



Board of Directors Strategic Plan Quarterly Review Key Performance Indicator as of July, 2012

CATEGORY	DEFINITION & SCOPE	KEY PERFORMANCE INDICATOR	STATUS UPDATE
1.1 PROGRAM: Initiate - Exposure / Recruitment Program / Talent Identification	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"> 99% completed. Artistic rendering being placed in document. Final approvals have not been received
1.2 PROGRAM: Improve - BCS Race	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"> RANKING ICC: M(2,6) W(4,6,8) EC: S M(4,6)W(3,7,11) EC: B M(20,40)W(10,14) AC: S M(1,3,8) W(1,2,3) AC: B M(7,12,19) W(2,5,7) RUN VOLUME/TRACKS 1096 runs with a crash ratio of 3.47%, more new tracks in 2011 PODIUM FINISHES ICC: M2W1 EC: B 0 S M6W4, AC: B 4M0W S M11W17 YOG: S M1W1
1.3 PROGRAM: Inspire - BCS World	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"> PODIUM FINISHES WC Bobsleigh M2 W4 Wc2 WC Skeleton M0 W6 Wc1 World Champs: Humphries/Ciochetti 1st Hollingsworth 2nd RANKINGS Rush 2er 6th, 4er 9th Humphries 3 Hollingsworth 2, Gough 7
1.4 PROGRAM: Allied & Supporting Aspects - Integrated Support Team	The IST is a multi-disciplinary team and network of pro active performance enhancing practitioners inclusive, but not	Positive annual program reviews with constructive feedback for future improvement	<ul style="list-style-type: none"> All IST members were evaluated through an online survey.

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(IST)	limited to, performance analysis, strength and conditioning, biomechanical, technology, nutrition, psychological, physiological, therapeutic, medical, rehabilitation, in support of athletes and staff training and performances.		<ul style="list-style-type: none"> • Comprehensive 360 degree online survey developed, implemented and reviewed and followed up with 1on1 interviews • Nathan Cicoria became the leader of the IST group and worked towards greater consolidation with Bobsleigh and skeleton
1.5 PROGRAM: Allied & Supporting Aspects - Equipment	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"> • Continued progress with SAIT relationship for skeleton, OTP has embraced the equipment program and is financially supporting the "Made In Canada" initiative. • Continued relationship with EUROTECH. All WC athletes had access to EUROTECH sled with a new 4 man coming for next year
2.1 PROCESS: Operations - Organizational Effectiveness & Good Practice	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"> • There are 20 Accountability Standards defined in the areas of Capacity, Participation and Excellence. • Best Practices standard met in 4 areas • Fully Met standard met in 10 areas • Partial Met standard met in 5 areas including: Bilingual Coaching Capacity, Women in Leadership Positions, Sport for Persons with a Disability,

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			<p>Participation by Under-Represented Groups, Coaching Education- NCCP.</p> <ul style="list-style-type: none"> As we are not identified as a participation sport in Indigenous Games, Sport for Aboriginal Peoples is not applicable.
<p>2.2 PROCESS: Operations - Facilities</p>	<p>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.</p>	<p>Involvement and/or influence all relevant facility board and commissions that effect BCS</p>	<ul style="list-style-type: none"> Communication and representation continued with all committees
<p>2.3 PROCESS: Partnerships, Strategic Alliances & Community - Community</p>	<p>The relationship that Bobsleigh Canada Skeleton has volunteers, alumni, family, supporters and fans.</p>	<p>Alumni, official and volunteer strategy in place</p>	<ul style="list-style-type: none"> No new initiatives in this area
<p>2.4 PROCESS: Partnerships, Strategic Alliances & Community - Partnerships, Strategic Alliances</p>	<p>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.</p>	<p>Partnership and strategic alliance strategy in place</p>	<ul style="list-style-type: none"> In addition to the Board and Committee representation listed in 2.2, BCS is represented in other areas: BCS is represented on the Canadian Olympic Committee BCS is represented in three FIBT Committees: Skeleton Sport, Bobsleigh Sport and Skeleton Materials. A Canadian is a member of

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<p>3.1 PEOPLE: BCS and the BCS Network Human Resources - Athletes, Coaching & Staff</p>	<p>The holistic approach to education, transition, life skill management and mentoring of all levels of athletes and staff.</p>	<p>The completion of a holistic strategy for entrance as and athlete, to coaching to staffing.</p> <p>- Succession plan</p>	<p>the FIBT Medical Commission.</p> <ul style="list-style-type: none"> Nathan has continued the integration between bobsleigh and skeleton as the High Performance Director Pierre Lueders has left BCS to accept a position with the Russian Federation. BCS is actively looking for a replacement
<p>4.1 PLANNING: BCS Planning and Forward Thinking - Business Development</p>	<p>Activities within the association that include sponsorship, marketing, communication, special events and competitions.</p>	<p>Sustainable financial model</p> <p>1% Retained Earnings each year</p>	<ul style="list-style-type: none"> No new major sponsor was found, but through provincial and federal grants and event sponsorships we were able to exceed revenue budget expectations BCS has been able to access significant funding through Sport Canada and Own The Podium. Retained earnings is still a priority for the long term stability of the association BCS is investing in a full time sponsorship person.

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