



FOUNDATIONAL PLAN

2020-2023

Building a platform for American cricket



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INTRODUCTION

Context for this Foundational Plan

Cricket has a long-celebrated history as the original 'bat and ball' sport in the USA. It was established as a favored past-time as early as 1709 and, in 1844, the first ever official international match of any sport was held in New York when the USA cricket team played against Canada in front of 10,000 spectators.

Unfortunately, cricket was unable to develop into a mainstream sporting pursuit throughout the early 1900s and its popularity dwindled. However, increased immigration over the last few decades from countries where cricket is part of the way of life, most notably from the Caribbean and South Asia, has helped to regenerate significant interest levels in the sport in this country.

Most of the cricket played in the USA in recent times has been of an informal and recreational nature and there is no professional cricket competition nor a centrally coordinated domestic structure, and the teams that represent the USA on a global stage are ranked outside the top tier of cricket nations. Underneath that, the sport has not yet found a way to integrate effectively into schools, colleges and wider community sporting systems, and nor has it been able to address the chronic scarcity of turf wickets and other cricketing infrastructure. As such, although still incredibly popular, the sport remains in the shadows of mainstream sporting America.

On the other hand, the popularity of the sport extends to a staggering 10-20 million cricket fans across the country. And, with the commercial maturity of the US sporting landscape and the relative affluence and digital connectivity of our cricket fans, there is great potential to grow and engage with new and existing fans and players.

In 2018, with the full support of the International Cricket Council, USA Cricket was fully incorporated and its first Board of Directors was appointed. In 2019, in a landmark deal, it partnered with a commercial entity (American Cricket Enterprises) to work closely together to support the growth of the game in the USA, and it also appointed its first ever Chief Executive. The publication of this Foundational Plan covering the period 2020 – 2023 indicates that this work is now well and truly underway.

What is this Foundational Plan?

The opportunity to grow the game in this country is significant and clearly understood. However, USA Cricket remains at an embryonic stage both structurally and in terms of the number and sophistication of the programs and initiatives that it currently delivers to the cricket community, and a lot of the foundational work that needs to be done over the next few years can easily be identified. As such, this Foundational Plan does not incorporate any competitor or market analysis or complex strategic theory. Rather, it is intended as a simple Foundational Plan, focused around achieving five key objectives:



growing engagement; increasing participation levels; improving the performance of our national teams; operating sustainably; and building trust across the local cricket community. We go on to identify and prioritize the fundamental operational activities that are within USA Cricket's control and which we need to implement over the next three and a half years to make significant progress against those objectives.

We acknowledge that many of the underlying plans and initiatives still need to be developed or will evolve quickly as we act, learn and adapt. But we are proud to present this Foundational Plan which outlines the first phase of work necessary to start driving the behavioral changes that will reconnect the sport with the spirit of 1844 and enable us to collectively achieve our vision for cricket to be a mainstream sport in the USA and to attain Full Member status of the International Cricket Council.

Thank you for your support

The moment has arrived for all of the players, coaches, officials, volunteers, leagues, clubs and commercial partners to finally come together so that we can achieve the full potential that cricket has to unify, inspire and engage people and communities across the USA. We recognize and thank you all for your tireless work and dedication over the years and look forward to partnering in the future to deliver some of the initiatives set forth in this document.

Board of Directors:

Paraag Marathe (Chair); Ajith Bhaskar; Avi Gaje; Suraj Viswanathan; Venu Pisike; Sushil Nadkarni; Srinu Salver; Nadia Gruny; Rohan Sajdeh; Catherine Carlson

Chief Executive:

Iain Higgins



2030 VISION

Our vision for what cricket will look like in 2030 plays out across two different narratives as we seek to both grow the sport domestically and increase our competitiveness and stature at international level.



WITHIN THE USA...

CRICKET IS ESTABLISHED AS A LEADING SPORT IN THE USA

AND ON THE GLOBAL STAGE...

USA CRICKET IS ESTABLISHED AS A FULL MEMBER OF THE ICC





**WE WILL
ACT WITH
COURAGE**

We will boldly tackle the unique opportunities and challenges that we face on and off the field by embracing innovative solutions, taking risks and being adaptive and flexible.



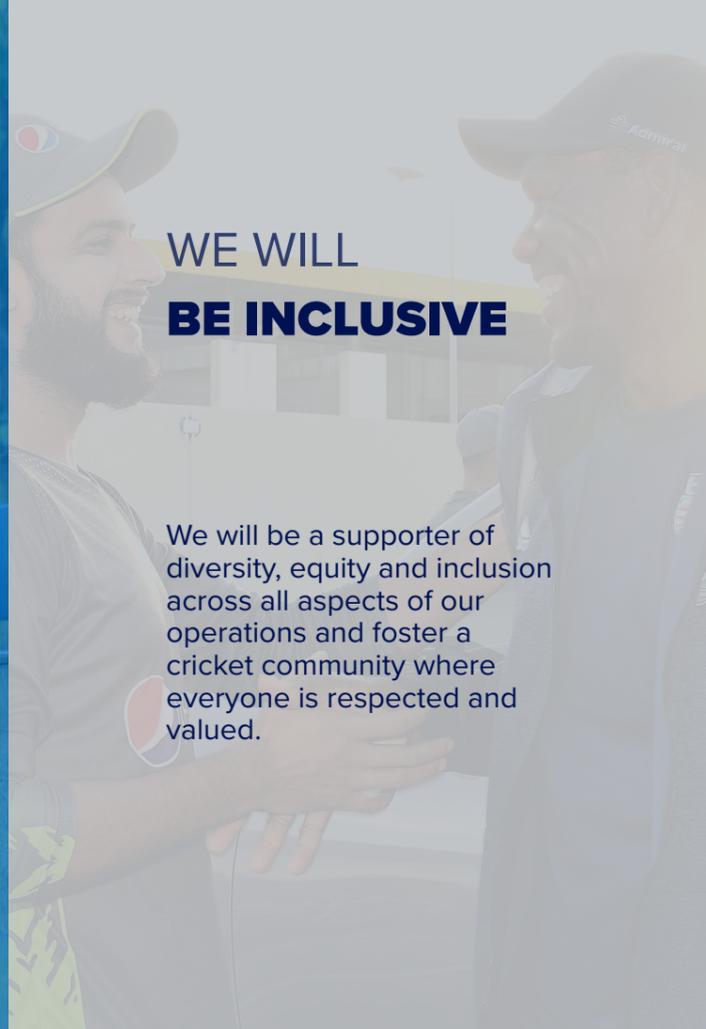
**WE WILL
WORK TOGETHER
AS A TEAM**

The scale of our ambition requires the best of us from all of us, working together as one team. We will closely collaborate with all stakeholders to build strong domestic structures and complementary plans that support the vision and are beneficial to all.



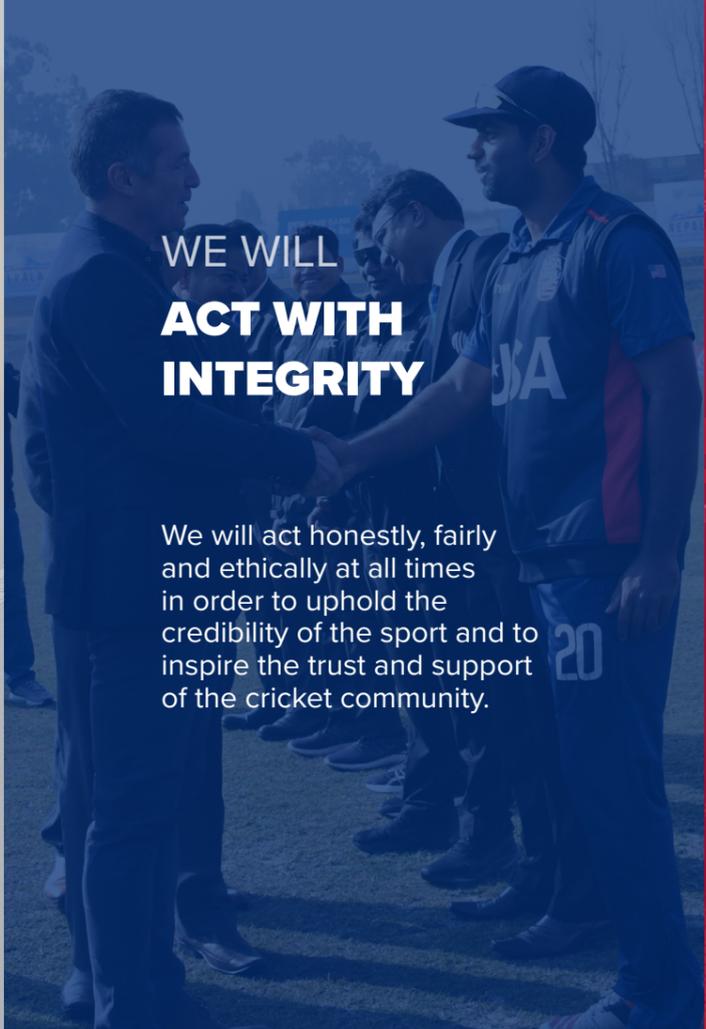
**WE WILL
ENGAGE WITH
THE COMMUNITY**

We recognize that to unite, inspire and embrace the cricket community, we must engage authentically and regularly with our community in two-way, transparent communications.



**WE WILL
BE INCLUSIVE**

We will be a supporter of diversity, equity and inclusion across all aspects of our operations and foster a cricket community where everyone is respected and valued.



**WE WILL
ACT WITH
INTEGRITY**

We will act honestly, fairly and ethically at all times in order to uphold the credibility of the sport and to inspire the trust and support of the cricket community.



**WE WILL
HOLD EACH OTHER
ACCOUNTABLE**

We each have a role to play in achieving our shared vision and will take responsibility for our own actions, as well as for ensuring that others around us also act in a manner that is consistent with these values and the agreed strategic objectives.

OUR VALUES

As USA Cricket sets about achieving the objectives set out in this Foundational Plan, we will be guided by a set of values that will define how we operate and make decisions.

OUR STRATEGIC CHOICES

The USA is a large, expansive country with great diversity of population size and demographics and cricket faces significant competition for market-share and attention from a large plethora of already-established sports. As we move forward, many ideas to develop the sport will present themselves from stakeholders far and wide. However, in our initial foundational phase, we have made four strategic choices about where we will focus our limited time, resources and energy.



FOCUS ON: EXISTING FANS AND PLAYERS

We recognize that to be successful in making cricket a mainstream sport in the USA we need to engage fully right across the country. However, to get the greatest amount of engagement and support as quickly as possible, we will focus our activities predominantly in the population bases across the USA where there is already significant interest in and passion for the sport.



FOCUS ON: YOUTH AND LONG-TERM DEVELOPMENT

We recognize that to grow and develop the sport in the USA for the next generation and for it to become a leading cricketing nation, we need to create and engage new and younger cricket fans, players, officials and coaches. As such, we will take steps to increase the relative amount of investment into grassroots, community and youth cricket initiatives that will have longer-term engagement and impact and build the players and fans of the future.



FOCUS ON: TWENTY20 CRICKET

We understand and appreciate that Twenty20 is the format best suited to growing the sport in new markets and that its construct, design and appeal lends itself especially well to finding relevance in the sporting landscape in this country. As such, whilst respecting the importance of One-Day International status and continuing to be competitive in that format at an international level, we will seek to position Twenty20 cricket at the center of our plans and will set up our domestic structure and design our key initiatives and activities accordingly.



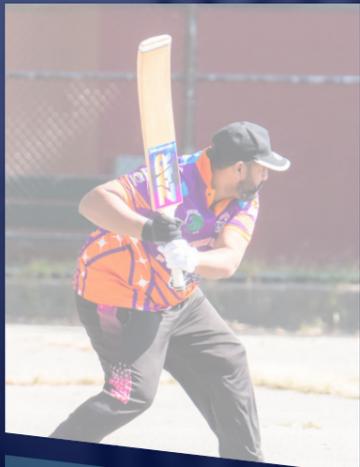
FOCUS ON: WOMEN AND GIRLS

We recognize that women and girls currently make up a very small part of the cricket-playing population in this country, but that there is a sharply increasing level of interest and popularity in women's sport. Seeking to address the disparity is not only the right thing to do but also represents a huge opportunity to grow the game. As such, we will take steps to increase the relative amount of investment into women's and girl's initiatives that will help to support a more equitable gender balance and engagement across all aspects of the game.





1
GROW ENGAGEMENT



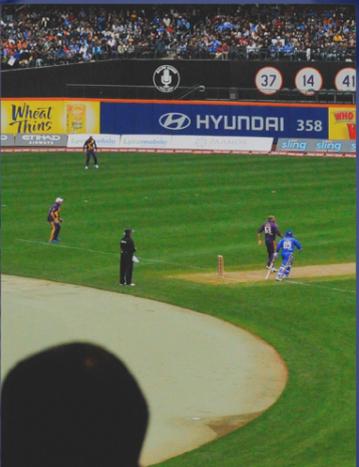
2
INCREASE PARTICIPATION



3
IMPROVE PERFORMANCE OF NATIONAL TEAMS



4
DELIVER FINANCIAL STABILITY



5
BUILD TRUST IN THE COMMUNITY



BUILD AN EFFECTIVE SUPPORT ENVIRONMENT:
INFRASTRUCTURE, DOMESTIC PATHWAY, AND ADMINISTRATION

OUR OBJECTIVES

As USA Cricket lays a strong foundation for growth, we have identified five key objectives, all of which are underpinned by the creation of an effective support environment.

MEASURING OUR SUCCESS

We will measure our growth and success and hold ourselves accountable for delivering against our key objectives through at least the following metrics:

1 GROW ENGAGEMENT

- Broadcast viewership of national and domestic matches
- Attendance at national and domestic matches
- Social media/website/digital channel engagement

2 INCREASE PARTICIPATION

- Number of players (Men/Women/Boys/Girls)
- Number of officials (Men/Women)
- Number of coaches (Men/Women)
- Number of children receiving school or community driven Entry Level Programs

3 IMPROVE PERFORMANCE OF NATIONAL TEAMS

- ICC ranking for all national teams and players
- Number of international matches played and performance against higher ranked Associate and Full Member countries.
- Qualification for and performance at ICC global events

4 DELIVER FINANCIAL STABILITY

- Revenue from ICC
- Revenue from American Cricket Enterprises Inc
- Revenue from other sources

5 BUILD TRUST WITHIN THE COMMUNITY

- Number of USA Cricket members
- Satisfaction of USA Cricket members
- % of leagues that are US Cricket members

6 DEVELOP ADEQUATE INFRASTRUCTURE

- Number of ODI and T20I accredited venues
- Number of turf wickets and practice facilities
- Number of programs delivered at new High Performance Center



OUR ACTIVITY AREAS

USA Cricket operates primarily within five different activity areas, as described in the left-hand-side of the following table. Progress in each of these areas will help us to achieve one or more of our core strategic objectives, as indicated by the check-marks. The remaining content described on pages 18 - 27 of the plan identifies and prioritizes the specific actions that we will implement in each of these five activity areas.

	1	2	3	4	5
	GROW ENGAGEMENT	INCREASE PARTICIPATION	IMPROVE PERFORMANCE OF NATIONAL TEAMS	DELIVER FINANCIAL STABILITY	BUILD TRUST IN THE COMMUNITY
 INTERNATIONAL PLAY We coordinate and promote the activities of nationally representative teams on a global stage and participate in international matches and events, fostering strong relationships with the International Cricket Council, Member Boards and key global partners.	✓		✓	✓	
 MAJOR LEAGUE CRICKET We have entered into a strategic partnership with American Cricket Enterprises Inc in order to develop cricket venues that are accredited internationally, develop a professional Twenty20 tournament of international standing and appeal and establish the first ever nationwide Minor League Cricket competition to provide a platform for the best domestic cricketers to play regular competitive cricket in this country.	✓		✓	✓	
 NATIONAL DEVELOPMENT We design and deliver entry level school and community programs, a college program, pathways and programs for coaches, officials and volunteers and run zonal and national competitions for domestic players.	✓	✓	✓	✓	✓
 SOCIAL We regularly communicate and engage with cricket fans and the US cricket community through social media and other platforms in an effort to promote community cricket across the country, provide information about USA Cricket and its activities and facilitate the sharing of live scoring updates, highlights and broadcast coverage of key matches so as to grow engagement levels with the sport generally.	✓	✓			✓
 SUPPORTING ACTIVITIES We govern and manage the sport professionally, effectively and in a financially sustainable way, providing expert leadership and a support environment that allows important issues to be tackled properly and drives higher standards of governance and behavior across all aspects of the game.		✓		✓	✓



INTERNATIONAL PLAY

We recognize that sustained improvement of performance across all national teams helps to increase the level of engagement with new and existing fans but that it requires the development of world-class high-performance plans, support structures and an optimal playing calendar that provides opportunities for players to participate in competitive and high profile matches and events; and that USA Cricket requires the support of the wider international cricket community in various ways to help create that environment.

12 MONTH PRIORITY ACTIONS

International Competition

- We will develop a long-term High-Performance Plan which sets out how we will improve the standard of our players, coordinate an optimal playing calendar, identify and support our best talent and put in place quality training facilities and support structures.
- We will provide suitable cricketing and financial support to ensure the participation of competitive USA Cricket national teams in all ICC events and bilateral matches.
- We will develop appropriate structures and a contracting model which most optimally supports the retention of a motivated, high performing squad of national team players.

Marquee Events

- We will develop a sanctioning policy under which the value proposition of international and domestic 'marquee' cricket scheduled to be played in the USA can be assessed against our strategic objectives and, sanctioned where appropriate.
- We will develop a comprehensive plan to identify and support the best junior players in the country, with a particular focus on qualifying for and performing well in the ICC's U19 Men's Cricket World Cup in 2022.

FUTURE ACTIONS

International Competition

- We will develop a clear and balanced long-term international playing calendar for our national teams that includes more content, played more frequently against more competitive opposition.
- We will work closely with other cricket boards in the Americas region to develop healthy rivalries and develop localized international content that has value and context.
- We will put plans in place which deliver an increased level of broadcast or live streaming solutions for all international matches played by any of the USA Cricket nationally representative teams.

Olympic Games and ICC Events

- We will seek recognition from and full membership of the US Olympic Committee.
- We will work closely with the ICC and lend our full support to efforts to include cricket on the sports program of the 2028 LA Olympic Games and future editions of the Pan-American Games.
- We will partner with Cricket West Indies in order to develop a competitive bid to host ICC major events in the next commercial rights cycle (2023-2031).

Partnerships

- We will develop strong partnerships with key Full Members which provide support, expertise, resources and competitive opportunities which are aligned to our key objectives.

MAJOR LEAGUE CRICKET

We recognize that to increase the level of fan engagement with cricket in this country and to help deliver financial stability there needs to be locally accessible and exciting professional domestic cricket each year that has global reach and appeal and is capable of attracting the best cricketing talent in the world as well as uniting and inspiring the entire country. There also needs to be an aligned domestic pathway to that professional cricket and an integrated playing calendar that provides opportunity to the best domestic cricketers to play regular competitive cricket on the best possible facilities.

12 MONTH PRIORITY ACTIONS

ACE relations

- We will establish a clear and defined operating partnership with ACE and search for additional ways to find and ensure continuing strategic alignment.
- We will work together with ACE to support the effective exploitation of all existing and future commercial rights and the creation of new digital content, assets and products.
- We will work hard to clarify and explain the relationship between USA Cricket and ACE and highlight the benefits to the cricket community of the partnership.

Minor League Cricket

- We will provide our full support to the development, launch and operational delivery of Minor League Cricket, the first ever nationwide Twenty20 domestic tournament involving the best players from across the country.

FUTURE ACTIONS

Major League Cricket

- We will provide our full support to the development, launch and operational delivery of Major League Cricket, the first ever fully professional Twenty20 competition played in this country and which will have global reach and appeal and is capable of attracting the best cricketing talent in the world.
- We will develop cost effective solutions that support the delivery of an increased level of broadcast or live streaming of key domestic matches and tournaments played in the USA.
- We will develop a clear and balanced long-term domestic playing calendar which supports and integrates Minor League Cricket, Major League Cricket alongside USA Cricket events and matches and which will improve the quality and competitiveness of our domestic cricket.

High Performance Center

- We will work closely with ACE to design and put in place a fully functioning High Performance Center in the USA with supporting facilities – outdoor, indoor and sports science – and run residential and other programs to improve the performance of national, representative and domestic teams and franchises.





NATIONAL DEVELOPMENT

We recognize that the provision of support to all of the constituents who participate in cricketing activities of any kind in this country will help us to make progress against each of our five strategic objectives. To do this, USA Cricket need to develop programs and structures that support each constituent group; develop policies, pathways and regulations that help put meaningful structure and explanation around the domestic landscape; and create and support new and existing tournaments, events and programs that help to engage with all those who enjoy the sport in any format.

12 MONTH PRIORITY ACTIONS

Domestic Cricket

- We will develop a sanctioning policy for domestic cricket, publish a coordinated domestic calendar and promote approved events.
- We will stage competitive zonal and national tournaments for men, women and youth.
- We will develop a digital membership portal for members of USA Cricket which will promote, enhance and unify all domestic cricket across the country and which incorporates an integrated on-line scoring platform, competition management system and live streaming solutions.
- We will develop a long-term National Development Plan which sets out how we will increase the number of people who actively participate in any way and at all levels of the sport across the country.
- We will develop a plan which supports the meaningful engagement of cricket by colleges and universities across the USA.
- We will find the best way to provide support to and effectively engage with existing soft-ball cricket structures across the country.

Match Officials

- We will design and deliver a pathway and related programs, education materials and certification to support all match officials in this country.

Women and Girls

- We will develop strategies and deliver key initiatives that harness the popularity of women's sport to increase the levels of participation of women and girls across the country.

Player Development Pathways

- We will appoint a nationwide team of volunteer youth coordinators to support key initiatives designed to increase the level of engagement at school and community youth levels.
- We will design and deliver fun and engaging entry level programs for girls and boys that help to engage new players of the sport.
- We will re-examine the suitability of the existing participation pathways and structures within the USA and publish a clearly defined explanation of the most appropriate pathways and structures.

Covid-19

- We will continue to monitor the impact of COVID-19 on community sport and provide guidance, protocols and advice to support the US cricket community navigate through the related challenges.

FUTURE ACTIONS

Volunteer Program

- We will develop a best practice volunteer database and program of engagement that recognizes and supports the cricketing volunteer community right across the country.

Coaches

- We will design and deliver a pathway and related programs, education materials and certification to support all coaches in this country.

Domestic Cricket

- We will work together with the community to align and unify the domestic league structures across the USA under one collective nationwide domestic program.
- We will establish and improve the quality and competitiveness of the domestic cricket structure for women and girls.
- We will find the best way to provide support to and effectively engage with existing indoor cricket structures across the country.
- We will develop a plan which supports the meaningful engagement of cricket by corporate entities across the USA.
- We will develop a plan to effectively support and engage with all forms of disabled cricket played in this country.

SOCIAL

We recognize the importance of fostering a strong relationship with the entire cricket community through the regular provision of information and opportunity to participate; as well as the need to provide engaging content to fans in order to help promote and market the national teams, players, competitions and USA Cricket activities.

12 MONTH PRIORITY ACTIONS

Membership Development

- We will develop and promote a membership proposition for all individual and organizational members that is engaging, has commercial value and appeals to the entire cricket community.

Marketing & Communications

- We will publish regular media releases, blogs and update the community in respect of developments as part of a long-term media and communications plan.
- We will keep the USA Cricket website updated and maintain a robust social media presence

FUTURE ACTIONS

Marketing & Communications

- We will build and celebrate cricketing heroes, role models, teams and key influencers to help tell the story of cricket in the USA and to inspire more people to play, follow or participate in any way with it.
- We will build and celebrate female role models within the game to inspire and encourage the participation of women and girls.
- We will aggregate and promote player content to raise player profiles and provide fans with new insight and ways to follow the sport.
- We will host nationwide community roadshows to showcase plans and garner support from the community.
- We will promote and celebrate the cricketing achievements of present and past USA players through new USA properties such as a Hall of Fame/ Player Rankings/Awards.





SUPPORTING ACTIVITIES

We recognize that to support the achievement of our strategic objectives, USA Cricket needs to provide expert leadership and put in place supporting structures, policies and initiatives that tackle a wider range of important issues which have not to this point been prioritized by previous cricket authorities in the USA. This will help to professionalize the entire support environment for players and administrators and drive higher standards across all aspects of the game.

12 MONTH PRIORITY ACTIONS

Governance

- We will govern the sport fairly, transparently and consistently in accordance with high standards of governance and our constitution.
- We will develop appropriate domestic playing codes, polices and regulations.
- We will stage AGMs, Board elections and regular Board and Committee meetings in a manner that best facilitates productive decision-making.
- We will develop and apply consistently a full set of internal operational and employment policies and procedures.

Infrastructure

- We will work closely with ACE to develop new and enhance existing turf wickets and facilities across the USA to increase the quality of domestic competition and training.
- We will develop and publish guidelines, resources and provide advocacy and expertise to support the cricket community's efforts to improve the domestic cricketing infrastructure across the country.

FUTURE ACTIONS

Governance

- We will review the entire governance structure and constitution of USA Cricket in order to ensure that it remains fit for purpose to deliver on our strategic objectives.
- We will track, monitor and report against progress made against the actions identified in this Foundational Plan on a regular basis.

Cricketing Audit

- We will conduct a detailed participation and facilities audit to help us better understand the size, scale and behaviors of the existing cricketing community in the USA.

Corporate Social Responsibility

- We will align our organization with an appropriate CSR initiative.

Fundraising

- We will develop a comprehensive strategy which will help USA Cricket to secure grants and donations which can supplement the growth of specific areas of the business.

Infrastructure

- We will work closely with ACE to develop new and existing cricket venues of international quality across the USA.

2018

2019

2020

2021

2021

2022

2023

2030

USAC incorporated with first ever independent Chair and other directors appointed

Landmark strategic partnership with American Cricket Enterprises Inc entered into

Professional playing contracts awarded to Men's National Team for first time ever

Long-term planning and work commenced on development of infrastructure and turf pitches nationwide

Minor League Cricket – player draft and Exhibition Games

Zonal/National Championships for Men, Women and Youth commence

Launch new USA Cricket membership portal

Announce plan to increase participation levels of Women and Girls in the USA

National soft-ball tournament

ICC Women's T20 & ODI World Cup Regional Qualifier

ICC Under 19 Cricket World Cup (Boys) Qualifier

Launch full season of Minor League Cricket

Two new ODI venues accredited by ICC

ICC Men's T20 World Cup Regional Qualifier

Announce 4th and 5th Major League venues

ICC Under 19 Cricket World Cup (Boys)

ICC Women's World Cup

Major League Cricket launch

US Olympic Committee recognition

ICC Under 19 Cricket World Cup (Boys) Qualifier

ICC Men's Cricket World Cup

Launch USAC website and social media platforms

Men's National Team achieved ODI status and secure first ever ODI victory on US soil

First ever Chief Executive appointed

Finalize Long-Term High-Performance Plan

Launch USA Cricket umpire pathway and supporting programs

Finalize Long-Term National Development Plan

Announce first Major League venue

Launch High Performance Center

Bid to host future ICC events in 2024-2031 period

Publish long term international playing calendar

Launch USA Cricket entry level program for schools and community

Announce 2nd and 3rd Major League venues

Work completed on 12-15 new turf pitches nationwide

Launch USA Cricket coaching program and pathway

ICC Men's Cricket World Cup Qualifier

Complete unification of USA cricket community within USA Cricket

Launch USA Cricket college program

ICC Men's Cricket World Cup Qualifier

ICC Men's T20 World Cup

ICC Under 19 Cricket World Cup (Girls)

USA Cricket becomes Full Member of the ICC

OUR MILESTONES



www.usacricket.org