



## Biathlon Canada Guidelines on Corporate Partnerships August 24, 2012

---

### Definitions

A corporate sponsorship is a contracted arrangement between Biathlon Canada and a corporation with clear and precise obligations and benefits to both parties.

The sponsor is the investor who provides resources (i.e. financial support, products or services) and in return seeks promotional value and fulfillment of other objectives as a result of the association between the two parties.

The sponsee (Biathlon Canada in this case) is an organization that receives the resources and seeks to achieve its own objectives (such as increased profile, recovery of expenses to send a team to an event, etc.) as a result of the association between the two parties.

A corporate donation is a gift/contribution (in the form of cash, products or services) to Biathlon Canada from a company that has no expectation of any return. A tax receipt can be issued for the full amount of the donation less any 'advantage' that the donor may have received. Biathlon Canada may also accept donations from individuals or other foundations/non-profit organizations/granting institutions. Note: At this time, Biathlon Canada is unable to issue tax receipts.

### Authority for Decision-Making/Agreements

The Executive Director or Marketing Director shall be responsible for sending proposals, negotiating agreements and interacting with all corporate sponsors and donors in the sales phase and beyond (in the role of partner servicing). These functions may also be performed by Biathlon Canada Board members or staff and/or contractors with guidance and support/direction from the Biathlon Canada Executive Director.

The terms and conditions of a corporate sponsorship shall always be in a written agreement between the parties. All sponsorship agreements must be signed by two parties – the sponsor, and a staff representative from Biathlon Canada. Some corporate donation partnerships valued at over \$50,000 may require written contracts also and will therefore require signatures from both parties.

Smaller donations (corporate or individual) and in-kind sponsorships may or may not require a written agreement (at the discretion of the Executive Director or Marketing Director and the donor in question).

### Corporate Social Responsibility

Corporate social responsibility (CSR) is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community, environment and society at large. A socially responsible company goes beyond charitable giving and philanthropic practices and adopts behaviours that are socially desirable.

Sport plays an important social and economic role in virtually every country of the world.

Biathlon Canada is committed to forming partnerships with corporations who have clear policies and a proven track record related to corporate social responsibility. Companies who align their values with societal expectations and show acceptable practices in the following areas are considered to be socially responsible by Biathlon Canada:

- Community Development
- Diversity
- Employee Relations
- Environment
- International Relationships
- Marketplace Practices
- Fiscal Responsibility
- Accountability

Biathlon Canada will make every effort to align itself with corporate partners who are socially responsible. In accordance with Sport Canada's policy on ethical conduct in sport, Biathlon Canada seeks to partner with companies who support the achievement of high performance excellence and the development of the Canadian amateur sport system because of the unique contribution that sport makes to Canadian identity, culture and society as a whole.

Furthermore, a corporate relationship may be entered into with Biathlon Canada provided that the following requirements are met on an ongoing basis:

- There is a good fit between the company and Biathlon Canada;
- The goals and objectives of Biathlon Canada and its athletes are considered above all others;
- The long-term sustainability and viability of Biathlon Canada are considered more important than short-term imperatives to generate revenue or other in-kind benefits;
- The relationship created will in no way conflict with any agreement between Biathlon Canada and any third party, wherever exclusivity clauses are in place.

No relationship will be entered into with corporations that manufacture products or take public positions inconsistent with any of Biathlon Canada's policies, position statements and values. In the case where it is reported in the public media or information becomes available to Biathlon Canada that a corporate partner has conducted itself in a way that could be harmful to the reputation of Biathlon Canada or its athletes, Biathlon Canada will undertake an extensive review of the partnership to determine whether or not continuation of the partnership is prudent.

#### **Use of Logo/Name/Trademarks, etc.**

Use of the marks (including logo, name and any images that are owned by Biathlon Canada) by any corporate partner will be subject to the regulations outlined in the Biathlon Canada Logo Standards Manual and will be granted to partners at the discretion of Biathlon Canada.

#### **Events hosted by third parties in support of Biathlon Canada**

In the case of fundraising events hosted by third parties who agree to donate the proceeds from such events to Biathlon Canada (i.e. fundraising dinner, golf tournament, etc.), Biathlon Canada will provide access to its branding (including logo, trademarks and images) for the purpose of promoting the event and raising funds and will provide staffing support to assist with organizing the event as required. Biathlon Canada will also coordinate the participation of athletes in the event upon request. However, such events will be considered to be owned by the event host thus Biathlon Canada will not be held liable or responsible for any misconduct or wrongdoing that may occur in conjunction with the event.

#### **Partner Servicing**

Ongoing encouragement, support and maintenance of existing corporate partnerships shall be deemed to be of utmost priority to Biathlon Canada. Biathlon Canada acknowledges that significant staff/contractor time and financial resources must be dedicated to the preservation of its corporate partnership relationships. Sponsorship partnerships must be integrated into all areas of Biathlon Canada's business. Building organizational capacity to ensure that this is achieved is vital to the success of all corporate partnerships and Biathlon Canada endeavours at all times to cultivate meaningful relationships with multiple people within the corporation that is supporting Biathlon Canada. Servicing partners will include the following tasks:

- Communicating regularly with partners via email, phone and face-to-face meetings;
- Ensuring that all deliverables outlined in agreements are met or surpassed;
- Extending invitations to partners to attend special events hosted by Biathlon Canada;
- Staying up-to-date on partners' business activities and objectives;
- Tracking all interactions between Biathlon Canada and partners in order to effectively report back on activities;
- Providing added value to partners – extending 'extras' that are not part of the formal arrangement, but show good will towards partners;
- Operating and conducting business in a professional manner.

Biathlon Canada commits to creating a formal recognition/servicing program based on the various levels of support. All contributions regardless of size will be acknowledged and the form and content of such recognition will be determined by Biathlon Canada and outlined in sponsorship agreements (in the case of corporate sponsorships) or communicated to donors (in the case of corporate or individual donations).

### **Partnership Life Cycles**

Biathlon Canada acknowledges that corporate partnerships have a 'life' and that partners may choose to terminate their relationship with Biathlon Canada for a variety of different reasons that may be beyond the control of Biathlon Canada. For example, a change in personnel or management, changes to marketing strategies and strategic directions, financial issues, etc. can all trigger termination of corporate partnerships. In these situations, cessation of the partnership may not be reflective of how Biathlon Canada conducted itself in the context of the partnership, but merely based on external factors that are beyond the control of Biathlon Canada. Based on this understanding, Biathlon Canada will attempt to diversify its revenue generation capabilities in order to attract a variety of different partners at a variety of different levels and will not consider retention rates as the sole indicator of its fundraising success.

### **Revenue Goals and Objectives**

Biathlon Canada shall set realistic and achievable fundraising goals. Such goals shall be based on the following factors:

- The commercial value of Biathlon Canada's sponsorship properties;
- The current state of the market in terms of how much or little corporate Canada is investing in amateur sport;

Because financial need very rarely equals commercial value (in other words, just because Biathlon Canada needs or wants money, does not mean that Biathlon Canada will be able to raise more sponsorship dollars), Biathlon Canada will be flexible and creative with its fundraising approaches, revenue generation tactics and goal setting.

### **Termination of Corporate Partnerships**

Biathlon Canada reserves the right to immediately terminate an existing corporate partnership subject to the terms and conditions in the contract. Legal counsel will be sought out as required and all decisions related to termination of corporate partnerships shall be managed collectively by the Biathlon Canada elected leadership.