



Board of Directors Strategic Plan Quarterly Review Key Performance Indicator as of July, 2014

CATEGORY	DEFINITION & SCOPE	KEY PERFORMANCE INDICATOR	STATUS UPDATE
<b>1.1 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	<ul style="list-style-type: none"> <li>LTAD completed and translated.</li> </ul>
<b>1.2 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 - FIBT Ranking List	<ul style="list-style-type: none"> <li>RANKINGS</li> <li>ICC: M (7,9) W (4,5)</li> <li>EC: S M1 WDNC</li> <li>EC: B DNC</li> <li>AC: S M (8,9) W (1,2,)</li> <li>AC: B M (no top 10) W (4,5)</li> <li>MEDALS</li> </ul> ICC: M1W3 EC: B0 S1, AC: B M3W5 S M2W7, JrWCh: S M0 W1 0 B DNC
<b>1.3 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 - FIBT Ranking Lists Top 10	<ul style="list-style-type: none"> <li>PODIUM FINISHES</li> <li>WC B M5W9 WOG M0W1</li> <li>WC Skeleton M1 W2 WOG M0W0</li> <li>RANKING</li> <li>Humphries 1, Rush 7@2 7@4 9@C, Spring 9@2 4@4 5@C, Kripps 10 -10-9 Fairbairn 7, Women 0 (missed race).</li> </ul>
<b>1.4 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,	Positive annual program reviews with constructive feedback for future improvement	<ul style="list-style-type: none"> <li>All IST members were evaluated through an online survey.</li> <li>Comprehensive 360 degree online survey developed,</li> </ul>

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	technology, nutrition, psychological, physiological, therapeutic, medical, rehabilitation, in support of athletes and staff training and performances.		<p>implemented and reviewed and followed up with 1on1 interviews</p> <ul style="list-style-type: none"> <li>Frank VandenBerg became the leader of the IST group and worked towards greater consolidation with Bobsleigh and skeleton</li> </ul>
<b>1.5 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	<ul style="list-style-type: none"> <li>Continued progress with SAIT relationship for skeleton</li> <li>Continued relationship with EUROTECH. All WC athletes had access to EUROTECH sled with a new 4 man</li> </ul>
<b>2.1 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	<ul style="list-style-type: none"> <li>Completed the SFAF V, which is the cornerstone evaluation of our Core Funding from Sport Canada for the next 4 years.</li> <li>Only recommendation was to embed operation plan into strategic plan</li> </ul>
<b>2.2 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	<ul style="list-style-type: none"> <li>Communication and representation continued with all committees</li> <li>BCS has opened discussions with Winsport to be designated a National Training Centre and possible inclusion in their Academy program for bobsleigh.</li> </ul>
<b>2.3 PROCESS: Partnerships, Strategic Alliances &amp;</b>	The relationship that Bobsleigh Canada Skeleton has volunteers, alumni, family,	Alumni, official and volunteer strategy in place	<ul style="list-style-type: none"> <li>Board has revisited the Alumni initiative and is trying to</li> </ul>

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<b>Community - Community</b>	supporters and fans.		revitalize.
<b>2.4 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 here in Canada and in United States.	Partnership and strategic alliance strategy in place	<ul style="list-style-type: none"> <li>• BCS is represented on the Canadian Olympic Committee</li> <li>• BCS nominated names for multiple committees for the new FIBT term.</li> <li>• Reid ran for the FIBT Executive Committee, unsuccessfully. But the FIBT is better balanced geocentrically going forward.</li> </ul>
<b>3.1 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.	<p>The completion of a holistic strategy for entrance as and athlete, to coaching to staffing.</p> <p>- Succession plan</p>	<ul style="list-style-type: none"> <li>• Chris LeBihan was hired as Interim HC of Bobsleigh and is identified as a candidate for the HPD upon Nathan's departure</li> <li>• Tom DelaHunty is named General Manger of the WC squad.</li> <li>• Stephan Bosch has been rehired</li> <li>• With the cut from OTP, all skeleton coaches have been let go and we are working on our go forward process with stakeholders.</li> </ul>
<b>4.1 PLANNING: BCS Planning and Forward Thinking - Business Development</b>	Activities within the association that include sponsorship, marketing, communication, special events and competitions.	<p>Sustainable financial model</p> <p>1% Retained Earnings each year</p>	<ul style="list-style-type: none"> <li>• BCS secured two new long term sponsorship: Globe &amp;Mail and BMW Canada</li> <li>• The World Cup held in Calgary was one of our most successful World Cups ever</li> </ul>

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			<p>from a financial point of view</p> <ul style="list-style-type: none"> <li>Sponsorship and Event revenues increased by 73% over the prior period to \$827,873 from \$230,763. The end of year deficiency was reduced by \$152,845 to (\$242,647)</li> </ul>
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