

**Bobsleigh CANADA Skeleton**  
Board of Directors Meeting 211, Minutes  
Tuesday, February 15, 2011 18:00-20:00  
Bob Niven Training Centre, Boardroom

Our Mission: Bobsleigh Canada Skeleton develops Olympic and World Champions.

Call to Order – 18:05

Present: Reid Morrison, Bernie Asbell (conf call), Louis Poirier, Brent Berezowski, Lee Genier

Regrets: Astrid Wolf, Lisa Szabon

Staff: Don Wilson, Dwayne Dreher

**1. Review and approval of agenda.**

Motion 211 1:Poirier/Berezowski  
To approve the agenda as amended.

CARRIED

**2. Review and approval of Jan 11, 2011 BCS BOD 111 Minutes.**

Motion 211 2: Asbell/Poirier  
To approve the 111 BCS BOD Minutes as presented.

CARRIED

**3. Business arising from minutes:**

3.1 111.6.1 Youth Olympic Games

No new information.

PENDING

3.2 111.6.2 Committee Structure

Motion 211.3 Genier/Asbell

To accept the Terms of Reference for the External Appointment Committee as an ad hoc committees of the Board.

CARRIED

Motion 211.4 Berezowski/Poirier

To accept the Terms of Reference for the Marketing Sponsorship and Event Advisory Committee as an ad hoc committee of the Board.

CARRIED

The Alumni terms of reference will be brought forward at the next meeting. ATTACHMENT 2 and 3

PENDING

### 3.3 111.6.3 Vision 20/20 Strategic Plan

Don received feedback from the Board and has amended the Vision 20/20 Strategic Plan accordingly. Brent brought forward an overview document that allows the Board to receive quarterly updates on the Vision 20/20 Strategic Plan identifying the primary areas of the plan and an overarching Key Performance Indicator (KPI) for each area. The intent is that the Board will receive quarterly updates from staff on the progress of the Plan and that this overarching review will be presented to the membership at the AGM annually.

The Board will be asked to review and ratify the Vision 20/20 Strategic Plan Operational Plan and the Board of Director's Strategic Plan Quarterly Review at the next meeting. ATTACHMENT 4

PENDING

## **4. General Operations Update.**

### **4.1 CEO Report: 211, Feb 15, 2011**

#### 1. General:

- a. Participated in two conference calls with North American (Tracks, Organizing Committees, FIBT) entities trying to develop an America's Cup schedule through to 2014 season. We have developed one that is being presented to the FIBT for their approval. AT the first go around, an America's Cup bobsleigh in Whistler scheduled for 2014 has not been approved. The previous years saw the bobsleigh in Calgary and the skeleton in Whistler. I have asked for a meeting in Koenigsee with Christian Riech to discuss.
- b. Tim Farstad of Luge and I met with Mike Tanner, Operation with Winsport to discuss the change over from Ammonia to a brine system here at COP. There are safety and cost issues with the present system. No official cost has been given yet but rough calculation is about \$1.5M

- c. I met with the new CEO and President of Winsport, Dan O'Neill. Dan comes to us from Molsons Canada, Campbell Soup and Johnson and Johnson. Apart from business his greatest area of involvement has been with Hockey Canada. Very positive meeting overall. He has mandate and commitment to high performance sport, which differs from the financial mandate of the previous administration.
- d. Attended both the Sliding Sport Advisory Committee and the Collective Sport Advisory Committee. The sliding sports have presented a revised schedule to Winsport for the year with three scheduling scenarios, based upon the operational costs generated by Winsport. No final decisions have been made as of yet.
- e. There was an emergency incident on the track that has called into question safety protocols at Winsport. At the Sport Advisory Committee, Brian Amour updated the group on the issues surrounding the camera system and the emergency response alarm system. I have notified Dan O'Neill of these concerns.
- f. I have sent a position paper to adidas AG and will be meeting with them in Koenigssee to discuss the viability of our continued relationship.
- g. BCS has revamped the High Performance Director job profile and have advertised the position nationally and throughout the bobsleigh world. The competition closes on February 11<sup>th</sup>, with the hope to have the person in place by March 15<sup>th</sup> in order to be part of the transition strategy with Matt.
- h. Dwayne and I met with two potential auditors in our continued efforts to engage a new auditor. A final decision will be made at the next meeting. One other potential auditor is to be reviewed before the Board is asked to accept a recommendation for a new auditor.

## 2. Marketing and Sponsorship Report from Chris Wilson:

### VISA Renegotiations

- Preliminary meetings have been held to discuss the parameters of a new deal with VISA (current deal expiring this October).
- We are pushing to have a new deal as early as possible in 2011 so a new deal is signed long before the existing deal expires.
- VISA has made it clear that the structure of the existing deal must change for a future deal, and the value of the deal will not be increasing.
- VISA now requires more of the total value of the contract to go towards "working dollars" as opposed to "non-working dollars".
- We have submitted a starting negotiation document that we feel better reflects their requirements.
- We are hoping for a term of not less than 5 years; and have asked for up to 8 years.

## 4.2 Finance

Dwayne presented the revenue and expense financials for the period ending January 31, 2011. Dwayne also presented a financial statement from the 20<sup>th</sup> Anniversary Women's Bobsleigh Celebration. While expenditures were on line to projected budget, sponsorship and gate receipts did not meet projection and the event ended in a deficit position. However, the promotion and good will generated through the event was deemed to be very positive. ATTACHMENT 1

#### **4.3 Marketing/Development:**

Included in the CEO's report.

#### **5. Athletes' Business**

- Nothing new to report.

#### **6. New Business**

6.1 World Junior Championships – Park City

The Board acknowledged and congratulated the performance of Robynne Thompson who won A gold in skeleton and has earned a birth to the World Championships in Koenigssee.

CLOSED

#### **7. Adjournment**

- Meeting adjourned 20:00

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**Wednesday March 16, 2011  
BOB NIVEN TRAINING CENTRE – ROOM TBD  
18:00-20:00**

**ATTACHMENT 1**

### BCS Revenue Statement as January 31, 2011

Description	Actual This Period	Actual To Date	OS Invoices	Total Cost	ETC	EFC	Budget	Variance	2009-10
<b>Sport Canada</b>	-	468,591	-	468,591	-	468,591	484,433	15,842	443,000
<b>OTP</b>	1,118,813	1,301,813	80,000	1,381,813	-	1,381,813	1,277,642	(104,171)	1,658,163
<b>OLCF</b>	-	-	54,286	54,286	-	54,286	48,875	(5,411)	48,875
<b>CAC</b>	-	-	-	-	4,000	4,000	4,000	-	-
<b>COC Advance</b>	-	300,000	-	300,000	-	300,000	-	(300,000)	-
<b>Pacific Sport</b>	-	-	-	-	-	-	57,000	-	-
<b>Total Grants</b>	1,118,813	2,070,404	134,286	2,204,690	4,000	2,208,690	1,871,950	(336,740)	2,150,038
VISA Title Sponsorship	182,500	182,500	182,500	365,000	-	365,000	365,000	-	365,000
Dow Chemical Sponsorship	-	26,640	-	26,640	-	26,640	26,640	-	26,666
Other Sponsorships	-	16,861	-	16,861	-	16,861	-	(16,861)	100,000
VIK	-	-	-	-	71,860	71,860	76,460	4,600	50,000
<b>Total Sponsorships</b>	1,825,000	226,001	182,500	408,501	71,860	480,361	468,100	(12,261)	541,666
FIBT Event Contributions	-	-	-	-	64,000	64,000	64,000	-	-
FIBT Prize Monies	-	-	-	-	43,000	43,000	43,000	-	-
<b>Total FIBT</b>	-	-	-	-	107,000	107,000	107,000	-	-
Bank Interest	-	-	-	-	-	-	-	-	-
Investment Interest	-	-	-	-	-	-	-	-	-
<b>Total Interest</b>	-	-	-	-	-	-	-	-	-
<b>Events</b>	291,150	291,150	-	291,150	48,000	339,150	310,000	(29,150)	84,000
<b>Mmbrshp/National Tm Fee</b>	-	20,720	-	20,720	-	20,720	27,585	6,865	1,230
<b>Donations</b>	-	2,500	-	2,500	-	2,500	-	(2,500)	25,810
Skeleton Athlete Fees	8,000	8,000	-	8,000	9,000	17,000	9,000	(8,000)	13,800
Bobsleigh Athlete Fees	-	77,000	-	77,000	-	77,000	86,000	9,000	78,000
<b>Total Athlete Fees</b>	8,000	85,000	-	85,000	9,000	94,000	95,000	1,000	91,800
GST/VAT Rebates	-	29,000	1,200	30,200	15,000	45,200	30,000	(15,200)	19,538
Travel rebates, etc.	-	1,427	12,533	13,960	-	13,960	-	(13,960)	-
<b>Total Rebates</b>	-	30,427	13,733	44,160	15,000	59,160	30,000	(29,160)	19,538
Skeleton Equipment Sales	-	200	-	200	-	200	-	(200)	2,750
Bobsleigh Equipment Sales	7,000	7,000	-	7,000	-	7,000	-	(7,000)	25,000
Miscellaneous Sales	-	-	-	-	-	-	-	-	200
<b>Total Equipment Sales</b>	7,000	7,200	-	7,200	-	7,200	-	(7,200)	27,750
<b>MIC Eqpmnt/OTP Matrix</b>	-	-	153,000	153,000	-	153,000	225,630	72,630	110,000

Canadian Sport Centre	-	-	180,000	180,000	569,813	749,813	573,000	(176,813)	58,819
Sled Auction	-	32,000	-	32,000	-	32,000	-	-	21,600
<b>Totals</b>	<b>3,249,963</b>	<b>2,765,402</b>	<b>663,519</b>	<b>3,428,921</b>	<b>824,673</b>	<b>4,253,594</b>	<b>3,708,265</b>	<b>(513,329)</b>	<b>3,132,251</b>

### BCS Expense Statement as of January 31, 2011

Description	Actual This Period	Actual To Date	OS Invoices	Total Cost	ETC	EFC	Budget	Variance	2009/10
National Team Bobsleigh	59,465.00	247,980.00	35,500.00	283,480.00	96,000.00	379,480.00	388,350.00	8,870.00	346,000.00
National Team Skeleton	70,156.00	212,051.00	0.00	212,051.00	27,000.00	239,051.00	243,772.00	4,721.00	227,100.00
Development Bobsleigh	27,600.00	162,000.00	49,000.00	211,000.00	15,000.00	226,000.00	371,425.00	145,425.00	62,000.00
Development Skeleton	0.00	89,090.00	32,000.00	121,090.00	12,000.00	133,090.00	191,512.00	58,422.00	36,500.00
Recruitment/Sport part	0.00	2,800.00	0.00	2,800.00	31,000.00	33,800.00	33,790.00	-10.00	2,741.00
Starts and Strength Performance Services (IST)	8,000.00	53,460.00	9,000.00	62,460.00	20,000.00	82,460.00	82,620.00	160.00	27,100.00
Pacific Sport	0.00	0.00	0.00	0.00	0.00	0.00	57,000.00	0.00	0.00
Sled Auction	0.00	24,367.00	0.00	24,367.00	0.00	24,367.00	0.00	-24,367.00	0.00
Coaching and Staffing Administration	0.00	720,000.00	227,000.00	947,000.00	0.00	947,000.00	948,675.00	1,675.00	850,000.00
Insurance	4,115.00	44,500.00	0.00	44,500.00	15,000.00	59,500.00	74,210.00	14,710.00	52,000.00
Equipment	0.00	60,150.00	0.00	60,150.00	0.00	60,150.00	61,800.00	1,650.00	45,900.00
Workshop	6,080.00	89,500.00	0.00	89,500.00	79,000.00	168,500.00	225,630.00	57,130.00	167,300.00
Marketing/Communications	0.00	5,200.00	0.00	5,200.00	2,100.00	7,300.00	15,000.00	7,700.00	22,840.00
Officials Program	5,442.00	47,442.00	0.00	47,442.00	5,000.00	52,442.00	30,000.00	-22,442.00	29,600.00
Meetings/Represent	3,700.00	8,300.00	0.00	8,300.00	0.00	8,300.00	12,125.00	3,825.00	1,850.00
Athlete Programs (FIBT)	867.00	9,567.00	0.00	9,567.00	6,000.00	15,567.00	16,300.00	733.00	8,800.00
Official Languages	0.00	0.00	0.00	0.00	43,000.00	43,000.00	43,000.00	0.00	0.00
Long Term Ath Dev (LTAD)	3,700.00	13,600.00	800.00	14,400.00	0.00	14,400.00	6,000.00	-8,400.00	3,300.00
MIC Skeleton/OTP Matrix	0.00	0.00	0.00	0.00	5,000.00	5,000.00	5,000.00	0.00	3,750.00
Debt repayment (net asset)	0.00	6,000.00	155,000.00	161,000.00	0.00	161,000.00	0.00	161,000.00	78,350.00
VIK	0.00	0.00	0.00	0.00	72,380.00	72,380.00	0.00	-72,380.00	0.00
Events	0.00	0.00	0.00	0.00	80,000.00	80,000.00	80,000.00	0.00	0.00
COC Repayment	84,635.00	189,000.00	14,000.00	203,000.00	25,000.00	228,000.00	250,000.00	22,000.00	31,300.00
	0.00	301,818.49	0.00	301,818.49	0.00	301,818.49	0.00	301,818.49	0.00

Total Expenses	273,760.00	2,291,025.49	702,300.00	2,993,325.49	1,103,293.00	4,096,618.49	3,709,209.00	387,409.49	2,072,431.00
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**ATTACHMENT 2**

**External Appointment Committee (EA Committee)**

**1. Organizational Objectives – Mandate & Intent**

Bobsleigh Canada Skeleton is committed to playing a significant role in the development of the bobsleigh and skeleton community both nationally and internationally. To that end BCS endeavors to place qualified individuals in positions of influence throughout the National and International sport community.

The national and international sport community is made up of many organizations, each with jurisdictional authority over an event or function. These organizations set the tone and direction for sport participation at all levels of the sport development spectrum. For BCS to contribute effectively to the development of the sport, BCS appointees must be prepared and placed wherever possible through the political and technical organizations that have jurisdiction over the support and control of participation of sport in general and bobsleigh and skeleton specifically, in national and international events.

The mandate of the External Appointment Committee is to develop and maintain a strategy for the placement of BCS appointees on the technical and political Boards and committees responsible for bobsleigh, skeleton and related sport agencies both nationally and internationally. The strategy is based on political or technical merit not reward.

**2. Committee Structure**

The committee shall consist of a minimum of three (3) members, one of which will be the President of the Association. The Chief Executive Officer will sit as an ex-officio member of the committee.

**3. Duties**

Duties of the committee will include the following:

- Identify key national and international sport boards and committees that critical to the progress of the mission and vision of BCS.
- Establish a strategic and long-term strategy (4-12 year) for the appointment of BCS appointees.
- Identify and prepare potential candidates for the execution of the strategy.
- Ensure sufficient resources are allocated to the successful attainment of the strategy.

**4. Measurement, Evaluation & Reporting**

The Board of Directors will evaluate the performance of the Committee. The performance of the committee will be assessed against the accomplishment of yearly objectives/deliverables. This review will take place immediately prior to the AGM.

**5. Meetings**

Meetings will be held as directed by the chair with ongoing communication via email and telephone as required

**ATTACHMENT 3**

**Marketing, Sponsorship and Event Advisory Committee (MSE Advisory Committee)**

**1. Organizational Objectives – Mandate & Intent**

The mandate MSE Advisory Committee to provide assistance, expertise and active leadership where necessary, in the generation of revenue through sponsorships, marketing initiatives and the creation of events to bring awareness and financial viability to BCS.

**a. Sponsorship and Advancement**

Revenue generated through donations, sponsorship of competitive events, promotional events (fund and friend raising), advertising assets and programs as designated by BCS and aligned with strategic objectives of BCS.

This revenue generation plan would be developed in coordination with the Director of Business Development

**b. Media**

Media Partnerships:

In conjunction with BCS marketing/communications develop partnerships with local and national media outlets to maximize exposure of BCS events and athletes. The partnerships would consist of promotional lines and airtime dedicated to promote specific events, World Cup as well as athlete profiles. Sponsor logos could also be included for value as well. Offer advice and insight on marketing opportunities. Communicate as necessary with people of influence.

Advise and assist, as necessary, with the promotional media tour planning strategies with athletes prior to events and or races. This tour plan would be developed in coordination with the Communication Director and be of a promotional nature.

**2. Committee Structure**



The committee shall consist of a minimum of five (5) members appointed by the President in consultation with CEO of BCS. Two of these members must be: an athletes’ representative and a BCS Director. The Chair of the Committee shall be the Director. The additional members should be external experts or targeted influential persons. Each member shall agree to remain for a minimum term of one (1) year.

It may be advantageous to create several sub committee of the MES Advisory Committee to direct specific projects. The creation and terms of reference of these sub committees will be at the discretion of the Chair

**3. Duties**

Duties of the committee will include the following:

- Establishing contacts with decision makers in Canadian business in effort to secure sponsorships revenue
- Corporate tickets sale for BCS events
- Research and make recommendations for revenue streams
- Assist with the execution of BCS events
- Meet as directed by the committee chair
- Provide feedback to CEO and other key staff with recommendations on strategies pertaining to marketing, sponsorship and events
- Proactive assistance in targeting and building relationships with key decision makers in the corporate community

**4. Structure**

The committee will act in an advisory role to the CEO and/or his designates. The recommendations may be accepted, rejected or modified by the CEO

**5. Measurement, Evaluation & Reporting**

Each initiative will be evaluated in respect to targets and objectives on annual basis with direct reporting to the CEO with recommendation to continue or cancellation of a program. The Director will provide regular reports at each meeting of the Board.

**6. Meetings**

Meetings will be held as directed by the chair with ongoing communication via email and telephone as required

**ATTACHMENT 4**

**Bobsleigh Canada Skeleton: Board of Directors Strategic Plan Quarterly Review – Key Performance Indicators**

CATEGORY	DEFINITION & SCOPE	KEY PERFORMANCE	STATUS UPDATE
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		<b>INDICATOR</b>	
<b>PROGRAM: Initiate - Exposure / Recruitment Program / Talent Identification</b>	Those programs in support of BCS' continual search for new people with the greatest probability of success for future Olympic Winter Games and World Championships.	Completion of the Bobsleigh Canada Skeleton Long Term Athlete Development Plan	
<b>PROGRAM: Improve - BCS Race</b>	The InterContinental Cup (Skeleton), Europa Cup and America's Cup constitute the National Development Team. The NDT's success is a key element to the long-term sustainability of team performance. The athletes that compete on the development circuit motivate our world cup athletes to continue to improve and will someday replace these world cup athletes on the World Championship and Olympic podiums.	Finish Top 3 Nations in InterContinental Cup (Skeleton), Europa Cup and America's Cup  - Podium Finishes - Run Volume - Track Knowledge	
<b>PROGRAM: Inspire - BCS World</b>	The World Cup program is the highest level of competition for Bobsleigh and Skeleton. This program has the best athletes in the country competing against the best athletes in the world. This is the core competitive athletes and support staff that will run World Championship and Olympic teams.	Finish Top 5 Nations in World Cup and performance at World Championship:  - Podium finishes	
<b>PROGRAM: Allied &amp; Supporting Aspects - Integrated Support Team (IST)</b>	The IST is a multi-disciplinary team and network of pro active performance enhancing practitioners inclusive, but not limited to, performance analysis, strength and conditioning, biomechanical, technology, nutrition, psychological, physiological, therapeutic, medical,	Positive annual program reviews with constructive feedback for future improvement	

	rehabilitation, in support of athletes and staff training and performances.		
<b>PROGRAM: Allied &amp; Supporting Aspects - Equipment</b>	Skeleton and bobsleigh athletes have access to world leading equipment through fabrication and/or acquisition. Bobsleigh Canada Skeleton is able to sustain our equipment at home and on tour.	Enough quality equipment for athletes	
<b>PROCESS: Operations - Organizational Effectiveness &amp; Good Practice</b>	Bobsleigh Canada Skeleton's Board of Directors, Committees, Athletes' Council and staff working within the policies and procedures of the Association for the betterment of the membership with clear and concise communication to the membership	Meet or exceed, where plausible, the National Sport Organization Accountability Standards and Performance Indicators	
<b>PROCESS: Operations - Facilities</b>	The infrastructure required for training, competing and participating in all levels of programming. Inclusive of, but not limited to, Olympic Tracks, Icehouse, Weight Rooms, Gymnasiums, Sprinting venues, IST clinics and administrative offices, both domestically and internationally.	Involvement and/or influence all relevant facility board and commissions that effect BCS	
<b>PROCESS: Partnerships, Strategic Alliances &amp; Community - Community</b>	The relationship that Bobsleigh Canada Skeleton has volunteers, alumni, family, supporters and fans.	Alumni, official and volunteer strategy in place	
<b>PROCESS: Partnerships, Strategic Alliances &amp; Community - Partnerships, Strategic Alliances</b>	The relationship that Bobsleigh Canada Skeleton has with our funding partners and stakeholder entities like provincial sports, National Sport Governing Bodies, International Federations and facilities	Partnership and strategic alliance strategy in place	

	here in Canada and in United States.		
<b>PEOPLE: BCS and the BCS Network Human Resources - Athletes, Coaching &amp; Staff</b>	The holistic approach to education, transition, life skill management and mentoring of all levels of athletes and staff.	The completion of a holistic strategy for entrance as and athlete, to coaching to staffing.  - Succession plan	
<b>PLANNING: BCS Planning and Forward Thinking - Business Development</b>	Activities within the association that include sponsorship, marketing, communication, special events and competitions.	Sustainable financial model  1% Retained Earnings each year	