

VISION 2020

BOBSLEIGH CANADA SKELETON

Strategic Guide 2011 - 2020

The fastest athletes on ice



VISION 2020

Introduction

To be the leading bobsleigh and skeleton nation in the world

The next decade is a crucial period in the continuing evolution of Bobsleigh Canada Skeleton (BCS) and the 'sliding sports' (bobsleigh, skeleton and our 'sister' discipline, luge), in general. Building upon the excitement that was generated by the Vancouver 2010 Olympic Winter Games and that still resonates across the entire country, BCS is in a pivotal position to lead the community and surge forward to establish these awe inspiring activities within the hopes and dreams of a new generation of Canadians. The purpose of the 'Vision 2020 Strategic Guide' is to provide a framework with which BCS and the entire bobsleigh and skeleton community can shape and enact the future activities, behaviours and outcomes for these incredible disciplines and those who choose to be involved.

Reid Morrison
President

Don S. Wilson
Chief Executive Officer

VISION 2020

Executive Summary

Vision: “To be the leading bobsleigh and skeleton nation in the world”

Our vision is clear. BCS will lead our entire Canadian community in the pursuit of becoming and sustaining the mantle of the leading bobsleigh and skeleton nation in the world. BCS directly will endeavour to do this by focusing on four critical areas; **programs, process, people and planning**. These four areas will provide the cornerstones to all strategic directions and initiatives. A hallmark of the BCS future is that it will be recognized as a **performance-based culture**, with a supporting performance management mindset.

Mission: “Bobsleigh Canada Skeleton develops World and Olympic Champions”

Our mission is simple. BCS exists to create, nurture and support World and Olympic champions, period! That said, BCS believes strongly in leading by example in the important values that underscore any sustainable community; **INSPIRE** Integrity, National Pride, Sportsmanship, Performance, Innovation, Respect, Excellence. In addition, it is clearly recognized that although the pursuit of excellence is characterized by incredible challenges and adversity, the environment in which the community is immersed must be saturated with enjoyment and fun!

All of the critical points in this guiding framework support the goal of the long-term success of our athletes and all of our activities are centralized around the achievement of this single pursuit. The **Programs** area guide focuses on the commitment to continual improvement (*‘kaizen’*) that ensures BCS will have structures in place to relentlessly identify, hone, and support our athletes through the training process and competition calendar, all the time utilizing an exacting performance evaluation and monitoring system. The **Process** and **People** areas hone in on behaviours, expectations, deliverables and platforms aimed at ensuring a strong governance basis supported by correct and decisive leadership across all avenues of activity. At the core of these two areas is the mandate of establishing a performance-based culture that rests on a sound business and financial foundation and which values everyone who contributes to the pursuit of excellence and the vision and mission of BCS. The fourth area, **Planning**, provides guidance concerning the need for continual extensive evaluation of all areas of engagement for BCS, as well as the perpetual expectation of forward thinking and increasing levels of self-sufficiency.

An overarching organization & program plan will be used to guide and chart the behaviour and progress of BCS. The ‘scope’ of the plan seizes on the opportunity of a new decade to chart an overall course for at least 10 years (i.e., 2010/11 to 2019/2020 season, two full quadrennials plus). The suggestion is that two five year cycles are envisaged for the organization, with two Olympic quadrennials nested within the decade. As such the plan will have a 10-year visionary projection, a five-year initial focus (to end of 2014/2015 season), and a highly specific short-term two-year plan (2010/11 – 2011/12 seasons). Additionally, there will also be a highly specific ‘Sochi 2014 Performance Plan’ designed to shape the approach to the 2014 Winter Olympic Games.

PROGRAMS

Bobsleigh and Skeleton Program Streams

The athletic strategic plan for 2011 - 2020 is built around three sequentially linked program streams each having their own, but clearly related, objectives. Using three overarching words to convey the thrust of each stream (**INITIATE, IMPROVE, and INSPIRE**), the programs are BCS START, BCS RACE and BCS WORLD.

INITIATE: BCS START

This stream focuses resources upon 'point-of-first-contact' initiatives with prospective BCS athletes, as well as actually overseeing three '101-level' programs: Brakemen Recruitment, Bobsleigh Pilot School, and Skeleton Initiation. It is likely that all four North American venues (Calgary, Whistler, Lake Placid and Park City) will be involved to some degree in these programs, with particular emphasis on Calgary, Whistler and Lake Placid.

IMPROVE: BCS RACE

This stream provides the stage beyond BCS START and links into the main athlete development curriculum for BCS. Racing is used as a major tool for training, ongoing assessment, and future selection via the developmental competition series available (i.e., Americas Cup, Intercontinental Cup and Europa Cup), however, the fundamental curriculum of three modules (Brakeman Race Group, Train-to-Train BCS, and Train-to-Win BCS) provides the critical technical guidance to the developing and supporting athletes in this stream. Train-to-Train BCS and Train-to-Win BCS actually encompass both bobsleigh pilots and skeleton sliders (albeit under separate leadership) and the two modules may be thought of as levels '202' and '303' of the BCS athlete pathway. The Brakeman Race Group provides content and experience across equivalent '202/303' levels.

PROGRAMS

Bobsleigh and Skeleton Program Streams

INSPIRE: BCS WORLD

This stream is the pinnacle of the BCS program and is responsible for the Bobsleigh and Skeleton World Cup and world Championship Teams. Additionally, it also shapes and administers the Olympic Winter Games Team each quadrennial. The term INSPIRE refers to the role this stream plays in terms of inspiring the entire organization and community, as well as being the program all developing athletes should aspire to en route to achieving world leading international success.

ALLIED & SUPPORTING ASPECTS

Across all three program streams five critical allied and supporting elements will be prevalent. These are:

- Physiological programming (including strength & conditioning)
- Technical & tactical guidance
- Psychological guidance
- Health & lifestyle expertise (including nutritional support)
- Research & Design (re: sleds, clothing, mechanics etc)

Each element will have an identified, suitably qualified and experienced individual to lead the area and ensure that the BCS technical staff are fully and continually apprised of all relevant information. A comprehensive, multi-disciplinary and mandatory ongoing monitoring program will aid the underlying performance-based decision making of the BCS Programs.

PROCESS

BCS Organizational Processes

The BCS Process area will focus on four key themes; Operations, Partnerships, Communication, and Good Practice. Although each theme will have distinct objectives, they are tangibly and intangibly linked in the overall goal of improving BCS organizational effectiveness and the strengthening of the entire community.

OPERATIONS

This area will establish a clear modus operandi of swift, appropriate action, coupled with aligned objectives across all interested parties, such that all available resources are effectively used in the pursuit of the BCS and community mandate. Primary elements for action are:

- A shared strategic direction for bobsleigh and skeleton
- Clear annual operational plans for strategy execution
- Delivery through existing organizations is maximized
- Establish & improve the BCS network and influence nationally
- BCS performance in all areas is reviewed against strategic targets annually

PARTNERSHIPS

As with any organization, the need for strong allegiances and partnerships is pivotally important if the overarching goals are to be realized. Therefore, the following are obvious strategic imperatives:

- Build & strengthen strategic alliances
- Establish clear roles and responsibilities
- Stage and host an annual BCS symposium to examine performance, trends, and innovation on and off the ice

PROCESS

BCS Organizational Processes

COMMUNICATION

An effective communications policy and delivery system is an important element for any successful organization. In the case of BCS and the allied community this is crucial given the historical challenges in this area, at least in terms of 'internal' communication effectiveness. Additional aspects in this area concern the clear understanding of the vision and objectives of BCS to all partners, stakeholders, and the media, which will also contribute to a much stronger BCS and 'brand' awareness. Therefore, imperatives are:

- Develop a clear internal communication policy
- Communicate the BCS vision to all
- Increase BCS brand awareness

GOOD PRACTICE

'Good practice' underscores the entire Process area and, therefore, any number of objectives may be set under this theme. However, by positioning elements elsewhere within the Process area, focus can be directed for the immediate future on two specific items. These are:

- A 'no blame-swift resolution' expectation and actualization within the organization
- Equity concerning all areas of activity (albeit that this is a performance-based organization with high performance expectations)

PEOPLE

BCS and the BCS Network Human Resource

The BCS People area will revolve around two broad elements; 1). BCS Athletes, Coaches & Staff (i.e., 'internal personnel) and 2). 'The BCS Network' (all individuals, groups and agencies BCS interact with; an 'external' element, although no less important!). Obviously, both elements will have distinct objectives, yet they are tangibly and intangibly linked in the overall goal of improving BCS organizational effectiveness and the strengthening of the entire community.

BCS ATHLETES, COACHES, AND STAFF

BCS athletes, coaches and staff are the central element for success. For all three groups, the attraction of the most capable, their continual development, and the encouragement of behaviours in an environment where all can and will maximize their potentials is something to be pursued. Primary elements for action are:

- Encourage and promote skill development and execution
- Engage athletes, coaches, and staff in the strategy for success
- Provide specific and ancillary education for athletes
- Implement decisive professional development and coach education programs
- Ensure a positive/encouraging training and competition environment

THE BCS NETWORK

Following on from the direct BCS group, similar concepts need to be extended to the entire community. Therefore, the following are obvious strategic imperatives:

- Establish an alumni and volunteer strategy
- Establish a performance management culture
- Establish a facilities and equipment strategy
- Undertake a coherent and aggressive research and development program
- Enhance BCS network capabilities

PLANNING

BCS PLANNING AND FORWARD THINKING

The BCS Planning area will become a hallmark of the organizational and reflect the principle of '*kaizen*' and forward thinking expected of a world-leading organization. Two distinct themes will be emphasized in this area, these being the continual drive to improve efficiency in all areas of BCS activity and the need to increase revenues so as to ensure the goal of being 'a successful and sustainable' world-leading high performance organization.

IMPROVE EFFICIENCY

BCS athletes, coaches and staff are the central element for success. For all three groups, the attraction of the most capable, their continual development, and the encouragement of behaviours in an environment where all can and will maximize their potentials is something to be pursued. Primary elements for action are:

- Establish a performance-based culture
- align resources with strategic priorities
- Improve cost efficiency
- Establish effective financial processes
- Establish funding agreements with appropriate agencies, partners and stakeholders

INCREASE REVENUE

The need to continually increase revenues through both pre-existing avenues and new routes allows for greater stability in future planning, program execution, and organizational flexibility. Therefore, the following are obvious strategic imperatives:

- Establish a clear business plan and commercial strategy
- Maximize external funding via traditional avenues
- Encourage innovative thought and follow-through for new funding routes
- Aim for self-sufficiency in funding for the high performance program and the organization as a whole

ADDITIONAL MATERIAL & COMMENTARY

BCS & COMMUNITY COMMITMENT

TEAMWORK & PARTNERSHIPS IN SMALL GROUP AND INDIVIDUAL PURSUITS

In order to undertake effectively the processes required to achieve the ultimate objectives aspired to by BCS, an organizational culture shift must be achieved within a relatively short period of time (probably within the first five years of this plan and ideally within the next quadrennial). This is probably the most difficult task that BCS and the community face since change in any situation is usually very difficult to achieve and cultural change in particular is typically spectacularly difficult to bring about (unless there is some incredibly potent change agent prevailing, i.e., war, starvation, natural disaster, financial crisis etc). In 'our' current situation, 'we' have to work together to bring about positive change simply because we WANT to!

Crucial factors for success will be decisive and relatively fast actions to commence initiatives and behaviours outlined in this strategic framework, a genuine demonstration by BCS concerning improved communication across its four strategic 'Ps', and a degree of patience and 'leap-of-faith' trust by the community to allow sufficient time for the first wave of BCS actions to be undertaken and have impact. In addition, the community must commit to both allow and aid the aforementioned to take place, as well as to engage in a future (likely annual) BCS-led symposium concerning current and future bobsleigh and skeleton activities and pursuits. In this way, BCS and the community may have a chance to truly become the 'leading bobsleigh and skeleton nation in the world'.

SUMMARY

The vision is to ensure that BCS and the bobsleigh/skeleton community nationally can participate in the development of an organization that will become the world leading entity of its kind. In order to achieve this vision, all BCS activities will be underscored by exemplary behaviour and strong values and delivered by a committed, professional, and superbly trained staff in an environment that encourages all participants to realize their potential.

Schematic of overall BCS 201



Schematic of the BCS 2020 Vision concept.



Schematic of underlying principles for BCS.

