

**Bobsleigh CANADA Skeleton**  
Board of Directors Meeting 110, Minutes  
Tuesday January 19, 2010 18:00-19:30  
Bob Niven Training Centre, Second Floor Boardroom

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

Call to Order – 18:10

Present: Reid Morrison, Mike Kwiatkowski, Brent Berezowski, Bernie Asbell (Call), Astrid Wolf  
Regrets: Andrea Kotyk, Louis Poirier  
Staff: Don Wilson

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

Motion 110 1: Kwiatkowski/Berezowski  
To approve the agenda as amended.

CARRIED

**2. Review and approval of December 16, 2009 1209 BCS BOD Minutes.**

Motion 110 2: Berezowski/Asbell  
To approve the 1209 BCS BOD Minutes as amended.

CARRIED

**3. Business arising from minutes.**

3.1 (0108) Change Management Summit

BCS is starting the strategic planning process with the creation of the 2020 Vision planning document attached. This document and subsequent timeline was developed by Dr. Stephen Norris and encompasses all areas of the plan. The development of this plan should encompass the activities identified within the Change Management Summit and still be headed by Mike and Brent in their discussion with key stakeholders. With this initiative started this item in the minutes will be closed.

CLOSED

7.1 (1209) BCS Policy Review

The policy review and the equipment policy development are tabled to commence in April. A draft report will be provided for the May 2010 meeting.

TABLED (MAY)

**4. General Operations Update.**

**4.1 CEO Report: 110 JANUARY 19, 2010**

1. General:

- a. Don discussed the events on the World Cup and Europa Cup with reference to the decision to have Team Despres race for the third Olympic spot in Cesana in the Europa Cup and Team Rush and Team Lueders staying in St Moritz in the World Cup. The senior management of BCS supported the final decision of the Head Coach. Team Despres did request and were provided with an opportunity to review the decision through a Dispute Panel, which upheld the decision of the Head Coach in that it was a reasonable decision given the information and that rules and policies of BCS were adhered to.

- b. Dr. Stephen Norris and Don met and developed a planning document that has been named "2020 Vision". The parameters of the document are to identify timelines for the creation of a strategic planning document for BCS going forward. The intent is to start at the end and work backwards. The plan would be centered on three key areas: 1. 2020 with what would BCS look like ten years from now through two Olympic cycles, 2. 2014-2015 with performance goals for Sochi, 3. 2010-2012 a more complete strategic plan with detail of specific action items, responsibilities and financial obligations. This type of far reaching planning allows the organization to keep a focus far enough down the road that adjustments can be made for unforeseen issues and even if there are personnel changes the vision should keep the organization moving forward. (Attachment 1)

#### **4.2 Finance**

Don presented the financials up to December 31, 2009. Dwayne met with Astrid previously and updated her on the financial accounting reports. The overall accounting statements are as anticipated, but cash flow is a continuing issue dependant upon the Government's inability to provide funding cheques on a timely basis, based upon Dwayne's pre-submitted Cash Flow Statements. An up to date financial report was requested of Dwayne in the middle of February to be sent to the Board, because there is no meeting.

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

Bernie Asbell, Shaulyn King, Chris Dornan, Claire Carver-Dias and Don met in December and reviewed the marketing, sponsorship and events area through a SWOT and preliminary strategic planning process. The document created will be nested into the 2020 Vision process document.

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

- Nothing new to report.

#### **6. VANOC/Whistler Update**

- Nothing new to report.

#### **7. New Business**

##### **7.1 Official Languages Policy**

Sport Canada has requested BCS update our official languages policy. A draft policy was created and will be presented at the next Board meeting

PENDING

#### **8. Adjournment**

- Meeting adjourned 19:30

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**TUESDAY MARCH 16, 2010  
BOB NIVEN TRAINING CENTRE – BCS BOARDROOM  
16:00-18:00**

# 2020 VISION

## BOBSLEIGH CANADA SKELETON 10 YEAR PLAN

### PROJECT PLAN TIMELINES

January 2010

## OVERVIEW

Bobsleigh Canada Skeleton (BCS) aims to have an overarching organization and program plan produced and starting to be implemented by 30<sup>th</sup> April 2010. This is in advance of the Sport Canada program submission on 14<sup>th</sup> May 2010.

In order for this to occur a number of preliminary steps and processes must take place. This document outlines these steps, the objective of each step, those responsible, and the timelines for meetings and step completion.

## SCOPE OF PLAN & PROCESS

The 'scope' of the plan should seize 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).

## PROJECT & SCHEDULE

- **Major Review & Planning Period: 15<sup>th</sup> March – 26<sup>th</sup> March 2010**
  - 15<sup>th</sup> March – 17<sup>th</sup> March 2010
    - Objective: review competitive programs, including 2010 OWG
  - 18<sup>th</sup> March 2010
    - Objective: review developmental / recruitment programs
  - 19<sup>th</sup> March 2010
    - Objective: review business operations, including communications, marketing & sponsorship
  - 22<sup>nd</sup> March – 26<sup>th</sup> March
    - Objective: build global plan (2020), five-year focus (2015), specific 'Sochi 2014 performance plan', and two-year 'spotlight' (2011 & 2012)
    - These documents will all 'nest' within each other / expansion of view depending upon
  - At various times this time period will require:
    - CEO & business/administration staff
    - Program Directors, Head coaches & sliding discipline coaches
    - Strength & conditioning staff
    - IST & other service providers
    - CSC Calgary personnel

- Meetings etc will be large group, small focus groups, and individual, in nature. The weekend of 21<sup>st</sup> / 22<sup>nd</sup> March could involve a group dinner and/or some other social function
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- **Individual and focus group Plan work: 29<sup>th</sup> March - 9<sup>th</sup> April 2010**
  - This period will see the details of the plan being written and incorporated into the '2020' document
    - Objective: Draft document & draft supporting Powerpoint complete by Friday 9<sup>th</sup> April 2010
  - All key staff and those identified during the main review and planning period
- **Draft plan review meeting: Monday 12<sup>th</sup> April 2010**
  - Review and critique the draft plan and supporting Powerpoint
  - Establish key points for 'Executive Summary'
    - Objective: Assess and refine the draft documents
      - Global 2020 plan/overview
      - Five-year sliding (including development) and business plan
      - Sochi 2014 performance plan
      - Two-year detailed plan
      - Executive summary / Powerpoint overview (5-7 slides!)
      - Assign any outstanding work
  - All key staff and those identified during the main review and planning period
- **Final review meeting: Monday 26<sup>th</sup> April 2010**
  - Morning: review and critique the final versions
    - Objective: reach consensus on the final documents and presentation
    - Prepare for afternoon presentation
    - Key staff
  - Afternoon: presentation of material to key stakeholders
    - Objective: opportunity to present '2010' plan and have feedback/Q&A
    - Any possible final amendments etc. may be made
  - Key staff
  - Stakeholders: Board, athlete representatives, sponsors, CSC Calgary, OTP, Luge, and any others as deemed appropriate