget, staff, volunteers
2.4.3	Implement plan to meet needs
2.4.4	Evaluate plan and adjust program delivery accordingly

- 2.5. Sufficient number of LGBs with adequate governance and operational capability aligned with the ALA in each zone

Objectives - Operations - Governance	
2.5.1	Gap analysis - define sufficiency, operational capability in each zone
2.5.2	Development plan to address gaps
2.5.3	Implement development plan
2.5.4	Evaluate development plan and adjust program delivery accordingly

- 2.6. Sufficient number of facilities meeting standards available for use in every zone with enough time as required by teams.

Objectives - Operations - Facilities	
2.6.1	Gap analysis - define sufficiency, location of facilities, amount of playing/competing time needed, by discipline
2.6.2	Identify and analyse opportunities
2.6.3	Develop plan to take advantage of opportunities and address gaps
2.6.4	Implement plan
2.6.5	Evaluate plan and adjust program delivery accordingly

PERFORMANCE INDICATOR: OPERATIONS				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Degree of support based on requirements. Programs will be categorized by capacity/demand/need for support and support will be developed to build capacity.	Target to be set by the Board in Year 1.	ALA	Annually	ALA Board

Quality Goals

Strategic direction 3.0: Quality: Improve quality development

Goal - Players

3.1 Players are meeting the LTAD skill development standards at each developmental stage in all disciplines

Objectives - Players	
3.1.1	Ensure that LTAD program is being implemented throughout the entire province as stated in ALA regulations
3.1.2	Implement and update standardized testing and test Pee Wee division annually at one major centre and 2 rural centres

PERFORMANCE INDICATOR: PLAYERS				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Number and percentage of players who have mastered skills at appropriate LTAD developmental stage. Pre- and post-season measurement.	A pilot in first year, then target set.	Coaches and LGBs	At end of each season, based on pre-season measurement of every player in each season	LGBs and ALA

Goal - Coaches

3.2 Improve competency and qualifications of coaches, consistent with CLA minimum standards

Objectives - Coaches	
3.2.1	Increase qualified Learning Facilitators to run sufficiently the NCCP program in Alberta with the LGB identifying potential candidates followed by personal contact
3.2.2	Develop an effective coach mentoring program, to provide a tool for LGBs to improve their coaches

PERFORMANCE INDICATOR: COACHES				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Number and percent of coaches that meet minimum CLA standards by 2016	100%	ALA staff	End of playing season	LGB and ALA
Number and percentage of coaches receiving mentorship visits per year	Annually, as per targets: 2017 – All Mini-Tyke and Tyke coaches 2018 – All Mini-Tyke, Tyke plus Novice and Pee-wee coaches 2019 – All Mini-Tyke, Tyke, Novice, Pee-wee, Bantam and Midget coaches	LGBs	Reports of visits to be made by Sept 30 annually	ALA

Goal - Referees

- 3.3 Improve competency and qualifications of referees, consistent with CLA NOCP

Objective - Referees	
3.3.1	Introduce a mentoring and evaluation program province-wide

PERFORMANCE INDICATOR: REFEREES				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Evaluation of referees, minor and major	One evaluation per referee per year by 2018	ALRA	Annually	ALA

Goal - Operations - Governance, Facilities, Staff

- 3.4 Establish and implement a continuous improvement process in each of coaching, player development, referees

Objectives – Operations - Governance, Facilities, Staff	
3.4.1	Expand number of paid staff in ALA office
3.4.2	Explore opportunities with the ALRA to enhance governance

Leadership Goals

Strategic direction 4.0: Leadership - Improve alignment and effectiveness of leadership

Goal - Players

4.1. To identify and promote the athlete development pathway between levels

Objective - Players	
4.1.1	Educate about opportunities in major box starting at the Bantam level
4.1.2	Educate players and parents about post secondary education lacrosse opportunities and challenges

PERFORMANCE INDICATOR: PLAYERS				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Number and percentage of participants that are centrally registered – players, coaches, referees, managers, Board members, everyone.	100% in 2016	ALA office	Annually	LGBs

Goal - Coaches

4.2. All coaches meet minimum CLA standards

Objective - Coaches	
4.2.1	Identify the challenges of the current verification procedure
4.2.2	Educate and enforce that all coaches must meet CLA minimum standards
4.2.3	Provide more opportunities for coaches to be trained

Goal - Referees

4.3. Improve communication, transparency and accountability

Objectives – Referees	
4.3.1	Gain understanding of ALRA procedures: assignments, provincial and national, development, evaluations
4.3.2	Create a direct line of communication between the ALRA and rest of ALA
4.3.3	Work with ALRA to develop measurable outcomes e.g., zero tolerance for referee abuse

4.4. Align training program across province

Objectives – Referees	
4.4.1	Identify and publish what are the current training processes for referees: new referees by discipline; returning referees by discipline
4.4.2	Standardize and align procedures across the province

Goal - Operations - Governance, Facilities, Staff

4.5. Coordination and better use of facilities

Objectives – Operations - Facilities	
4.5.1	Gain understanding of current facilities usage, capacities and deficiencies
4.5.2	Identify new facility opportunities and open discussions of lacrosse needs

4.6. Consistent policies in key areas through ALA down to clubs

Objectives – Operations - Governance	
4.6.1	Understand and identify inconsistencies and consistencies of policies and rules at all leagues
4.6.2	Develop and execute plan to address inconsistencies
4.6.3	Evaluate development plan and adjust program delivery accordingly

4.7. Clearly defined roles at all levels (operational review)

Objectives – Operations - Staff	
4.7.1	Conduct operational review of ALA office. Identify task, roles and current gaps
4.7.2	Develop and execute plan to address gaps
4.7.3	Create an overall seasonal calendar for all lacrosse disciplines, at the MA, LGB, Club levels
4.7.4	Create a checklist that meets operational requirements at ALA, LGB and club levels and governance

PERFORMANCE INDICATOR: OPERATIONS				
PERFORMANCE INDICATOR	TARGET	COLLECTED BY:	FREQUENCY:	REPORTED TO:
Enquiries to ALA (Board and staff) and ALRA are answered in a timely manner, with an appropriate resolution.	100% by 2016	ALA, ALRA, LGBs	As necessary	ALA, ALRA, LGBs
Number of communications of major initiatives by ALRA, ALA and LGBs	100% responsive and consistent	ALRA, ALA, LGBs	As necessary	ALA, ALRA, LGBs

Concluding Reflections

Strategic planning group participants were asked at the end of the two-day session to reflect on what they knew now that they did not know when the session started. Some comments were noted:

- *This process confirms what we know about the state of lacrosse in Alberta. And now we have affirmed our directions and set deadlines to them.*
- *Now that we know what is wrong, we are not afraid to tackle what needs to be done to change it.*
- *Now we will be acting, not reacting.*
- *There were things that I thought everyone knew, but I was wrong -like the LTAD skills matrix—and so now we know what work we need to do.*
- *I didn't know that it was possible for coaches to do evaluations of referees, that it is part of the regular ALRA process.*
- *We should have read the 2012 - 2015 strategic plan before we started drafting this one, because there are a a lot of overlaps. But I think we are going to get this one done, as it is more concrete.*
- *We need to make sure that implementation of this plan gets tracked by Board members.*
- *We need to invest in the work to implement this plan and commit to do it. We should have a day or day and a half assessment of where we have got, annually.*
- *This plan has to be what we live and breathe from now on. Everything we do, needs to align with this.*

Next Steps

To ensure that this strategic plan is relevant and is implemented, it is important for the Board to:

1. Approve annual Operational Plans with detailed actions, costing, timelines, responsibilities to be developed by ALA
2. Set targets for the performance indicators where the targets have yet to be set.

Each is elaborated below:

1. Operational Plan

An Operational Plan with detailed tasks, actions, financial and human resources, timelines, and lead and team responsibility needs to be developed by ALA staff and approved by the ALA Board annually.

2. Set Targets

A number of the performance indicators in this plan do not have targets set as of this date. Some may take time, arising from the gathering of information over the next year. However, for some, the data already exists within the ALA, but has yet to be analysed. The Board is encouraged to make the resources available to ALA staff to conduct the necessary analysis. Staff will then be in a position to recommend to the Board what should be the targets for the various performance indicators.

Appendix A: Timelines

The timelines (in which year each of the objectives will be achieved) are included in the table below. The text matches the text above.

ALA - Strategic Plan Objectives			Years			
Goals	Objectives		2016	2017	2018	2019
Goal - Players						
1.1 Understand current status of recruitment and retention and barriers to recruitment and retention	1.1.1	Calculate retention rates 2013-15- males, female, box, field, geographic, divisions				
	1.1.2	Calculate recruitment rates 2013-15- males, female, box, field, geographic, divisions				
	1.1.3	Analyse results to know recruitment and retention issues, identify trends				
	1.1.4	Identify best practices to increase recruitment and retention				
1.2 Recruit new, retain existing at minor, major and minor to major levels						
Goal - Coaches						
1.3 Understand current status of recruitment and retention and barriers to recruitment and retention	1.3.1	Calculate retention rates 2013-15- males, female, box, field, geographic, divisions				
	1.3.2	Calculate recruitment rates 2013-15- males, female, box, field, geographic, divisions				

ALA - Strategic Plan Objectives		Years			
Goals	Objectives	2016	2017	2018	2019
	1.3.3 Analyse results to know recruitment and retention issues, identify trends				
	1.3.4 Identify best practices to increase recruitment and retention				
1.4 Increase competent coaches consistent with player numbers, division and discipline distribution					
Goal - Referees					
1.5 Understand current status of recruitment and retention and barriers to recruitment and retention	1.5.1 Calculate retention rates 2013-15- males, female, box, field, geographic, divisions				
	1.5.2 Calculate recruitment rates 2013-15- males, female, box, field, geographic, divisions				
	1.5.3 Analyse results to know recruitment and retention issues, identify trends				
	1.5.4 Identify best practices to increase recruitment and retention				
1.6 Increase competent referees consistent with player numbers, division and discipline distribution					
Goal - Operations (Governance, Facilities, Staff)					
1.7 Increase staff in office or hire contractors to ensure that work is done in a timely manner					

ALA - Strategic Plan Objectives			Years			
Goals	Objectives		2016	2017	2018	2019
1.8 Understand current status of adequate facilities and barriers to expansion	1.8.1	Complete analysis of current facilities in relation to the current registration rates		Blue		
	1.8.2	Recognize current issues in obtaining access to adequate time in facilities that meet standards		Blue		
1.9 Sufficient time and number of facilities that are available to meet the needs of players and standards at all LTAD stages	1.9.1	Identify future needs and form an action plan to address			Green	
1.10 Completely staffed Boards at all levels	1.10.1	Identify best practices for recruitment and retention and communicate to all boards		Blue		
	1.10.2	Identify individual roles, commitment and responsibilities of Board positions to assist with volunteer requirements		Blue		
SD#2 - Expansion						
Goal - Players						
2.1. People playing lacrosse in all divisions and all disciplines, in all zones	2.1.1	Complete gap analysis - where, divisions, discipline, versus goal	Red			
	2.1.2	Complete opportunity analysis - viability of different scenarios, define barriers		Blue		
	2.1.3	Develop plan for recruitment/ development in viable areas			Green	
	2.1.4	Implementation of applicable program based on viability				Yellow

ALA - Strategic Plan Objectives		Years			
Goals	Objectives	2016	2017	2018	2019
	2.1.5 Evaluate implementation, and adjust program delivery accordingly				
Goal - Coaches					
2.2 Sufficient number of competent qualified coaches actively engaged in each zone	2.2.1 Gap analysis -define sufficiency, where, division, discipline versus goal, and opportunities to address gaps				
	2.2.2 Analyse opportunities; identify barriers, areas where there is support				
	2.2.3 Develop plan for recruitment/development where required				
	2.2.4 Implement programming based on need (gaps)				
	2.2.5 Evaluate implementation, and adjust program delivery accordingly				
Goal - Referees					
2.3 Sufficient number of competent qualified referees actively engaged in each zone	2.3.1 Gap analysis - define sufficiency, where, division, discipline, versus goal				
	2.3.2 Develop a plan for recruitment and development where required				
	2.3.3 Implement development and recruitment plan				
	2.3.4 Evaluate implementation, and adjust program delivery accordingly				

ALA - Strategic Plan Objectives			Years			
Goals	Objectives		2016	2017	2018	2019
Goal - Operations (Governance, Facilities, Staff)						
2.4. Sufficient ALA capability to support all disciplines in all zones	2.4.1	Needs assessment for ALA and LGBs. Set standards for LGB and club sufficiency				
	2.4.2	Develop a plan to meet needs of ALA, LGBs - budget, staff, volunteers				
	2.4.3	Implement plan to meet needs				
	2.4.4	Evaluate plan and adjust program delivery accordingly				
2.5. Sufficient number of LGBs with adequate governance and operational capability aligned with the ALA in each zone	2.5.1	Gap analysis - define sufficiency, operational capability in each zone				
	2.5.2	Development plan to address gaps				
	2.5.3	Implement development plan				
	2.5.4	Evaluate development plan and adjust program delivery accordingly				
2.6 Sufficient number of facilities meeting standards available for use in every zone with enough time as required by teams	2.6.1	Gap analysis - define sufficiency, location of facilities, amount of playing/competing time needed, by discipline				
	2.6.2	Identify and analyse opportunities				
	2.6.3	Develop plan to take advantage of opportunities and address gaps				
	2.6.4	Implement plan				

ALA - Strategic Plan Objectives		Years			
Goals	Objectives	2016	2017	2018	2019
	2.6.5 Evaluate plan and adjust program delivery accordingly				
SD#3 – Quality					
Goal - Players					
3.1 Players are meeting the LTAD skill development standards at each developmental stage	3.1.1 Ensure that LTAD program is being implemented throughout the entire province as stated in ALA regulations				
	3.1.2 Implement and update standardized testing and test pee wee division annually at one major centre and 2 rural centres				
Goal - Coaches					
3.2 Improve competency and qualifications of coaches, consistent with CLA minimum standards	3.2.1 Increase qualified Learning Facilitators to run sufficiently the NCCP program in Alberta with the LGB identifying potential candidates followed by personal contact				
	3.2.2 Develop an effective coach mentoring program, to provide a tool for LGBs to improve their coaches				
Goal - Referees					
3.3 Improve competency and qualifications of referees, consistent with CLA NOCP	3.3.1 Introduce a mentoring and evaluation program province-wide				
Goal - Operations (Governance, Facilities, Staff)					

ALA - Strategic Plan Objectives		Years			
Goals	Objectives	2016	2017	2018	2019
3.4 Establish and implement a continuous improvement process in each of coaching, player development, referees	3.4.1 Expand number of paid staff in ALA office				
	3.4.2 Explore opportunities with the ALRA to enhance governance				
SD#4 – Leadership					
Goal - Players					
4.1 To identify and promote the athlete development pathway between levels	4.1.1 Educate about opportunities in major box starting at the Bantam level				
	4.1.2 Educate players and parents about post secondary education lacrosse opportunities and challenges				
Goal - Coaches					
4.2 All coaches meet minimum CLA standards	4.2.1 Identify the challenges of the current verification procedure				
	4.2.2 Educate and enforce that all coaches must meet CLA minimum standards				
	4.2.3 Provide more opportunities for coaches to be trained				
Goal - Referees					
4.3 Improve communication, transparency and accountability	4.3.1 Gain understanding of ALRA procedures: assignments, provincial and national, development, evaluations				

ALA - Strategic Plan Objectives		Years			
Goals	Objectives	2016	2017	2018	2019
	4.3.2 Create a direct line of communication between the ALRA and rest of ALA				
	4.3.3 Work with ALRA to develop measurable outcomes e.g.,: Zero tolerance for Referee abuse				
4.4 Align training program across province	4.4.1 Identify and publish what are the current training processes for referees: new referees by discipline; returning referees by discipline				
Goal - Operations (Governance, Facilities, Staff)	4.4.2 Standardize and align procedures across the province				
4.5 Coordination and better use of facilities	4.5.1 Gain understanding of current facilities usage, capacities and deficiencies				
	4.5.2 Identify new facility opportunities and open discussions of lacrosse needs				
4.6 Consistent policies in key areas through ALA down to clubs	4.6.1 Understand and identify inconsistencies and consistencies of policies and rules at all leagues				
	4.6.2 Develop and execute plan to address inconsistencies				
	4.6.3 Evaluate development plan and adjust program delivery accordingly				

ALA - Strategic Plan Objectives		Years				
Goals		Objectives	2016	2017	2018	2019
4.7 Clearly defined roles at all levels (operational review)	4.7.1	Conduct operational review of ALA office. Identify task, roles and current gaps				
	4.7.2	Develop and execute plan to address gaps				
	4.7.3	Create an overall seasonal calendar for all lacrosse disciplines, at the MA, LGB, Club				
	4.7.4	Create a checklist that meets operational requirements at ALA, LGB and club levels and governance				