



Sliding Beyond
British Columbia Bobsleigh and Skeleton Association

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Strategic Plan

January 26, 2010



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Introducing British Columbia Bobsleigh and Skeleton Association

British Columbia Bobsleigh and Skeleton Association (BCBSA) is the provincial governing body for the sports of Bobsleigh and Skeleton in the province of British Columbia. It is recognized as such by the National Sport Governing Body (NSGB) for Bobsleigh and Skeleton, Bobsleigh Canada Skeleton (BSC), and provincial sport partners, Sport BC, BC Sport Alliance, Pacific Sport, and other organizations involved in provincial, national sport systems in Canada.

Sliding Beyond – A BCBSA Focus

In fall of 2009, before the onset of a new Olympic quadrennial BCBSA began to focus on Sliding Beyond a strategic plan to 2018 which will incorporate an Operational Plan for 2010/2011 in a draft format.

MISSION STATEMENT

1. To develop a broad interest in bobsleigh and skeleton throughout BC.
2. To provide opportunities for all British Columbians participate in bobsleigh and skeleton.
3. To provide opportunities for all British Columbians progress to National and International levels.
4. To establish BC as a leading centre for bobsleigh and skeleton throughout the world.

MANDATE: The BC Bobsleigh and skeleton Association has a mandate to provide for and train athletes, officials, coaches in the sport of bobsleigh and skeleton within the province of BC. The BCBSA is the sole controller of events in BC with respect to bobsleigh and skeleton. All groups within BC interested in fielding a team or club, must have the approval of the Association before they are allowed to compete in the field of bobsleigh and skeleton.

VISION

The relentless pursuit of being the leading provincial amateur sport organization in British Columbia and be recognized in the capacity to enhance sliding with the opportunity to achieve and participate.

VAULES

At BCBSA we value Integrity, Hard Work, Excellence and Teamwork

Integrity:

- As a sliding sports (Bobsleigh, Skeleton) community we treat one another with respect, honesty, patience, understanding and trust
- We embrace fairness by promoting opportunities and ethical sliding programs which translate into a positive experience for all involved



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- We discourage attitudes and acts that hurt BCBSA and/or the sports of bobsleigh, skeleton
- We will not tolerate harassment, abuse or disrespect of athletes, coaches, officials or parents involved in the sport, or any other unsportsmanlike behaviors

Hard work:

- We honor and respect athleticism, sportsmanship and the dedication of our athletes, coaches & staff to achieve their full potential
- We encourage the development of both skills and character in our athletes
- We embrace, expect and nurture a strong work ethic on the track, in the gym, and in life
- We promote longevity of our athletes through ongoing personal assessment and systematic training with access to related support services

Excellence:

- We lead by example and are accountable for our actions, successes and failures
- We believe that being transparent is a cornerstone for our decision making process.
- We establish and communicate clear expectations to our athletes, coaches, parents and officials
- We celebrate the individual accomplishments of our athletes and coaches and accomplishments of the BCBSA as a whole
- We demonstrate commitment to our athletes by providing opportunities for excellence in our programs, coaching and competition opportunities
- We strive for excellence in the management of the organization and sound fiscal responsibility in the pursuit of our goals
- We recognize that having fun is a key element of achieving excellence

Teamwork:

- At BCBSA, bobsleigh and skeleton are team sport concepts. Where each member supports, encourages and cheers for her/his teammates and those associated with any part of the program (athletes, coaches, staff, officials, volunteers, sponsors etc.).
- We achieve personal and common goals through teamwork
- We provide opportunities for positive team interaction

STRATEGIC PLANNING

BCBSA's strategic planning is focused on achieving their mission through their vision guidance of values.

Strategy- The strategy has been derived from the SWOT format; this format has aided BCBSA in developing short, midterm, and long term objectives.

Mid Term Objectives- These objectives become the primary goals for the quadrennial ending in with 2014 Olympic Winter Games.



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Long Term Objectives- Timeline for these objectives is two Olympic cycles which equates to eight years. These objectives provide the support and bandwidth to which guide BCBSA to set functional short and midterm goals.

THE STRATEGY

Below is a list of our cornerstones towards success. These cornerstones are key elements to the association and key to success from short to long term planning.

1. **Maximize High Performance**
BCBSA must continue in the pursuit of High Performance Excellence in combination of the opportunity to achieve. This is a core strategy as it aligns with our mission and commitment to High performance sliding in Canada.
2. **Optimizing Resources**
BCBSA must remain cognizant concerning funding revenues and expenses. New resources are essential to allow BCBSA to remain focused on the cornerstones of success, High Performance sliding and Expanding Growth of our programs.
3. **Expand Growth**
BCBSA believes that there is a sliding program for every British Columbian. We are committed to ensure that British Columbians experience the thrill of sliding. This commitment will fuel both the High Performance Footprint, and Optimizing Resources.

MID TERM OBJECTIVES 2014

BCBSA midterm objectives for 2014 have been identified and prioritized as follows.

1. **IMPROVE BCBSA HIGH PERFORMANCE FOOTPRINT**
Improve High Performance system that will propel BC athletes towards the National and Olympic teams for bobsleigh and skeleton.

Benchmarks

1. **Establish a High Performance Committee**
 - a. Ensure safe sliding policies are in place for athletes sliding in the sports of Bobsleigh and Skeleton
 - b. Liaison with BCS to optimize Long Term Athlete Development (LTAD) for BC bobsleigh and skeleton athletes to ensure conformity with The Canadian Sport Policy
 - c. Review and approve appropriate athlete development pathways for the sports of Bobsleigh and Skeleton for BC athletes.



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- d. Review and develop annual program benchmarks.
 - e. Develop and approve annual BC Team selection protocol for bobsleigh and skeleton
 - f. Develop and approve annual physical performance standards for bobsleigh and skeleton
 - g. Develop and approve annual Yearly Training Programs (YTP) for all programs and athletes to improve performance
 - h. Collaborate with BCS to monitor and develop effective athlete performance
 - i. Complete annual critical review of sliding programs and performances
2. Canadian National and Olympic Teams
 - a. Produce 1 pilots and 1 skeleton athlete that will qualify for the 2014 Olympic Winter Games (OWG)
 - b. Have 4 pilots compete National Team Selection and have 4 skeleton athletes compete in National Team Selection
 - c. 2 pilots and 2 skeleton athletes qualify for National Team 2014
 - d. Complete annual search for crewmen that can transfer to the National Team and National Development Team for bobsleigh with a retention of 8 annually 4 Men and 4 Women
3. Europa Cup Americas Cup Athletes
 - a. Produce 50% of the NSO field for pilots at Europa Cup and Americas Cup competitions
 - i. 3 pilots Europa Cup
 - ii. 4 pilots Americas Cup
 - b. Produce 50% of the NSO field for skeleton at Europa Cup and Americas Cup competitions
 - i. 3 athletes Europa Cup
 - ii. 4 athletes Americas Cup
4. National Championships
 - a. Produce 1 medalist in bobsleigh and 1 skeleton medalist at a Canadian Championship held in Whistler before 2014
 - b. Produce 2 top 5 finishes in a Canadian Championship held in Calgary
 - c. Have 50% of the field qualified for bobsleigh and skeleton nationals represent the province of BC
5. Interprovincial Program (IPP)
 - a. BCS is already instigating an IPP program for skeleton.
 - i. 25 men qualify
 - ii. 25 women qualify
 - b. Aid BCS to create an IPP program for bobsleigh
6. Physical Performance
 - a. Have 15% of all recruited athletes meet BCS physical standards for bobsleigh pushing for National Team and 30% for national Development Team
 - b. Training expectation.



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- i. Ensure that 100% of all athletes after a half season of training meet BCBSA physical standards
 - ii. 80% of all athletes that meet BCBSA standards after training for one season will attain BCS NDT standards
 - c. Ensure that BC athletes participate in an Ice house camp annually in Calgary
 - d. Petition and establish a working group with BC sliding partners to construct a push facility in the Whistler area.
7. Sled Performance
- a. Have any debt incurred for equipment paid.
 - b. Establish a high performance sled allocation policy
 - c. Increase our High Performance Sled inventory by 50% by 2014 for bobsleigh
 - d. Increase sled development for skeleton by 10 sleds for 2014
 - e. Have a consistent inventory of push shoes and helmets for sale for bobsleigh and skeleton athletes
 - f. Establish a working group and solve storage and equipment space issue and protect sled inventory
 - i. Establish working group summer 2010
 - ii. Improve situation 2011-2013
 - iii. Issue solved fall 2014

2. INCREASE RESOURCES

BCBSA must adhere to fiscal responsibilities and recognize opportunities to create revenue. Increasing fiscal resources will allow BCBSA to expand its necessary deficiencies in human resources required to achieve BCBSA mission and mandate. Accountability and commitment to increase resources will align BCBSA with the BC Sport and Physical Activity Policy and ensure we are a “Strong self-reliant amateur sport organization.”

Objectives

1. Identify all potential grant revenue possibilities in the province of BC.
 2. Maximize all potential applications for grant application from numerous funding partners in BC.
 3. Establish fundraising committee
 4. Establish sponsorship committee
 5. Multi- year budgeting supported by multi-year funding and revenue is in place
 - a. Complete 2010/11 Operating budget
 - b. Complete shadow budgets form 2012-2014
 6. The size of BCBSA will grow from 2009/10 levels to encompass our opportunity to achieve and participate in sliding sport objectives
3. SUPPORT Bobsleigh Canada Skeleton (BCS) ATHLETE AND COACH DEVELOPMENT MODEL



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BCBSA supports and will collaborate with BCS where directed to complete LTAD and NCCP athlete and coach development guidelines. Enhancement of both the athlete and coach development model will increase professionalism through Excellence, for all BCBSA members.

Objectives

Athlete Development

1. Encourage BCS to complete selection races annually on the WSC venue
2. Support BCS and WSC to host FIBT races at the Whistler venue
3. Encourage BCS to develop a Nationally Athlete Ranking System for both bobsleigh, and skeleton athletes
4. Support a nationally coordinated approach to athlete recruitment strategy.
5. Ensure Sport Suitability and Talent Identification by setting performance standards for talent identification and program stages for sliding in BC.
6. Ensure that we have an athlete program from Fundamentals to Training To Win stages of LTAD
7. Encourage partnerships with other sliding PSO, and clubs domestic and international to foster usage of the whistler venue and talent assessment.

Coach Development

1. A master plan for achieving high performance coaching is collaborated and supported with BCS
2. Hire effective coaches for athletes in the Learning to Train and Training Win athletes of the LTAD
3. The number of coaches attending NCCP workshops increases year, over year
4. Have Coaches complete Intro to Competition and Competition Development certification prerequisites.

Other

1. Engage Canadian bobsleigh and skeleton Officials to run Official certification courses every second year.
-
4. **IMPROVE THE ORGANIZATION**
 1. Improve and professionalize relationship with other sport regions and Pacific Sport Centers
 2. Encourage functional partnerships with sliding clubs globally.
 3. Instigate a plan through BCS to FIBT to engage ex pat sliding and sliding from South Africans to match competition needs of upstart BCBSA athlete for bobsleigh and skeleton
 4. Maintain the track club membership and grow BCBSA membership by 20% by 2014
 5. Include yearly bobsled and skeleton athlete testimonials for recruitment sponsorship packages
 6. Hire a skeleton and bobsleigh coach



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7. Financial management is streamlined and provide more efficient and accurate information to management and board of directors
 8. Collaborate with BCS to ensure there are competent recruitment staff and strength, sprint, and push staff available in British Columbia
 9. Collaborate with BCS to ensure sport is an effective partner with the Whistler sliding Center
5. ENHANCE PUBLIC EXPOSURE TO SLIDING SPORTS
1. Engage in a safe sliding program
 2. Work with the WSC to ensure BCBSA captures as many visitors to the sliding center as possible
 3. Approach Teachers Association of BC for learn to slide experience for the sports of bobsleigh and skeleton
 4. Identify appropriate schools for sliding exposure to skeleton
 5. Identify appropriate sport clubs for exposure to the sports of bobsleigh and skeleton
6. MAXIMIZE THE POST 2010 OLYMPIC ENERGY
1. Collaborate with Pacific Sport to maximize BC regional recruitment
 2. Continue partnerships with WSC to ensure to capitalize on Discover sliding programs and revenues
 3. Maximize promotion of Discover Sliding programs

LONG TERM OBJECTIVES 2018

BCBSA long term objectives are based on the following guiding goals that are consistent with the “BC Policy on Sport and Physical Activity” and Canadian Sport Policy. BCBSA aspires to be a leading provincial sport organization with the ability to have a harmonized program that is balanced between the opportunity to participate, and the opportunity to achieve. BCBSA believes that these long term goals will yield athletes that represent the province of British Columbia to succeed nationally, and internationally.

Goal #1 Excellence through Professionalism

To have a professionally coordinated approach to sliding development for bobsleigh and skeleton in British Columbia that is the envy of Canadian Sliding.

Expected Results

- Hire technical coaches for bobsleigh and skeleton
- Hire a strength and conditioning coaches for bobsleigh and skeleton
- Produce athletes ahead of the development curve
- Have a minimum of 50% National Team and Olympic Team pilots for bobsleigh and skeleton are members of BCBSA



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- Ensure pilot development occurs on multiple venues annually
- Ensure brakeman development has a high physical standard and balanced with a strong periodized technical training for bobsleigh and skeleton
- Host two driving schools annually and one advanced school annually
- To create and sustain a world class training development environment through an integrated high performance environment that includes national, provincial and international skill development and competitions.
- Increase the number of athletes from British Columbia that become National Team members in the sport of bobsleigh and skeleton.
- To develop athletes that has a high probability to represent British Columbia at National Championships, FIBT competitions and the Olympic Winter Games.
- Develop and maintain a dominant junior development for bobsled and skeleton.

Goal#2 Expand Participation

Achieve the optimal balance between exposure and high performance sliding, ensuring that every British Columbian and visitor can experience the thrill of sliding.

Expected Results

- Collaborate with the WSC to capture participants from public programs
- Approach High Schools in Sea to Sky region and Vancouver to experience sliding sports
- Create a experience sliding curriculum for schools
- Collaborate with CSCP to ensure camps are held in all regions of BC to capture athletes in BC regions
- Establish process to capture athletes from Rugby clubs
- Host 2 bobsled driving schools in Whistler
- Host 4 skeleton Schools in Whistler
- Ensure schools and program are open to other NOC athletes to maximize track usage and ensure a competitive environment for BC sliders

Goal #3 Increased Partnerships

BCBSA must make certain that they have excellence partnerships with its sliding partners, BCS, WSC, CSCP and others to consistently increase capacity.

Expected Results

- Establish relationship with WLS to ensure sliding sports are a priority at WSC
- Maximize partnership with BCS to ensure the following
 - Sport for life principles are followed
 - Athlete development model is in agreement with BCS
 - Coach development model is in agreement with BCS



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- Maximize staff and resources to services membership and accomplish High Performance goals
 - Maximize partnership with BCS/CLA to ensure we maximize staff usage
 - Establish relationships with all respective members of the BC Sport Alliance
 - Align BCBSA with CSCP objectives
 - Optimize relation with CSCP to ensure that athletes are captured and accurately supported with physical conditioning needs
 - Partner with the FIBT to hold advanced bob and skeleton schools and host them to internationally sliders from other NOC either aboard or in BCS

Program Structure and Synergy 2011/12

BCBSA is committed to support BCS strategic plan titled “Vision 20/20” The scope of BCS vision captures development of sliding from entry/ recreation level to elite performance. BCS has defined three programs BCS Start, BCS Race, BCS World. Parameters of these programs are provided below.

BCS Start Program- The focus on this program is to **Initiate** athlete development for both bobsled and skeleton. Participants of this program are considered to be in the Fundamental phase of LTAD for both bobsled and skeleton.

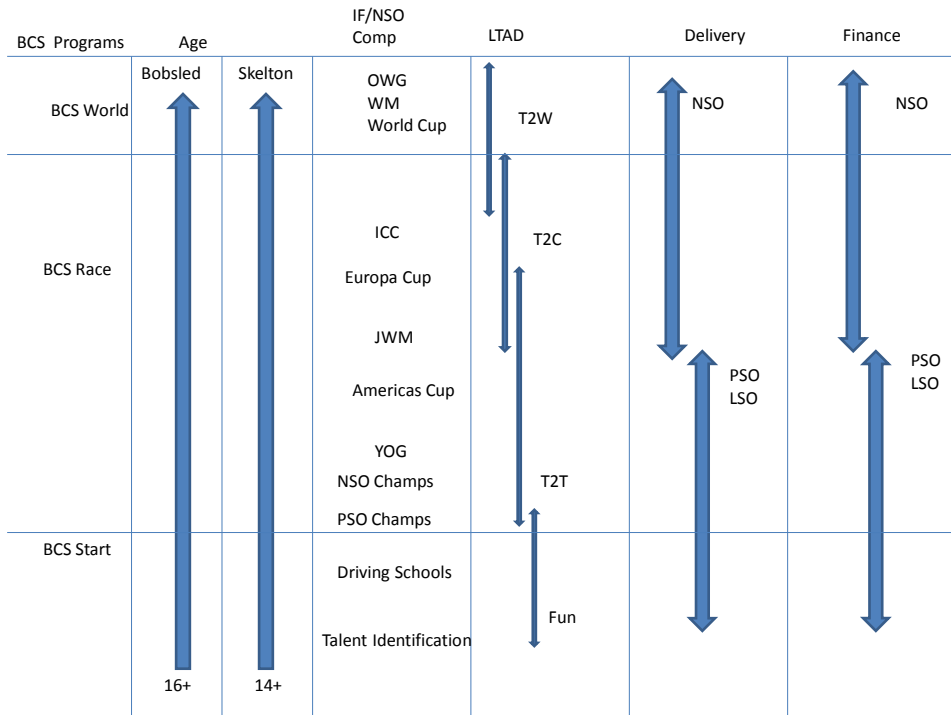
BCS Race Program- The race program is the largest program and the focus is directed to **Improve** athlete performance. This program represent the core development of athletes as they transition from Train 2 Train, through Train to Compete, and entry to Train to Win phase of LTAD. The ambition is to provide training and competitive opportunities that allow athletes to develop based upon Long Term Athlete Development (LTAD) and an athlete giftedness stream is supported for qualified athletes.

BCS World- The world program consists of podium performances at the highest level of competition in the sports of bobsled and skeleton to **Inspire** both the Start, and Race program. Athlete entry to program is at the Train to Win phase of LTAD

It is BCBSA responsibility to integrate in with BCS Start and Race program streams and provide support to World program. BCBSA High performance sliding development plan is focused on providing the opportunity to experience the thrill of bobsled and skeleton and transition to a High Performance Sliding System that ensures success nationally and internationally. BCBSA goal is to increase the number of BC athletes competing on National Teams and provide safe sliding experiences to entry level programs to grow participation and membership. Below is a visual of the current, programs, athlete development, delivery and financing of bobsled and skeleton athletes in Canada.

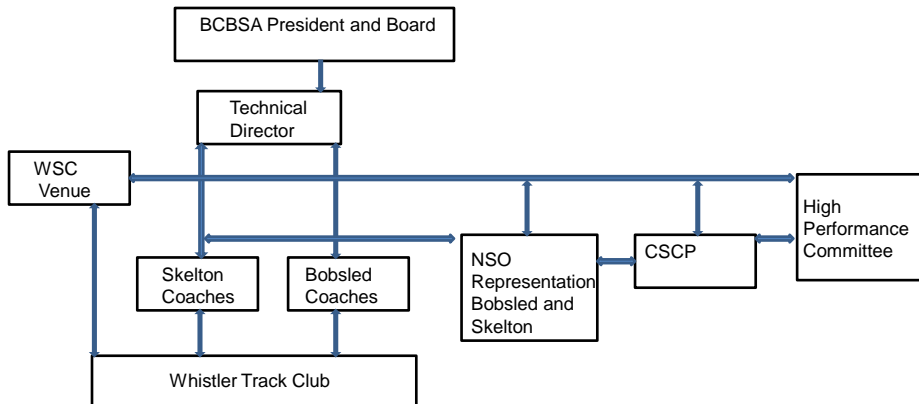


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Staff Operational model

BCBSA operational model is described below. This model is the foundation to ensure that BCBSA stays focused on both the opportunity to experience and the opportunity to succeed in the sports of bobsled and skeleton through its operational parameters.

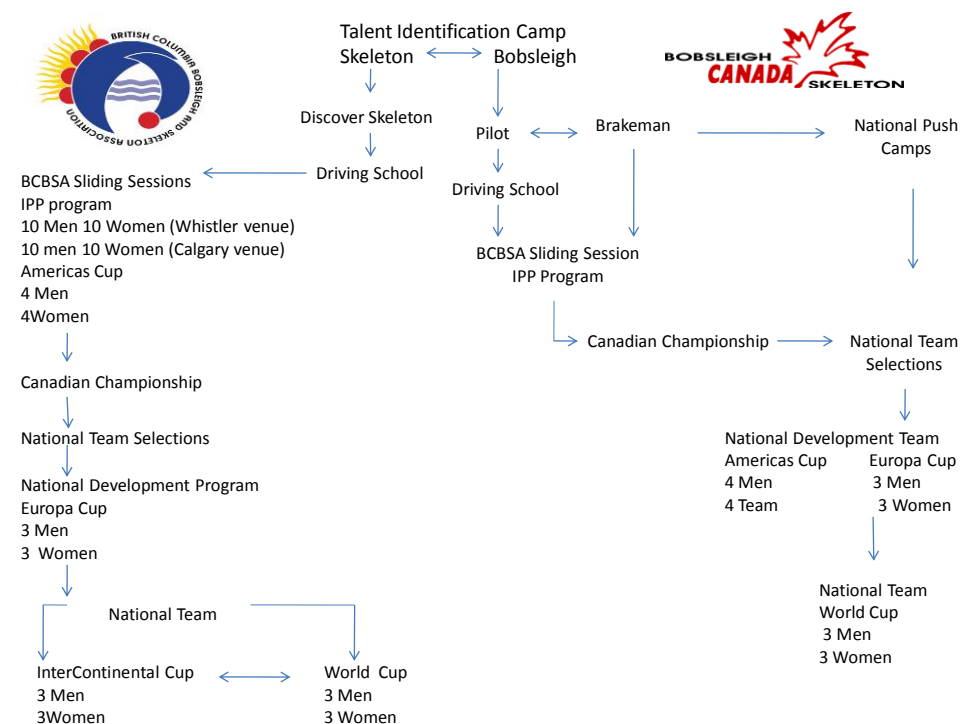




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Athlete Pathway

Below is a description of the athlete pathway for bobsled and skeleton in partnership with Bobsled Canada Skeleton.



BCBSA Start Programs

BCBSA start programs include talent identification, Discover Bobsled and Skeleton, and bobsled and skeleton driving schools.

Scope: These programs provide the introduction and foundation training for athletes in both bobsled and skeleton. The focus is to ensure athletes experience and can evaluate the basic fundamentals of sliding. These skills include basic sliding position, safe driving lines, push mechanics. These skills will ensure all athletes experience a maximum number of runs under the safest conditions. Consistent exposure to these sliding fundamentals ensures an environment that is balanced with safety and providing the building block for athletes in the Train to Train stage of LTAD.

Vision: These programs are vital to the success of BCBSA and ultimately BCS as they identify the athletes with the ability to experience the sports safely and build towards succeeding in a high performance environment. Both bobsled and skeleton have an early and late entry to their respective sports. Due to these entry pathways it is important that the vision includes the opportunity for athletes over the age of 14 and can identify those that can continue in a recreation



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program or transfer to an elite high performance program. The quality of this identification is extremely important in the sport of bobsled.

Talent Identification

The talent identification program is a combined program that serves as an entry screening for potential athletes' interest in the sports of bobsled and skeleton. Minimum age to attend is 14. Athletes complete a series of physical test that are compared to historical data gathered from the NSO. Potential brakeman can be fast tracked to the NSO if they have met a national standard.

Discover Skeleton

Participants enter this program and experience two runs on the bottom 38% of the Whistler Sliding Center. This program serves as both public experience and entry level skeleton athletes to where they would transition to a skeleton school.

Bobsled Exposure

The bobsled exposure program is completing in conjunction with the Whistler Sliding center. The principle of this program is for participants to experience bobsled. The opportunities present include a passenger ride, and piloting opportunity on a training sled.

Skeleton Driving School

Athletes in this program focus on a skill progression that involves learning techniques and tactics involved in driving a skeleton sled, including, sled maintenance, and race preparation. The school is a six day intensive instruction with a commitment of 5 hr per session. This program is offered at variable times throughout the sliding calendar. This ensures BCBSA can capture the most pilots possible.

Bobsled Driving School

Athletes/ pilots in this program focus on a skill progression that involves learning techniques and tactics involved in piloting a bobsled, sled maintenance, and race preparation. The school is a six day intensive instruction with a commitment of 5 hr per session. This program is offered at variable times throughout the sliding calendar. This ensures BCBSA can capture the most pilots possible.

BCBSA Race Program

Athletes enter this program after completion of the BCBSA Start program. BCBSA race program includes the true development components of sliding in bobsled and skeleton. This program also provides the evaluation for athletes to enter the high performance program to qualify for future BCS National Teams.

Scope: This program is the most diverse of the athlete pathway. The diversity occurs because of the demands from athletes progressing from the T2T to the T2C phase of the LTAD. The focus of this program is to maximize the fundamental skills of sliding and transition these skills to



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multiple venues, with quality of execution being consistency. Physically athletes progress body shape, strength, power and push times towards the world cup standard of competition.

Vision: The quality of athletes produced in this program grows each year and BC athletes are placed on more National development and Nation teams. To realize this vision athlete will increase run volume at WSC and add multiple venues in the sliding season.

BC Team Skeleton (IPP Program)

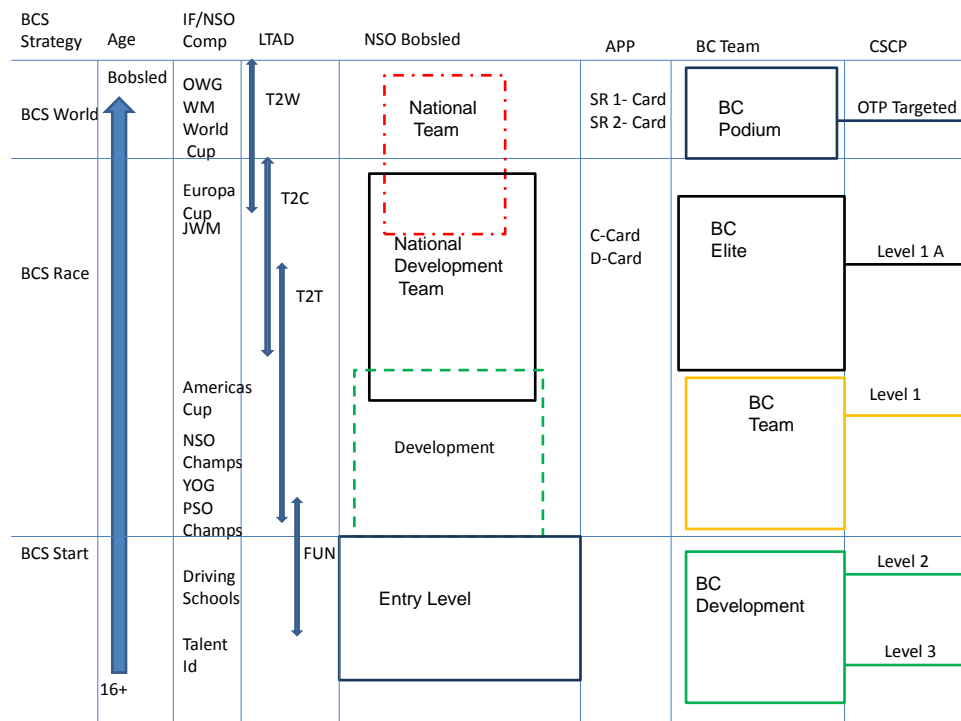
Athletes in this program have graduated from a skeleton school and can slide minimally from the skeleton start height. The primary goal of these athletes is to compete at the Canadian Championships, and transition to Americas Cup sliding for skeleton. The highest ranking athletes on the BC Team are involved with entry level IST support.

BC Team Bobsled (IPP Program)

Athletes in this program have graduated from a bobsleigh school and can slide minimally from the Bobsled start height. The primary goal of these athletes is to compete at the Canadian Championships, and transition to Americas Cup sliding for skeleton. Brakemen competing in this program have the opportunity to be identified for National Team selection.

Below is an accurate description of the athlete pathway for each bobsled and skeleton in partnership with Bobsled Canada Skeleton and Canadian Sport Center Pacific.

Bobsled





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BC Podium- Athletes selected to this team are the responsibility of the NSO. BCBSA provides support to these athletes with the opportunity for additional local resources such as venue access and coaching when required.

BC Elite (Level 1a) - Athletes selected to the BC Elite program have been selected through the BCS National Team selection process to compete at the Europa Cup level of the FIBT, and have qualified for either C or D Athlete Assistance Program through Sport Canada.

BC Team (Level 1) - Athletes selected to BC Team are competing competently from the Bob start height at the WSC and have completed multiple physical testing camps. These athletes will have the opportunity to qualify for National Team selection process and Americas Cup competition.

BC Development (Level 2) Athletes that have archived a rank of level 2 have completed a driving school to the Women’s start height position and have completed physical testing.

BC Development (Level 3) Athletes that have qualified for level rank in the BC development bobsleigh program have participated in a talent identification camp and have slide to the Novice start height at WSC.

Skeleton

BCS Strategy	Age	IF/NSO Comp	NSO Skeleton	APP	BC Team	CSCP
BCS World	↑ Skelton 14+	OWG WM World Cup	National Team	SR 1- Card SR 2- Card	BC Podium	OTP Targeted
BCS Race		ICC JWM Europa Cup	National Development Team	C-Card D-Card	BC Elite	Level 1 A
		Americas Cup NSO Champs YOG PSO Champs	Development		BC Team	Level 1
BCS Start		Driving Schools Talent Identification	Entry Level		BC Development	Level 2 Level 3



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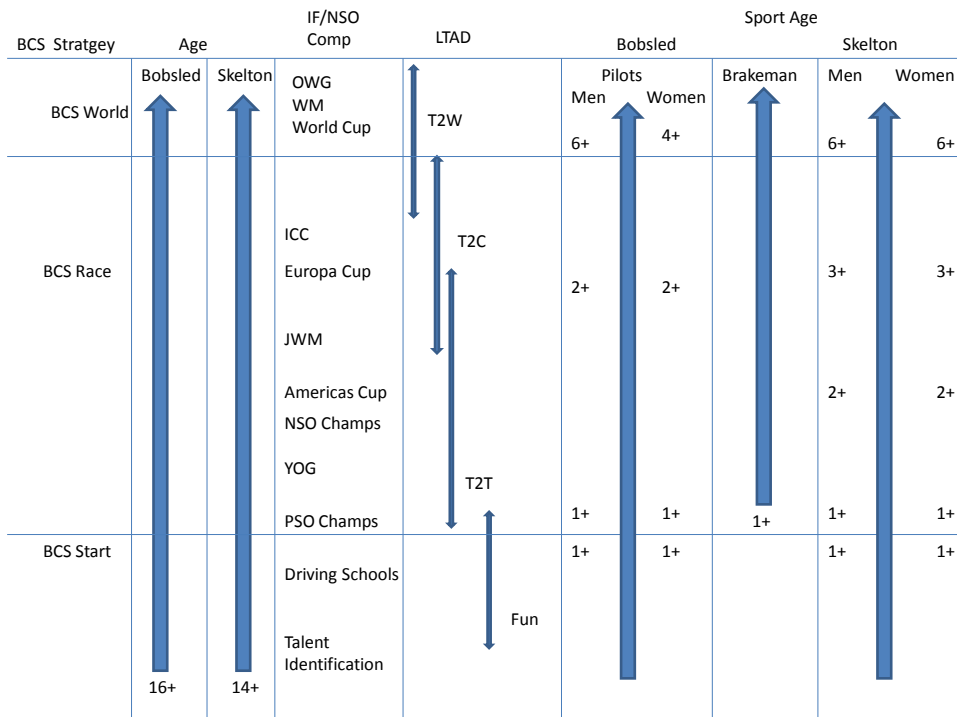
BC Development (Level 3) Athletes that have qualified for level rank in the BC development skeleton program have participated in a talent identification camp and have slide to the Novice start height at WSC.

BCS and BCBSA are committed to integrated in the support and implementation of the LTAD model for both the sports of bobsled and skeleton.

Below is a diagram explaining the LTAD timeframe required for both bobsled and skeleton to transition towards elite performance.

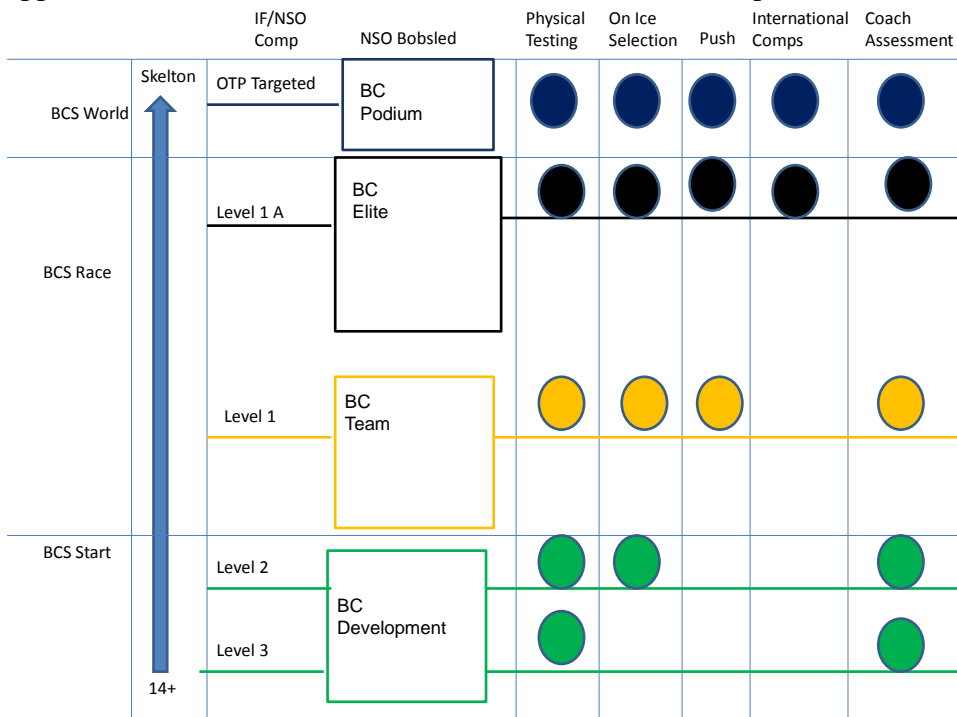


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Athlete Assessment

Athlete assessment for BC athletes includes execution of sport specific skills. Below is a tiered approach of these skills relative to a BC athletes achieved performance





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		IF/NSO Comp	NSO Skeleton	Physical Testing	On Ice Selection	Push	International Comps	Coach Assessment
BCS World	↑ Skelton	OTP Targeted	BC Podium	●	●	●	●	●
		Level 1 A	BC Elite	●	●	●	●	●
BCS Race	↑	Level 1	BC Team	●	●	●		●
		Level 2	BC Development	●	●			●
BCS Start	↑	Level 3			●			●
		14+						

Athletes that qualify to participate in the BCBSA Race Program are further evaluated in two components. These components include physical testing and elite performance curve. Below are the currently accepted physical testing requirements from BCS. Failure to score in these testing ranges below will result in athlete to under a coach assessment to continue in a selection process. In addition to physical testing BC athletes are evaluated against elite performance curve. BCBSA's target is to see year to year improvement.



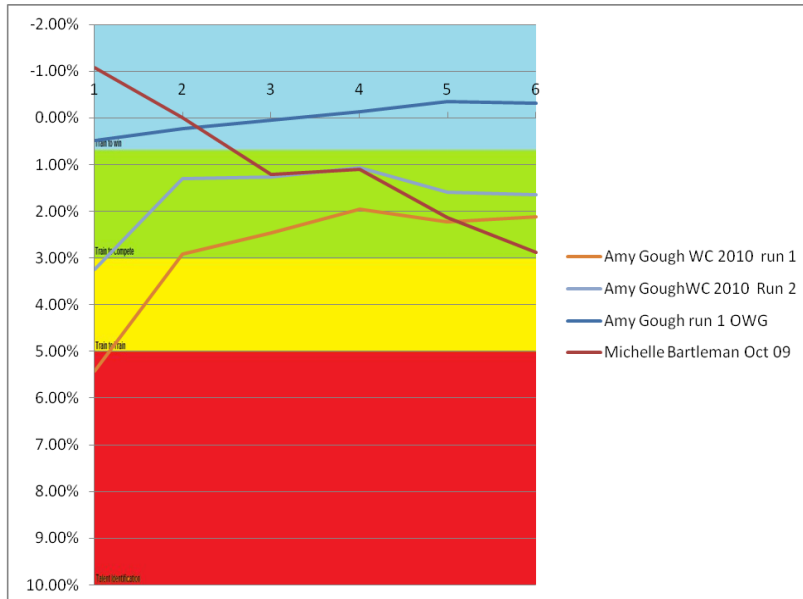
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**BCS & BCBSA
Test Protocols**



Test	Description	Entry level	Development	World Cup	World Cup Elite	Team Records
30m Sprint	Athlete sprints from a 2 point standing start. There is a one meter acceleration line behind the start. The athlete must have one foot on either side of the 1m line. The start tripods are set at their lowest position. All the rest at the highest position. One of the most important tests we do, and give a great indication of the athlete's ability to accelerate over a short distance.	3.90-4.05sec (M) 4.40-4.55sec (W)	3.75-3.90sec (M) 4.20-4.40sec (W)	3.60-3.75sec (M) 4.00-4.20sec (W)	3.45-3.60sec (M) 3.92-4.00sec (W)	3.49s – Lascelles Brown 3.95s – Jenny Clochetti
Flying 30m Sprint (60m)	Athlete sprints at their top speed through a 30m distance. This is usually done in conjunction with the standing 30m sprint, in order to ensure athletes are hitting the timing eye at their top speed.	3.30-3.50sec (M) 3.65-3.80sec (W)	3.10-3.30sec (M) 3.55-3.65sec (W)	2.90-3.00sec (M) 3.40-3.55sec (W)	2.75-2.90sec (M) 3.25-3.40sec (W)	2.70sec - Pascal Caron 3.20sec – Jaime Cruickshank
20m Sled Pull (15kg)	The athletes will pull a 15kg weight through a 35m zone. We will time them for the remaining 20m of the sprint. This is a great test for power and speed, and usually correlates to our single push test almost directly.	2.80-2.90sec (M) 3.30-3.55sec (W)	2.70-2.80sec (M) 3.10-3.30sec (W)	2.50-2.70sec (M) 3.00-3.10sec (W)	2.35-2.50sec (M) 2.80-2.95sec (W)	2.34sec - 3.05sec - Suzanne Hlady
5 x double leg bound	With both legs together, the athlete will take 5 continuous jumps. These are then measured, and compared to historical data.	11m-12m (M) 9m-10m (W)	12m-14m (M) 10m-12m (W)	14m-15m (M) 12m-13m (W)	15m-17m (M) 13m-14m (W)	18.32 – 14.22 – Christy Lees
Vertical Jump	With both feet together, stand and reach upwards as high as possible against wall; measure & record. From a standing start (with both legs together) athlete will squat and then jump upwards, touching wall at highest point possible. Record highest touch. Subtract athletes reach from highest touch.	28-32inch (M) 19-23inch (W)	32-34inch (M) 23-25inch (W)	34-36inch (M) 25-27inch (W)	37-43inch (M) 28-32inch (W)	40 – Ken Kotyk 28.5 – Jenny Clochetti





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LTAD is also critical to ensure that our athletes are provided with the appropriate structure to achieve results along the athlete pathway. Below are the critical elements monitored.

Skelton		BC Podium	BC Elite	BC Team	BC Dev
Volume	# of weeks	20	20	16	10
	Run Volume	240	270	216	112
	# of venues	6 to 10	3 to 10	1 to 2	1
Travel	Domestic Weeks	8	10	14	10
	Foreign Weeks	12	10	2	
Competition	International	6 to 10	3 to 10	1 to 4	0
	National	2 to 6	2 to 6	2 to 8	1 to 4

LTAD is also critical to ensure that our athletes are provided with the appropriate structure to achieve results along the athlete pathway. Below are the critical elements monitored.

Bobsled		BC Podium	BC Elite	BC Team	BC Dev
Volume	# of weeks	20	20	16	10
	Run Volume 2 man Female	240	270	216	112
	Run Volume 2 man Male	168	189	151	112
	Run Volume 4 Man	72	81	65	
	# of venues	6 to 10	3 to 8	1 to 2	1
Travel	Domestic Weeks	8	10	14	10
	Foreign Weeks	12	10	2	
Competition	International	6 to 10	3 to 10	1 to 4	0
	National	2 to 6	2 to 6	2 to 8	1 to 4



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BCBSA Budget

Below is a shadow budget for the next 3 years of operating. The budget design is structured around the 3 year commitment for targeted sport funding and the regional coach funding which is critical to success. This budget also reflects partnership money between BCS & BCBSA. Over the 3 year period there will be an increase in the number of members as well as membership fees.

BC Bobsleigh & Skeleton Association

	<u>2010-2011</u>	<u>2011-2012</u>	<u>2012-2013</u>
REVENUE			
Legacies Now Participation Base Funding	30,000.00	34,000.00	34,000.00
Legacies Now Performance Base Funding	15,000.00	15,000.00	15,000.00
Legacies Now Travel Grants	1,000.00	1,000.00	1,000.00
Legacies Now Athlete Assistance Program	3,000.00	3,000.00	3,000.00
Legacies Now Targeted Sport Pathway Funding	60,000.00	60,000.00	60,000.00
Legacies Now Regional Coach Funding	20,000.00	20,000.00	20,000.00
BCS National Development Partnership - Skeleton	20,000.00	20,000.00	20,000.00
BCS National Development Partnership - Bobsled			
Equipment Sale - WSL	20,000.00	0.00	0.00
Sponsorship	0.00	7,000.00	10,000.00
Program Fees	24,000.00	30,000.00	38,000.00
Membership Fees	6,100.00	8,000.00	10,000.00
Bobsleigh Schools	5,600.00	8,400.00	8,400.00
Skeleton Schools	12,600.00	16,800.00	21,000.00
Discover Skeleton Program	10,000.00	15,000.00	20,000.00
Exposure / School Programs	3,000.00	4,000.00	5,000.00
Other			
Equipment (Helmets & Shoes)	6,000.00	6,000.00	6,000.00
Race Fees	1,000.00	2,000.00	4,000.00
Recruitment Fees	700.00	1,000.00	1,500.00
TOTAL REVENUE	238,000.00	251,200.00	276,900.00
EXPENSES			
Operations			
Administration (Wages)	30,000.00	30,000.00	30,000.00
Insurance	3,500.00	3,500.00	3,500.00
Office Supplies	1,000.00	500.00	500.00
AGM	500.00	500.00	500.00
Bank Charges	150.00	150.00	150.00
BCS Loan Expense 2010-2011	7,500.00	7,500.00	0.00
<i>\$7500 in 2011-2012</i>			
Sport Participation			
Recruitment Program	2,000.00	2,500.00	4,000.00
Officials Development	1,200.00	1,200.00	1,500.00
Discover Skeleton	4,500.00	6,750.00	9,000.00
Skeleton Schools	6,750.00	9,000.00	11,250.00
Bobsleigh Schools	4,500.00	6,750.00	9,000.00
Exposure / School Programs	3,000.00	3,900.00	4,800.00



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Domestic Programming

Equipment (Skeleton Sleds)	21,000.00	3,500.00	
Equipment (Bobsleds)			17,000.00
Equipment (Helmets & Shoes)	6,000.00	6,000.00	6,000.00
Equipment Maintenance	2,500.00	3,500.00	5,000.00
Travel Costs	0.00		
Domestic Track Fees	45,000.00	52,500.00	60,000.00
Off-Season Training	6,000.00	6,000.00	6,000.00
Domestic Competitions	2,000.00	2,250.00	2,500.00

Wages & Benefits

*Full-Time - Skeleton	50,000.00	45,000.00	45,000.00
Part-Time Regional Coach - Bobsleigh	20,000.00	30,000.00	30,000.00
Part-Time Regional Coach - Bobsleigh	20,000.00	30,000.00	30,000.00

**International coach being hired - additional costs in first season to cover costs of acquiring a work permit, and flights.*

Other

Miscellaneous	900.00	200.00	1,200.00
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TOTAL EXPENSES

238,000.00	251,200.00	276,900.00
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Net Gain <Loss>

0.00	0.00	0.00
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Overview 2010/1011

The 2010/2011 season can be described as transitional in the wake of transition of the Canadian Sport System. Significant resources were used to grow the association professionally, and fiscally to benefit athletes, coaches, officials and events. Below is an overview of status with respect to BCBSA midterm objectives.

Improve BCBSA High Performance Foot print

BCBSA was able to bring impact to this objective in many areas. We established our high performance committee which aided in developing safe sliding practices for both bobsled and skeleton. We had athletes maintain their BC Podium and elite status in skeleton and were able to help support two bobsled pilots to the National Development Team. We were also successful in implementing advanced driving schools for athletes to accurately slide from the top of the WSC. Finally BCBSA did send 10 athletes to National Development camps in Calgary.

Increase resources

BCBSA was very fortunate to qualify for funding as a targeted sport for skeleton and gain regional coaching support for 2 bobsled coaches. BCBSA also optimized their partnership with BCS and were able to acquire funds from the NSO to help ensure we could hire a very component coach in the skeleton. In addition BCBSA also acquired funds to help aid in increases participation. Finally BCBSA also enhanced our equipment resource from creating a partnership with the WSC to increase the volume of skeleton sleds for use at the WSC, and paying off WSC for use of the bobsleds purchased in 2009. As an improvement BCBSA needs to



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become more engaged with collaborating to find sponsorship for resources and improve relations within the Sea to sky business community.

Support BCS Athlete and Coach Development model

BCBSA align with BCS vision 20/20 to achieve seamless integration for athletes and coaches. Through this alignment proper LTAD for bobsled and skeleton was executed. This execution included performance based YTP. BCBSA also established a WSC specific LTAD performance evaluation graph to help recognize gaps in athlete performance and identify gifted athletes. Aided in the development of the both athlete and coach pathway at the WSC. BCBSA will execute the NCCP process for coaching with part A and B for the upcoming season. In addition BCBSA also hosted 2 international officiating clinics.

Improve the Organization

2010/2011 saw the bulk of improving our organization with efforts towards enhancing communication and professionalism. As mentioned above the addition of coaching position critical impacted the both the ability and quality to delivery programs. BCBSA also experienced excellent collaboration with other PSO and sliding based groups to reduce costs and provide opportunities for athletes and coaches to grow their skills to further impact BCBSA programming. BCBSA also developed numerous sport and business based policies to increase our professionalism and efficiencies. Finally the completed safe sliding practices and driving school manuals provided a more professional approach to the sport experience.

Enhance public exposure to the sliding sports

BCBSA was a frontline supporter in engaging public participation at the WSC. BCBSA aided in the development and purchase of skeleton sleds for these programs and ensured the equipment was safe and reliable, and could integrate with the already developed equipment pool. BCBSA also provided the development pathway for tour bobsled pilots. Unfortunately public run volume was less than expected due to the WSC need to access the proper BC Safety certification required until February 1, 2011. BCBSA did meet with School district 48 to investigate a high school introductory program for skeleton and bobsled. Finally BCBSA was very engaged in the hosting of two international sliding events and helped contribute with funding application, human resources (volunteers & officiating), planning, and execution of these events.

Operation Plan 2011/2012

Annual Initiatives

1. Exceed in the achievement of BCBSA benchmarks in compliance with Legacies Now, and Pacific Sport
2. Prepare current athletes for the upcoming season
3. Maintain partnership with BCS
4. Increase membership
5. Enhance partnership with WSC
6. Equipment



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7. Sponsorship and marketing
 8. Increase the voice of BC within the BCS board
 9. Increase awareness of BCBSA within local BC community
 10. Official development
-
1. Exceed in the achievement of BCBSA benchmarks in compliance with Legacies Now, and Pacific Sport
 - a. Maintain an accurate timeline with deliverables
 - b. Increase frequency of meetings with BC sport partners
 - c. Engage BC sport partners to participate in the sliding sports
 2. Prepare current athletes for the upcoming season
 - a. Critically debrief from 2010/2011 YTP for both bobsled and skeleton
 - b. Develop YTP for 2011/2012 season for bobsled and skeleton
 - c. Plan for push training camp in Calgary
 - d. Review current performance standards and update for both bobsled and skeleton
 3. Maintain and enhance partnership with BCS
 - a. Maintain coaching structure for skeleton
 - b. Instigate a recruitment drive for specifically for talent identification for bobsled
 - i. Develop a bobsled advisory council within BCS for the efficient development of elite bobsledders
 - ii. Ensure BC athletes participate in BCS selection process
 - c. Increase partnership with bobsled technical coaches
 - d. Ensure BCS holds selection races for the upcoming season
 - e. Ensure partnership with BCS bobsled mechanic remains effective
 - f. Ensure relationship with SAIT made in Canada sled construction is enhanced
 4. Increase membership
 - a. Capture all participants from talent id camps for on sliding experience
 - b. Engage other sliding members to train in Whistler
 - c. Continue to liaison with the Sea to Sky school distract for skeleton and bobsled opportunities
 - d. Pilot like groups BC rugby clubs, lacrosse teams, football teams etc for sliding opportunities
 5. Enhance partnership with WSC
 - a. Continue to attend Track Committee
 - b. Meet with Tim Gayda twice in 2011/2012 season
 - c. Meet with WLS board member twice in 2011/2012 season
 - d. Continue to support public ride programs
 - e. Work towards resource integration with WSC
 - f. Increase track time for 2011/2012 season
 6. Equipment
 - a. Have BCS sled mechanic complete a safety inspection of all bobsleds at the conclusion of the season.
 - b. Pay the remaining balance of bobsled debt to BCS
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- c. Purchase more skeleton equipment
 - i. Collaborate with BCS on the development of a youth skeleton sled
- d. Investigate the cost to build bobsled and skeleton shoe foot spikes to decrease cost of first time equipment purchase for new sliders
- e. Purchase helmets for both bobsled and skeleton athletes
7. Sponsorship and marketing committee
 - a. Review parameters and lack of effectiveness from 2010/2011
 - b. Investigate fundraising opportunities
 - c. Streamline VIK focus for paint and sled prep etc
8. Increase BC presence within the BCS board
 - a. Have BC president instigate meetings with BCS president and Executive director
 - b. Attend AGM
 - c. Volunteer for subcommittees
 - d. Help promote BCS events in BC
9. Increase awareness of BCBSA in BC
 - a. Plan to booths for local events
 - b. Participate in a local fundraising event
 - c. Attend Sport BC
 - d. Volunteer for Whistler Blackcomb events
 - e. Invite media to BCBSA events and complete a yearly plan for public relations with Chris Dornan
10. Official Development
 - a. Continue to host a level 1 officials course
 - b. Offer a Level 2 officials course
 - c. Liaison with BCS to get nomination for BC officials to write the FIBT jury exams for both bobsled and skeleton