



CRICKET
CANADA

Well-Placed, Well-Timed

2013/14 STRATEGIC UPDATE

Cricket Canada 2013/14 Strategic Update



I am very pleased to present, on behalf Cricket Canada's board of directors, a strategic update for 2013.

The following represents the collective knowledge of 'Cricket in Canada' as through a two year process, we have gathered input from all of our key stakeholders including the ICC, Sport Canada, players administrators and most importantly our fans. In our update we have shown that 2013 was a year of progress for Canadian cricket despite challenges on the field.

This document must be considered a living and breathing document. As the organization and external factors change, as will our objectives. Keeping our vision and mission in mind will be critical to staying focused. Strategic planning is the key success factor for any organization and we will continue to follow this process as we work our way to successes.

The upcoming years are critical for the development of cricket in Canada both on and off the field and I am confident that this plan will get keep us on track.

Thank you to everyone who contributed to this process, and in particular Deloitte, for their very generous contribution of time and expertise.

Kind Regards,

*Ravin Moorthy
President*

March 2014

COMPREHENSIVE STAKEHOLDER INVOLVEMENT

In developing the strategic plan, input was sought from a **wide selection of cricket stakeholders**.

Opinions from cricket **PLAYERS, COACHES** and **FAN** stakeholder segments are **strongly represented**.



*Based on the stakeholder input gathered, Cricket Canada devised its new **Mission, Vision and Strategic Objectives** to articulate its new strategic direction*

MISSION

To govern, develop and promote cricket for the enjoyment of all Canadians

VISION

To be the top associate cricket nation through international success, growing participation and popularity and building a sustainable organization

STRATEGIC OBJECTIVES

1

- **DRIVE HIGH PERFORMANCE**

To help deliver international success for senior men's, women's and junior teams through domestic programs, coaching, training and support structures

2

- **PROMOTE PARTICIPATION AND AWARENESS**

Grow the participation, popularity and enjoyment of cricket across Canada

3

- **ESTABLISH EFFECTIVE GOVERNANCE AND OPERATIONS**

Operate as an accountable and effective professional organization

4


- **ENSURE FINANCIAL SUSTAINABILITY**

Create and manage a sustainable financial base in a fiscally responsible manner

Rating Approach for Year 1 Initiatives

 STARTED

 MAKING GOOD PROGRESS

 EXCEEDING EXPECTATIONS

 NOT STARTED OR STALLED

1 Drive High Performance

Deliver international success for senior men's, women's and junior teams through domestic programs, coaching, training and support structures

STRATEGIC INITIATIVES


- 1.1 Establish a High Performance committee
- 1.2 Create a 3 year, High Performance plan for Cricket Canada
- 1.3 Prepare a 3 year, National competition plan and calendar
- 1.4 Establish/secure year-round training facilities for national teams
- 1.5 Develop a national coaching/umpiring program aligned to ICC standards
- 1.6 Develop national player lifecycle management program
- 1.7 Develop comprehensive contract management for HP players
- 1.8 Provide framework and guidance for provincial academies
- 1.9 Cultivate HP development opportunities w/ full members
- 1.10 Refine selection committee structure, roles and procedures

Key Measures of Success

- Presence on ODI ranking table 
- Number of high performance domestic games per year 
- Number of active Full-Member certified Level 2+ coaches 



Key Measures of Success

- Number of **participant hours** 
- **Media score:** Number of broadcast hours

75+ hrs 

BROADCAST HOURS

- **Media score:** Number of monthly digital impressions and total social media followers

2M+ 

MONTHLY DIGITAL IMPRESSIONS

55,000+ 

SOCIAL MEDIA FOLLOWERS

- Average **attendance** at major events

2

Promote Participation and Awareness

Grow the participation, popularity and enjoyment of cricket across Canada

STRATEGIC INITIATIVES

2.1 Develop major cricket event blueprint

2.2 Develop long-term broadcast media strategy

2.3 Expand digital strategy

2.4 Develop national pathway from grassroots cricket to national teams

2.5 Expand Cricket Canada KIDS cricket program

2.6 Develop national high schools cricket strategy

2.7 Support the growth and development of Canadian Inter-University cricket

2.8 Develop Public Relations (PR) strategy



3 Establish Effective Governance & Operations

Operate as an accountable and effective professional organization

STRATEGIC INITIATIVES




- 3.1 Review and modernize Cricket Canada's constitution and bylaws
- 3.2 Refine organization structure, roles and accountabilities in line with vision
- 3.3 Establish provincial board stakeholder engagement and communication plan
- 3.4 Document major operational processes / sub-processes
- 3.5 Develop compliance procedures with key stakeholder requirements
- 3.6 Develop and implement risk management policies / procedures
- 3.7 Enhance governance model
- 3.8 Create annual operating plan in line with overall strategy
- 3.9 Establish volunteer position requirements, roles and descriptions
- 3.10 Develop Operations Policy and Procedures manual
- 3.11 Conduct IT Needs Assessment

Key Measures of Success

- Number of **full-time staff** ★
- Number of **functional annual operating plans** ⓧ
- Percentage of **compliance to regulator/funder requirements** ★



Key Measures of Success

- Percentage of non-ICC funding 
- Administrative expense ratio 
- Dollar value of revenue reserve 

4 Ensure Financial Sustainability

Create and manage a sustainable financial base in a fiscally responsible manner

STRATEGIC INITIATIVES

4.1 Develop comprehensive budget and forecast (3 years)



4.2 Implement financial reporting procedures and controls



4.3 Develop and manage a financial planning and budgeting process



4.4 Creation of financial oversight committee



4.5 Hire FT staff w/ function of income growth, fundraising, sponsorship



4.6 Create and manage a reserve fund



PUTTING WORDS INTO ACTION: *Over the coming years, Cricket Canada will execute the strategic initiatives outlined, to progress on a path toward achieving its **Vision***

Cricket Canada's Strategic Plan: 2013 - 2015

1. High performance committee
2. 3-year high performance plan
3. 3-year National competition plan and calendar
4. Year-round training facilities
5. National coaching/lumpiring program
6. National player lifecycle management program

7. Comprehensive player contract management
8. Provincial academy framework and guidance
9. Development opportunities with ICC full members
10. Refine selection committee structure, roles and procedures

1. Develop major cricket event blueprint
2. Long-term media strategy
3. Long-term broadcast media strategy
4. Digital strategy
5. National pathway from grassroots to elite level

6. Expand KIDS program
7. National high schools cricket strategy
8. Development of Canadian inter-university cricket
9. Public Relations (PR) strategy

Drive High Performance

Promote Participation and Awareness

MISSION

To govern, develop and promote cricket for the enjoyment of all Canadians

VISION

To be the top associate cricket nation through international success, growing participation and popularity, and building a sustainable organization

Ensure Financial Sustainability

Establish Effective Governance and Operations













1. Comprehensive budget and 3-year forecast
2. Financial reporting procedures and controls
3. Financial planning and budgeting process

4. Financial oversight committee
5. Full-time staff within function of income growth, fundraising and sponsorship
6. Manage reserve fund

1. Constitution and bylaws
2. Organizational structure, roles and accountabilities
3. Provincial board stakeholder engagement plan
4. Operational processes documentation
5. Compliance procedures

6. Risk management policies
7. Governance model enhancement
8. Annual operating plans
9. Volunteer position definition
10. Operational policy manual
11. Information Technology (IT) needs assessment

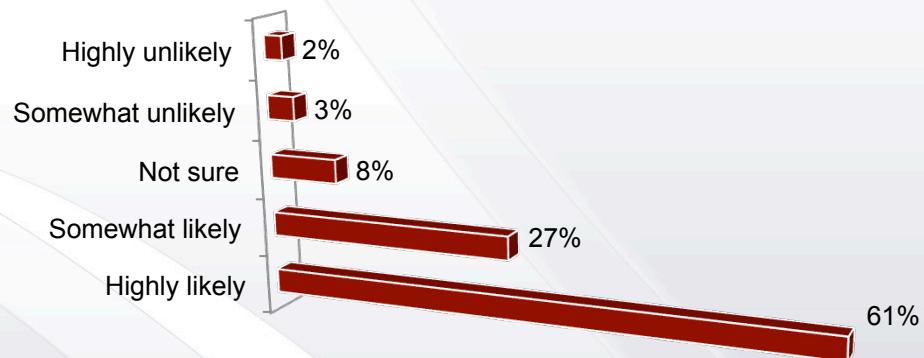
Cricket Canada Scorecard

Measures of Success		2013	2014	2015
Drive High Performance	Presence on the ICC ODI and T20 ranking tables	Present 	Present	Present
	Number of domestic High Performance games per year	12 	18	24
	Number of active Full-member certified Level 2+ coaches	50 	60	75
Promote Participation and Awareness	Number of participants	120,000 	150,000	180,000
	Media score (# of broadcast hours + # of monthly digital impressions)	72.5 / 1,000,000 	105.5 / 1,500,000	132.5 / 2,000,000
	Average attendance at hosted associate-level matches	1000 	1500	2000
Establish Effective Governance and Operations	Number of full-time staff	6 	8	10
	Number of functional annual operating plans	3 	4	5
	% of compliance with regulator / funder requirements	75% 	85%	100%
Ensure Financial Stability	% of non-ICC funding	20% 	35%	50%
	Administrative expense ratio	35% 	30%	30%
	\$ revenue reserve	\$5,000 	\$25,000	\$50,000



***APPENDIX:
SAMPLE OF STRATEGIC PLAN SURVEY INSIGHTS***

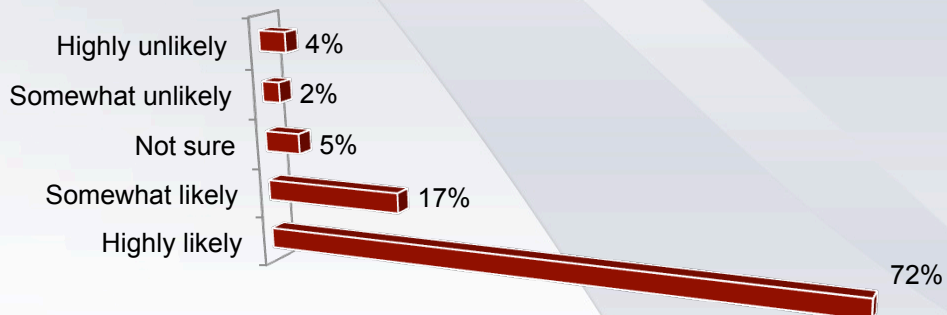
How likely are you to attend the Canadian men's cricket team matches if hosted in a stadium?



FAN SURVEY INSIGHTS

Cricket in Canada has a strong fan base, and the sport is just beginning to scratch the surface on the potential for growth

How likely are you to follow and support an IPL style Canadian T20 league?



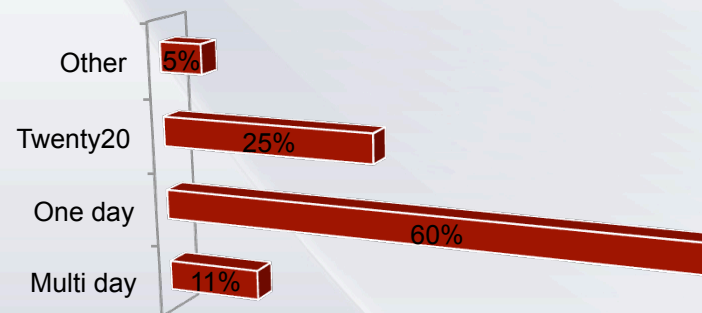
PLAYER/COACH SURVEY INSIGHTS

'Limited Overs' cricket is the most enjoyable to play amongst playing population.

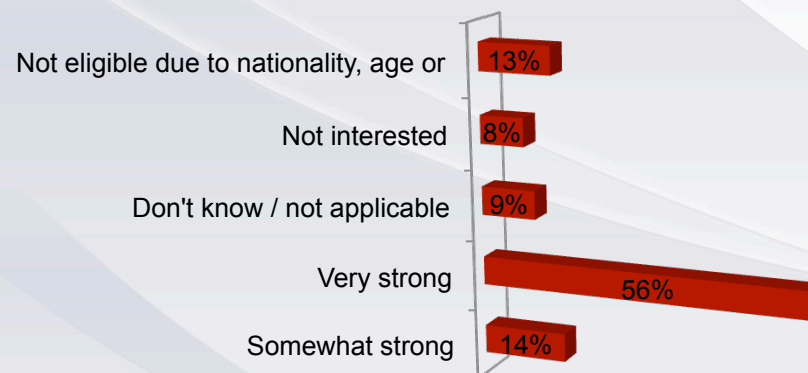
Players represent a growing talent base with a strong desire to to represent Canada.

FOCUS: *With organized investment in talent development, we can create a strong stream of players to international cricket.*

What form of cricket do you most enjoy playing?



How strong is your aspiration to play cricket for Canada?





**CRICKET
CANADA**