

**Bobsleigh CANADA Skeleton**  
Board of Directors Meeting 913, Minutes  
September 17, 2013 18:00-20:00  
AIC 3<sup>rd</sup> Floor Boardroom

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

Call to Order – 18:05

Present: Reid Morrison, Lee Genier, Sarah Storey (Conference Call), Bernie Asbell (Conference Call), Bill France

Staff: Don Wilson, Shivauna Brown (Conference Call)

Regrets: Amy Gough

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

Motion 913 1: France/Genier  
To approve the agenda as distributed. CARRIED

**2. Review and approval of June 25, 2013 613 Minutes.**

Motion 913 2: Asbell/Genier  
To approve the 613 BCS BOD Minutes as presented. CARRIED

**3. Business arising from minutes:**

3.1 413. 5.1 Athlete Fee Proposal

The athlete fees were contained as part of the 2013-2014 Annual Budget, and accepted accordingly.

CLOSED

3.3 513.4.1d. Risk Management Workshop

The Risk management workshop was held September 12-13 in Calgary facilitated by Dina Laroche-Bell and LeeAnn Cupido. Don, Rusty, Reid, Lee, Bill, Jody, Keith, Cody and Shivauna attended the workshop. The outcomes resulted of the workshop: Risk Management Policy and Risk Management Risk Registry. The Board was asked to adopt the Risk Management Policy and the Risk Registry will be forward for discussion at the next meeting.

PENDING

MOTION 913.3.3.1 Risk Management Policy France/Genier  
To adopt the Risk Management Policy as presented. (Attached) CARRIED

3.5 513.7.1 BCS Bylaws

The new Bylaws as presented were adopted by the membership at the Annual General Meeting.

CLOSED

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

### **4.1 CEO Report: 913**

1. General:
  - a. The SFAF V Part I submission has been completed for Sport Canada. We have been asked to clarify a few points that we are doing. SFAF V Part II has been received and will be completed for October 18<sup>th</sup>. **ACTION: In preparation for the completed document I would ask for your review and acceptance of the following attached documents: Code of Conduct – General, Board Job Description Nomination Committee (amended) and Risk Management Policy.**
  - b. BCS will be involved in the Risk management workshop facilitated by Sport Law and Strategy Group. The review is slated for Sept 12 and 13. The finding and over plan will be required for inclusion in the SFAF V. **ACTION: participation in workshop.**
  - c. BCS has completed all phases for the NSF Enhancement interview facilitated by Deloitte. I am waiting for the final document to be received and distributed. **FYI only at this time.**
  - d. The budget was passed at the AGM. The Business Arising from BCS Minutes of 613 around Athlete program Fees is closed.
  - e. The Bylaws developed in accordance with the new NFP Act were passed at the AGM. The Business arising from BCS Minutes of 613 around Bylaw changes is closed.
  - f. The three-year BMW contracts has been signed and at the time of writing only two cars have not been delivered for Sarah Reid and Eric Neilson. BMW has been invoiced for their Annual sponsorship fee and the helmets for the team are in transit.
  - g. BCS is working with the FIBT and Winsport to host a Push Championship prior to the World Cup to be hosted Nov 29-30<sup>th</sup>. We are working with Chris Dornan to devise a strategy for a press conference that will maximize exposure for the World Cup, the Push Championship and the partnerships with BMW and Globe and Mail. This press conference may be complementary to an Olympic team announcement.
  - h. Senior BCS staff participated in a Whistler Sliding Summit, facilitated by OTP. The intent of the two-day meeting was to lay out some clear plans about the future usage of the WSC by both BCS and CLA. Part of the benefit of the Summit was the inclusion of key outside people: Wendy Pattenden CSI – Pacific, Cathy Preistner ViaSport and Jon Rae RMOW. Lucinda Jaggar from OTP is producing minutes.
  - i. Jody and I have been working on the A/P for the athletes to try and recover funds owed from last year and initiate collection of fees owed this year.

### **4.2 Finance**

Jody presented the financials of August 30, 2013.

- All AP and AR are up to date as of September 1
- The Board asked that year end projected be added to the Financials

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

#### **PARTNERSHIPS**

<b>Confirmed</b>	<b>Value (Cash/VIK)</b>	<b>Notes</b>
• BMW payment	\$55k	Received signed contract and 013
• Globe & Mail WC Event Contract	\$30k/\$575k	Received signed Partnership MOU &
• Gazprom	\$35k	World Cup sponsor

- Conceptum \$20k Received signed contract and \$20k payment
- Hilton Hotels COC partner benefits extended

#### Ongoing

- Novartis (Voltaren) \$25k - \$100k Still evaluating 2014 Brand Plan
- General Mills \$25k Fall 2013 Retail Campaign
- Alveda Pharma \$10k MLP & OWG Sled Design Competition interest
- Stantec \$10k MLP & OWG Sled Design Competition interest
- RBC \$10k OWG Sled Design Competition

#### New

- AMEX \$100k Adding sport property relationships
- Choice Hotels \$80k VIK Adding sponsorships to marketing strategy
- Samsung \$50k Augmenting Olympic commercial
- Heineken \$50k Reviewing non-traditional partnerships
- Blackberry \$50k Introduced by Telus
- Global AB \$20k VIK World Cup promotion
- Corus Radio \$20k VIK World Cup promotion
- First Calgary \$10k Introduce by Globe & Mail, World Cup support
- McDonald's \$10k VIK Meal vouchers for CDN & WC/ICC/NAC athletes
- Frank's Hot Sauce \$5k World Cup activation

#### Declined

- Starwood \$120k Global declined. Will revisit with Cdn office
- Peter/Joanne Brown \$100k Did not meet philanthropic focus
- A535 \$25k - \$100k No interest
- Kal Tire \$75k No budget
- Telus \$75k Declined but introduced to BB partner
- RedBull \$50k No 3<sup>rd</sup> party event support. Sponsor athlete only.
- Enterprise \$20k/\$30k Deferred to 2015
- Visions Electronics \$45k No budget
- White Spot \$25k No interest
- Red Robin Rests. \$25k No response
- The SUNCOR Fdn \$25k STEM Program didn't meet all criteria
- ConocoPhillips \$25k STEM Program didn't meet all criteria
- CHA \$25k No response
- Lululemon \$25k adidas denied any relationship with LLL
- Bell \$10k Athlete only.

- Nintendo \$10k Summer promotion focus concludes in Sept

**MARKETING**

- 2014 Maple Leaf Program Launched
- 2014 OWG Sled Design Competition Awaiting sponsorship confirmation
- Samsung Commercial Confirming participation
- STEM Program Deferred to 2014/2015

**5. Athletes’ Business**

- Discussion around the fees was noted above, No new business

**6. Officials Report**

- No Report

**7. New Business**

7.1 Code of Conduct

One of the deficiencies brought forward by the Sport Canada review is that we do not have a General Code of Conduct, which can be applied to all members including our PSO’s.

MOTION 913.7.1 Code of Conduct - General – Asbell/France To adopt the Code of Conduct – General as presented. (Attached)	CARRIED
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CLOSED

7.2 Board of Directors – Job Profile

Sport Canada has identified that steps should be in place to ensure the effective evaluation and succession planning of the Board. This would include evaluation of present Board members as well as review of possible gaps in competencies of the Board so that recruitment or professional development may be considered.

MOTION 913.7.2. Genier/Storey To adopt the Board of Director – Job Profile as presented. (Attached)	CARRIED
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CLOSED

7.3 Nomination Committee

While BCS has in place a nomination process to review external appointments, it was felt that a Nomination Committee should be formalized and struck to look at national as well as international opportunities for possible placement of Canadian candidates. The External Nomination Committee was amended.

MOTION 913.7.3 Storey/Sorensen To adopt the Nomination Committee terms of reference as amended. (Attached)	CARRIED
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CLOSED

## **8. Adjournment**

- Meeting adjourned 20.30

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**NEXT MEETING AIC 3rd Floor Boardroom - BCS Office  
Tuesday October 15, 2013 6:00pm**



## Risk Management Policy

### Policy Statement:

Bobsleigh Canada Skeleton shall take the necessary measures to reduce exposure to risk where deemed necessary and possible.

### Objective:

The objective of the policy is to guide the practices of Bobsleigh Canada Skeleton in promoting and facilitating safety in the sport of bobsleigh and skeleton through the implementation of a risk management plan complimented by an ongoing risk registry.

### Definitions:

- a) Risk:** The chance of something happening that can have an impact on achieving the desired outcomes.
- b) Risk Management:** The process used to identify, assess and treat risks so as to better achieve desired outcomes.
- c) Risk Management Plan:** Formal commitment by Bobsleigh Canada Skeleton to implement, monitor and evaluate risk management strategies.

### Responsibilities:

The Chief Executive Officer is accountable to the Board of Directors for the implementation of the risk management process and management of risks in the business. All personnel are responsible for managing risks in their areas.

### Risk Identification Categories:

- a) Operational/Program Risks:** Risk related to key programs in the areas of coach, official and athlete development; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholders' expectations; event and competition management; planning so as to remain vital and relevant to our members; the inherent physical risks of our sport.
- b) Compliance Risks:** Risk related to failure to comply with existing laws and regulations governing employment, privacy, workplace safety, new corporations' legislation, tenant legal responsibilities, RCAA charitable status, Imagine Canada standards, anti-doping policies, Sport Canada/OTP/other agency standards for funding and accountability, fulfillment of contractual obligations.
- c) Communication Risks:** Risks related to internal and external communications, information management systems, crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property, social media opportunities and pitfalls, confidentiality.
- d) External Risks:** Risks that are not in direct control of the organization such as funding frameworks from government, OTP and other agencies; relations with

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governments, games organizations and international federations; involvement in other sport partnerships; hosting decisions and requirements; changing political priorities.

**e) Governance Risks:** Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure and performance; management of disputes and conflict of interest, planning for diversity and succession of the Board and committees, retention of corporate knowledge, staying current with trends affecting Bobsleigh Canada Skeleton

**f) Financial Risks:** Risks related to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.

**Impact Matrix:**

		Severity				
		Insignificant	Minor	Moderate	Major	Monumental
Dimensions	Financial	Financial impact of event less than \$X	Financial impact of event between \$X and \$X	Financial impact of event between \$X and \$X	Financial impact of event between \$X and \$X	Financial impact of event is greater than \$XXX
	Reputational	Negative press in more than one media	Short-term negative media focus and/or significant concerns raised by one stakeholder	Long-term negative media focus and/or sustained concerns raised by more than one stakeholder	Long-term negative media focus and/or sustained concerns raised by more than one stakeholder	Stakeholder lose confidence in the organization in the long-term, permanent withdrawal of support by several key stakeholders
	Operational	Impact of event can be absorbed through routine activity	Impact of event requires actions greater than routine activity	A significant event which can be managed under routine activity	A critical event with a long recovery period which stretches plans to the limits and requires significant management effort to endure	A disaster with the potential to lead to the collapse of the organization

**Review and Approval:**

The Board of Directors will monitor and review the implementation of the risk management program through an integrated strategic plan process facilitated by the Chief Executive Officer.

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**Bobsleigh Canada Skeleton**  
**Balance Sheet**  
As of 31 August 2013

	<u>31 Aug 13</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Chequing/Savings</b>	
1000 · RBC Operating Account-131	(3,520.84)
1010 · RBC Athlete Account-109	10,565.41
<b>Total Chequing/Savings</b>	<u>7,044.57</u>
<b>Accounts Receivable</b>	
1200 · Accounts receivable	595,198.95
<b>Total Accounts Receivable</b>	<u>595,198.95</u>
<b>Other Current Assets</b>	
1300 · Prepaid Expenses	38,031.94
<b>Total Other Current Assets</b>	<u>38,031.94</u>
<b>Total Current Assets</b>	640,275.46
<b>Fixed Assets</b>	
1500 · Furniture and Equipment	2,152.00
1510 · Computer Hardware	2,408.84
1520 · Bobsleds	446,465.36
1530 · Bobsled runners	30,954.46
1540 · Skeleton Runners	36,898.46
1550 · Video and Electronic Equipment	4,153.00
1560 · Workshop Tools	2,143.00
1570 · Skeleton Sleds	25,737.48
1580 · Other Skeleton Equipment	17,367.68
1590 · Moulds	0.00
<b>Total Fixed Assets</b>	<u>568,280.28</u>
<b>Other Assets</b>	
1400 · Bobsleigh Canada Trust Fund	448,670.89
<b>Total Other Assets</b>	<u>448,670.89</u>
<b>TOTAL ASSETS</b>	<u><u>1,657,226.63</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
2000 · Accounts Payable	168,612.02
<b>Total Accounts Payable</b>	<u>168,612.02</u>
<b>Credit Cards</b>	
2230 · J Griffeth BCS Company Visa	(2,585.21)
<b>Total Credit Cards</b>	<u>(2,585.21)</u>
<b>Other Current Liabilities</b>	
2100 · Accrued Liabilities	10,063.95
2400 · RBC Line of Credit	200,000.00
2500 · GST/HST Payable	(4,752.65)
2801 · Deferred revenue - current	23,080.00
2900 · Eurotech Lease Liability	120,587.01
<b>Total Other Current Liabilities</b>	<u>348,978.31</u>
<b>Total Current Liabilities</b>	<u>515,005.12</u>
<b>Total Liabilities</b>	515,005.12
<b>Equity</b>	
3000 · Retained Earnings	(490,213.07)
3100 · Opening Balance Equity	632,901.81
Net Income	1,003,082.77
<b>Total Equity</b>	<u>1,145,771.51</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>1,660,776.63</u></u>



**Bobsleigh Canada Skeleton  
Profit & Loss Budget Performance  
August 2013**

	<u>Month of August 2013 Actual</u>	<u>Month August 2013 Budget</u>	<u>Apr - Aug 13 Actual</u>	<u>YTD (Apr-Aug) Budget</u>	<u>Annual Budget</u>	<u>YTD Actual \$ over Annual Budget</u>	<u>YTD Actual % of Annual Budget</u>
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4000 · COC Revenue	453,750.00		698,750.00	48,750.00	48,750.00	650,000.00	1433.33%
4010 · Cdn Sport Centre Revenue	0.00	45,458.34	130,611.38	227,291.66	620,500.00	-489,888.62	21.05%
4020 · Event Revenue	0.00		(153.60)		234,500.00	-234,653.60	-0.07%
4030 · FIBT Revenue	0.00		0.00		60,000.00	-60,000.00	0.00%
4040 · Other Revenue	920.00		21,170.00		5,000.00	16,170.00	423.40%
4050 · Sponsorship Revenue	25,650.00		110,650.00	55,000.00	421,100.00	-310,450.00	26.28%
4060 · Sport Canada Revenue	267,614.00	210,786.00	962,771.00	1,053,930.00	2,529,432.00	-1,566,661.00	38.06%
4070 · Athlete Program Fees	18,808.00	15,120.00	15,232.58	15,120.00	33,104.00	-17,871.42	46.01%
4900 · Uncategorized Income	140.79		25,972.46			25,972.46	100.00%
9000 · Realized foreign exchange	(560.22)		(609.27)			-609.27	100.00%
<b>Total Income</b>	<b>766,322.57</b>	<b>271,364.34</b>	<b>1,964,394.55</b>	<b>1,400,091.66</b>	<b>3,952,386.00</b>	<b>(1,987,991.45)</b>	<b>49.70%</b>
<b>Expense</b>							
5000 · Administration	93,093.26	97,895.32	458,739.32	507,476.60	1,127,950.00	-669,210.68	40.67%
5100 · Americas Cup Event	0.00	1,800.00	508.75	1,800.00	29,700.00	-29,191.25	1.71%
5200 · Canadian Championships Event	0.00		0.00		1,000.00	-1,000.00	0.00%
5300 · Development Bobsleigh	20.00	1,000.00	2,613.88	2,000.00	20,000.00	-17,386.12	13.07%
5400 · Development Skeleton	0.00	5,375.00	2,219.28	10,750.00	43,000.00	-40,780.72	5.16%
5500 · INT CUP SKELETON (Team)	0.00		601.58		15,000.00	-14,398.42	4.01%
5600 · Int Cup Skeleton Event	0.00	3,500.00	0.00	3,500.00	25,000.00	-25,000.00	0.00%
5800 · National Team Skeleton	1,874.32	23,475.00	9,336.96	117,375.00	281,700.00	-272,363.04	3.32%
5900 · National Team Bobsleigh	11,421.63	65,592.00	37,577.60	327,960.00	787,100.00	-749,522.40	4.77%
6000 · Officials expenses	0.00		1,122.38		1,250.00	-127.62	89.79%
6100 · Canadian Sport Centre Calgary	0.00	41,708.00	130,611.38	208,540.00	500,500.00	-369,888.62	26.10%
6200 · Recruiting	44.56	3,100.00	5,533.14	8,200.00	10,000.00	-4,466.86	55.33%
6300 · Starts and Strength Training	136.88		2,399.84		2,399.84		100.00%
6400 · Workshop	240.10	3,167.33	1,424.30	15,836.65	14,000.00	-12,575.70	10.17%
6500 · World Cup Calgary	1,048.04	20,000.00	11,126.12	45,000.00	150,200.00	-139,073.88	7.41%
6600 · World Cup Whistler	0.00		422.44			422.44	100.00%
6700 · Marketing and Promotion	1,933.88	4,649.84	8,539.13	23,249.12	30,650.00	-22,110.87	27.86%
6800 · Official Languages	0.00	417.00	1,559.63	2,085.00	5,000.00	-3,440.37	31.19%
6900 · Meetings/Representation & VIK	0.00	208.33	1,086.18	1,041.65	182,500.00	-181,413.82	0.60%
7100 · Equipment	0.00	3,000.00	136,362.82	6,000.00	393,900.00	-257,537.18	34.62%
7200 · Performance Technology	41.99		670.83			670.83	100.00%
7300 · Research and Innovation	0.00		37,457.11	37,500.00	150,000.00	-112,542.89	24.97%
7400 · Debt Servicing Expense	1,072.78		4,149.08			4,149.08	100.00%
7600 · Special Projects	5,991.66	11,250.00	82,598.59	95,200.00	183,700.00	-101,101.41	44.96%
7700 · Athlete Expenses - Donations	4,198.08		28,201.44			28,201.44	100.00%
<b>Total Expense</b>	<b>121,117.18</b>	<b>286,137.82</b>	<b>964,861.78</b>	<b>1,413,514.02</b>	<b>3,952,150.00</b>	<b>-2,987,288.22</b>	<b>24.41%</b>
<b>Net Ordinary Income</b>	<b>645,205.39</b>	<b>(14,773.48)</b>	<b>999,532.77</b>	<b>(13,422.36)</b>	<b>236.00</b>	<b>999,296.77</b>	<b>423530.84%</b>
<b>Net Income</b>	<b>645,205.39</b>	<b>(14,773.48)</b>	<b>999,532.77</b>	<b>(13,422.36)</b>	<b>236.00</b>	<b>999,296.77</b>	<b>423530.84%</b>

# Bobsleigh CANADA Skeleton

## GENERAL CODE OF CONDUCT AND ETHICS POLICY

### Definitions

1. The following terms have these meanings in this Policy:
  - a) "Individuals" - All categories of membership defined in the BCS Bylaws, as well as all individuals engaged in activities with BCS, including but not limited to, athletes, coaches, race-officials, volunteers, directors, co-members, officers, managers and administrators.
  - b) "BCS" -Bobsleigh Canada Skeleton.

### Purpose

2. The purpose of this Code of Conduct and Ethics is to ensure a safe and positive environment within BCS programs, activities and events, by making all Individuals aware that there is an expectation of appropriate behavior, consistent with the values of BCS, at all times.
3. BCS is committed to providing an environment in which all individuals are treated with respect. Further, BCS supports equal opportunity and prohibits discriminatory practices. Individuals associated with BCS are expected to conduct themselves at all times in a manner consistent with the values of BCS that include fairness, integrity, open communication and mutual respect.
4. Conduct that violates this Code of Conduct and Ethics may be subject to sanction pursuant to BCS's policies and procedures.

### Application of this Policy

5. This policy applies to Individuals relating to conduct that that may arise during the course of BCS's business, activities and events, including but not limited to, office environment, competitions, practices, training camps, travel, and any meetings.
6. This policy applies to conduct that may occur outside of BCS's business and events when such conduct adversely affects relationships within BCS's work and sport environment and is detrimental to the image and reputation of BCS.
7. This code of conduct applies to all activities undertaken by BCS at the national level, and in those cases where BCS exercises authority over or sponsors activities below the national level (e.g.: National Development Centers). Divisions of BCS are strongly encouraged to implement a code of conduct similar to this one, to govern the conduct of individuals within their jurisdictions, including clubs.

### Responsibilities

8. All Individuals have a responsibility to:
  - a) Maintain and enhance the dignity and self-esteem of BCS Members and other Individuals by:
    - i. demonstrating respect to individuals regardless of body type, physical characteristics, athletic ability, gender, ancestry, color, ethnic or racial origin, nationality, national origin, sexual orientation, age, marital status, religion, religious belief, political belief, disability or economic status;

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- ii. focusing comments or criticism appropriately and avoiding public criticism of athletes, coaches, officials, organizers, volunteers, employees and members;
- iii. consistently demonstrating the spirit of sportsmanship, sports leadership and ethical conduct;
- iv. acting, when appropriate, to prevent or correct practices that are unjustly discriminatory;
- v. consistently treating individuals fairly and reasonably; and
- vi. ensuring that the rules of Bobsleigh and skeleton and the spirit of such rules, are adhered to.

b) Refrain from any behavior that constitutes harassment or assault, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious. Types of behavior that constitute harassment include, but are not limited to:

- i. written or verbal abuse, threats or outbursts;
- ii. the display of visual material which is offensive or which one ought to know is offensive;
- iii. unwelcome remarks, jokes, comments, innuendos or taunts;
- iv. leering or other suggestive or obscene gestures;
- v. condescending or patronizing behavior which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
- vi. practical jokes which cause awkwardness or embarrassment, endanger a person's safety or negatively affect performance;
- vii. any form of hazing;
- viii. physical or sexual assault;
- ix. intimidation or bullying;
- x. behaviors such as those described above that are not directed towards individuals or groups but have the same effect of creating a negative or hostile environment;
- xi. retaliation or threats of retaliation against an individual who reports harassment.

c) Refrain from any behavior that constitutes sexual harassment or assault, where sexual harassment is defined as unwelcome sexual comments and sexual advances, requests for sexual favors, or conduct of a sexual nature. Types of behavior that constitute sexual harassment include, but are not limited to:

- i. sexist jokes;
- ii. display of sexually offensive material;
- iii. sexually degrading words used to describe a person;
- iv. inquiries or comments about a person's sex life;
- v. unwelcome sexual flirtations, advances or propositions;
- vi. unwelcome sexual flirtations, advances, requests or invitations;
- vii. persistent unwanted contact; and
- viii. any behavior that may constitute sexual assault.

d) Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities.

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- e) In the case of adults, avoid consuming alcohol in situations where minors are present, and take reasonable steps to manage the responsible consumption of alcoholic beverages in adult-oriented social situations associated with BCS events.
- f) Respect the property of others and not willfully cause damage.
- g) Abstain from the use of non-approved drugs and performance-enhancing substances.
- h) Comply at all times with the Bylaws, policies, rules and regulations of BCS, as adopted and amended from time to time.
- i) Adhere to all Federal, Provincial, Municipal or host country laws.

**Coaches**

9. In addition to paragraph 7 above and the BCS Coaches Code of Conduct, Coaches have additional responsibilities. The athlete-coach relationship is a privileged one and plays a critical role in the personal as well as athletic development of their athletes. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it. Coaches will at all times:

- a) Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability and fitness level of athletes, including educating athletes as to their responsibilities in contributing to a safe environment.
- b) Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes.
- c) Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment and management of athletes’ medical and psychological situation.
- d) Under no circumstances provide, promote or condone the use of non-approved drugs or performance-enhancing substances.
- e) Accept and promote athletes’ personal goals and refer athletes to other coaches and sports specialists as appropriate and as opportunities arise.
- f) At no time engage in an intimate or sexual relationship with an athlete of under the age of 18 years and at no time engage in an intimate or sexual relation with an athlete over the age of 18 if the coach is in a position of power, trust or authority over the athlete.
- g) Where an athlete has qualified for a training camp, provincial team, national team, etc., the Coach will support the program, applicable coaching staff and BCS.
- h) Refrain from intervening inappropriately in personal affairs that are outside the generally accepted jurisdiction of a coach.
- i) Act in the best interest of the athlete’s development as a whole person.

**Athletes**

10. In addition to paragraph 7 above and the contents of the BCS Athletes Code of Conduct, Athletes will have additional responsibilities to:

- a) Report any medical problems in a timely fashion, where such problems may limit the athlete’s ability to travel, train or compete.

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- b) Participate and appear on time in all competitions, practices, training sessions, events, activities or projects.
- c) Properly represent themselves and not attempt to enter a competition for which they are not eligible, by reason of age, classification or other reasons.
- d) Adhere to BCS's rules and requirements regarding clothing and equipment.
- e) Abide by curfew regulations as defined by the coach responsible for the athlete.

**Officials/Volunteers/Board Members**

11. In addition to paragraph 7 above and the BCS Code of Conduct for Volunteers and BCS Code of Conduct for Board Members, Board Members, Officials and Volunteers will have additional responsibilities to:

- a) Be fair and objective
- b) Encourage playing by the rules and to resolve conflicts without resorting to hostility or violence.
- c) Avoid situations in which a conflict of interest may arise.
- d) Make independent judgments.

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**Bobsleigh CANADA Skeleton  
Board Member Job Description**

**Preamble:**

The BCS operates with a Policy Governing Board. That is, the Board governs the organization by making policies that determine the long-term direction of the BCS. Every Board member owes a fiduciary duty to the BCS and as such, acts honestly and in good faith, with a view to the best interests of the BCS. The Board hires a senior staff person (CEO) to implement the Board’s policies and to manage the day-to-day business of the BCS.

The following job description indicates expectations of a Board member and can also be used to orient a new Board member or evaluate current Board members’ effectiveness.

**JOB DESCRIPTION**

**Position: BOARD MEMBER**

**Authority and Responsibility**

The Board of Directors is the legal authority for the BCS. As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

**Requirements**

Requirements of Board membership include:

1. Commitment to BCS Strategic Direction (see [www.bobsleighcanadaskelton.com](http://www.bobsleighcanadaskelton.com))
2. General attributes include: Knowledge of sport, business acumen, corporate and/or not for profit board experience, policy development, team player
3. As a whole, the Board should possess the following specific skills and experience (an individual Director is not expected to possess each of the key areas, but must possess more than one). Leadership, Government Relations, Funds Development/Advancement, Accounting & Finance, Legal, Strategic Change Management, Human Resources Management, Marketing/Communications, Entrepreneurship, International Sport Perspective, Political Capital
4. Willingness to serve on committees.
5. Attendance at regularly scheduled Board meetings including participation in Conference calls.
6. Attendance at meetings of assigned committees.
7. Attendance at Annual General Meetings.
8. Support of special events.
9. Support of and participation in fundraising events.
10. Sign and agree to comply with the BCS *Code of Conduct* Policy.

**Term of Office of Directors (as per Bylaws 27)**

Election and Term of Directors

- a) The designated President, and one of the Directors at Large shall be elected at each Quadrennial Annual General Meeting of members, to hold office until the next Quadrennial Annual General Meeting of members:
- b) The designated Vice-President, Treasurer and one of the Directors at Large shall be elected at the Annual General Meeting of members that is two years after the Quadrennial

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Annual General Meeting, to hold office until the Annual General Meeting of members that is two years after the next Quadrennial Annual General Meeting of members.

- c) The Athlete's Representatives shall hold office until the next Annual General Meeting of members.
- d) If a vacancy occurs on the board, then the board may elect an individual to replace the vacancy so created (including by electing one of their number to fill a designated office that is vacant, subject to section 26 of this by-law). The person elected to fill such a vacancy will hold the office until the next Annual General Meeting of members, at which time an election will be held to fill the vacant office for the unexpired portion of the term.
- e) Any director may be nominated to stand for re-election and hold office for an unlimited number of terms.

**Number of Directors (as per Bylaws 26)**

The board shall consist of the number of directors specified in the articles. If the articles provide for a minimum and maximum number of directors, then, subject to these by-laws, the board shall be comprised of the fixed number of directors as determined from time to time by the members by ordinary resolution if the ordinary resolution empowers the directors to determine the number, by resolution of the board.

Until such time as the composition of the board is changed in accordance with the articles and these by-laws, the board shall consist of seven (7) persons elected as follows (if the positions are then open for election):

All of the members shall elect, in the following order:

- 1. one (1) director designated as President,
- 2. one (1) director designated as Vice-President;
- 3. one (1) director designated as Treasurer; and
- 4. two (2) Directors-at-Large who shall not be officers of the Corporation.

Any person who is nominated as director for a designated office and who is defeated in that election may at his or her option be deemed to have been nominated as director for any other designated office at the same Annual General Meeting.

Class B members shall elect two (2) persons who shall be designated as "Athlete's Representatives"; provided that one of the Athlete's Representatives will be elected by Class B members that are bobsleigh athletes, and one will be elected by Class B members that are skeleton athletes.

Candidates to be elected to the board must be members in good standing and, subject to section 18, must be nominated by at least two members in writing. The nomination shall contain the nominee's consent to stand for election and a brief personal profile of the nominee. The slate of nominees proposed for election shall be circulated along with each profile with the notice of meeting. Candidates may also be nominated from those voting members present at the Annual General Meeting. No person that is the President of a Provincial/territorial association may be nominated as the director to be designated as the President.

Any director whose term has not yet expired, may be nominated to seek election to any other designated officer position on the board. In such case the person shall be required to vacate the designated position that he or she holds in order to accept the nomination and an election shall be held to fill the unexpired portion of his or her term.

**General Duties**

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

The Director must:

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1. Approve, where appropriate, policy and other recommendations received from the Board, its standing committees and senior staff.
2. Monitor all Board policies.
3. Review the bylaws and policy manual, and recommend bylaw changes to the membership.
4. Review the Board's structure, approve changes, and prepare necessary bylaw amendments.
5. Participate in the development of BCS's organizational plan and annual review.
6. Approve BCS's budget.
7. Approve the hiring and release of the CEO, including the CEO's employment contract, based on the recommendation of any Hiring Committee.
8. Support and participate in evaluating the CEO.
9. Assist in developing and maintaining positive relations among the Board, committees, staff members, and community to enhance BCS's mission.

### **Evaluation**

A Director's performance is evaluated annually based on the performance of assigned Board requirements and duties.

### **Committees of the Board**

The following are the present Committees of the Board:

#### **A. Committees of the Board**

- Audit & Finance Committee
- Marketing, Sponsorship, Events Advisory Committee
- Nomination Committee

#### **B. Representative Committees**

- a) **Athletes' Council** - The board may designate a committee to be known as the Athlete's Council. The Athlete's Council may be comprised of both active and retired athletes from the bobsleigh and skeleton disciplines who shall represent the views of athletes from the National and National Development Teams. From their membership, the Athletes' Council shall recommend two representatives for nomination as the Athlete's Representatives on the board.
- b) **Presidents' Council** - The board may designate a committee to be known as the Presidents' Council. The Presidents' Council shall be comprised of the President, and the presidents of the respective Provincial/territorial associations, and may also include business and sport leaders. The Presidents' Council shall meet at least once a year. The Presidents' Council shall provide a forum for the exchange of ideas and information.
- c) The board may from time to time appoint any other committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the board shall see fit.
- d) Any committee or advisory board may formulate its own rules of procedure, subject to such regulations or directions as the board may from time to time make. Any committee member may be removed by resolution of the board of directors.

### Competency Matrix

In a continuing effort to have a broad complement of knowledge, competency and understanding the following matrix will be used as a guide to identify areas of deficiency in the board's makeup. This information will be used to assist the Nomination Committee's search as well as provide direction for retreats and professional development:

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Bobsleigh Canada Skeleton							
Board Skill Set Matrix							
<b>Personal Characteristics/Experience</b>	President	Vice-President	Treasurer	Director at Large	Director at Large	Athlete	Athlete
Commitment to BCS's vision, mission, values and critical success indicator							
Commitment to the development of bobsleigh and skeleton							
Integrity and accountability							
Knowledge of or interest in sport as Athlete/Coach/Official/Volunteer							
Board experience/non-profit governance							
Believe in excellence							
Team player							
<b>Skill Set/Board Member</b>							
Financial/Accounting							
Legal							
Government relations							
Human Resources							
Marketing/Communications							
Entrepreneurial/Corporate Networks							
Facility Development							
Sport/General Administration							
Strategic change/planning							
Fund Development							

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## Nomination 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 recruit and 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 Nomination 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

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