

Bobsleigh CANADA Skeleton
Board of Directors Meeting 1112, Minutes
November 20, 2012 18:00-20:00
AIC 3rd Floor Boardroom

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

Call to Order – 18:02

Present: Reid Morrison, Lee Genier, Sarah Storey (Conference Call), Bill France.
Apologies: Bernie Asbell, Dwayne Dreher
Staff: Don Wilson, Shivauna Brown (Conference Call)

1. Review and approval of agenda.

Motion 1112 1: Genier/France
To approve the agenda as distributed. CARRIED

2. Review and approval of October 17 2012, 1012 Minutes.

Motion 1112 2: France/Genier
To approve the 1012 BCS BOD Minutes as presented. CARRIED

3. Business arising from minutes:

- 3.1.1012.7.1 Concussion Protocol
- 3.2.1012.7.2 Athlete Fee Adjustment for Blue Chip Recruits

4. General Operations Update.

4.1 CEO Report: 1112

- 1. General:
 - a. Selection races have been completed and the following teams have been named:

National Team (World Cup)	Hollingsworth	Mellisa	National Team (World Cup)	Baadsvik	Emily
	Hawrysh	Cassie		Bushie	Christine
	Reid	Sarah		Brown	Lascelles
	Fairbairn	John		Carriere	Jean-Nicolas
	Montgomery	Jon		Ciochetti	Jenny
	Neilson	Eric		Coackwell	Ben
				Demetre	Luke
National Team (ICC)	Pediger	Lanette		Humphries	Kaillie
	Thompson	Robynne		Kripps	Justin
	Widmer	Micaela		Lumsden	Jesse
	Douglas	Mike		McNaughton	James
	Greszczyszyn	David		Moyse	Heather
	Wlodarczak	Charles		Obrien	Kate
				Randall	Tim
National Development Team (EC/AC)	Martineau	Barrett		Rinholm	Graeme
	Rafter	Greg		Rosenke	Adam
	Rooney	Patrick		Rush	Lyndon
	Worden	John		Sorensen	Cody
	Brockway	Carli		Spring	Chris
	Vathje	Elisabeth		Valois	Chelsea
	Charney	Madison		Wright	Neville
	Channell	Jane			
		National Development (EC)		Austin	Taylor
				Giguere	Sam
				Klepacki	Ben
				Korol	Chris
				Nemet	Joey
			Wilkinson	Justin	

- b. The first competition of the year has been successful with Sarah Reid and Mellisa Hollingsworth going 1 - 2 and Kaillie Humphries with rookie Chelsea Valois winning in Lake Placid.
- c. Reid and I attended COC session meetings in Montreal. The most significant news was the direction of additional support through OTP to High Performance Sport with an additional \$17MM dollars added to the \$20MM already allocated. Within that new allotment is \$7MM to be received by sports preparing for Sochi. Anne Merklinger did speak from OTP's perspective armed with statistics from London, that only targeted athletes and sports would be able to access the funds.
- d. We have been in contact with FIBT around the Whistler Track and the release of the Safety Audit. Even though we have suggested that the results of the Safety audit should be released as soon as possible, it would appear WSL is reluctant to do so. Also, The FIBT continues to be skeptical about the speed and GForces attained by specifically 4man sleds.
- e. The Audit Committee will meet on November 15th to review the 2011 Audited Financials and review the Management letter.

- f. In concert with BDO, we have entered into discussions with a contractor to assist with the process and procedure of BCS financial management in an attempt to reduce auditing costs by preparing better for the annual audit.
- g. Recently many sports have adopted a Social Media and Networking policy to guide the Federation forward into the volatile world of Twitter, Facebook and other social media mediums. As BCS becomes more exposed to these opportunities, it was deemed prudent to develop policy for the Federation. I have provided a draft policy for your review. **BCS Social Media and Social Networking Policy** - PENDING
- h. There has been some turnover in BCBSA that has required BCS and specifically Nathan, to become more involved in some of the planning of their programs. Their Technical Director resigned in October and erased many files before leaving and then the President Carl Rochon, resigned in early November. Quite apart from a provincial section dealing with change and a lack of stability, some of our OTP funding is linked to the successful completion of their development programming, both that directly affect BCS.

4.2 Finance

In Dwayne's absence Don presented the Financials, Balance Sheet, Accounts Payable and Accounts Receivable as of October 31, 2012.

- Don reviewed the Balance Sheet, P&L, A/P and A/R as prepared by Dwayne as of October 31.
- It was noted that the A/P is inclusive of the athlete's fees that have just been inputted now that team selection has been completed. This amount was \$136,840 that however may require adjustment downward due to some changes in participation by the National Development Bobsleigh Programs competition schedule that will also reduce corresponding expenses.
- Sled sales that are reflected in the budget for Other Revenue shows a value of \$39,710 (16.8%). Of that value \$36,000 are donations to Athletes and is not reflective of Federation revenue. We anticipate a short fall in revenue of \$100,000 in this area due in part to inaccurate valuation of sled worth and lack of market to sell.
- Events revenue was slated for net revenue of \$367,550. Revenues garnered and expenses reduced may leave us a shortage of approximately \$100,000.
- Due to a favorable exchange rate we have realized approximately \$30,000 in savings thus far this year on expenses.

4.3 Marketing/Development:

PARTNERSHIPS

- 1) World Cup Partners
 - ResortQuest Whistler – Sponsor
 - Canadian Heritage / Sport Canada - Sponsor
 - Resort Municipality of Whistler – Supporter (Animation)
 - Whistler Blackcomb – Supporter (Services)
 - Constellation Brands - Supplier
 - Whistler Brewing Company - Supplier
 - Appleton - Supplier
 - Glacier Media – Print Media Partner
 - Global TV - Promotion
 - Citytv - Promotion
 - CBC – Promotion
 - Team 1040 - Promotion

2) Prospect Hosting

Agencies:

Wazuku (Resource focused)

Inventa (Coke, ICBC, Kellogg's, Nestle)

COC Sponsors:

Globe & Mail

Constellation Brands (formerly Vincor Canada)

Mining for Gold Prospects:

TriaAsia Partners

Capstone

BCS Prospects:

Chrysler Canada

Sequoia Restaurants

Appleton

Fasken Martineau

Whistler Stakeholders:

Resort Municipality of Whistler

Mayor of Pemberton

Whistler Blackcomb

Tourism Whistler

MARKETING

1) Website Upgrades – Races & Results, Broadcast Schedule & Coverage

5. Athletes' Business

There was no athlete's report.

With reference to amended or deferred athlete program fees as discussed at the previous meeting, Don noted that two members of the Athletes' Council had taken a straw vote of team members and the almost unanimous consensus from polled athletes was that they were not in favour of changing the present rules this year. While no official statement was received from the Athletes' Council, it was felt that they wanted the fees to stay as they were this season and refer the whole program for next year.

6. Officials Report

There was no officials report

7. New Business

1012.7.1 Concussion Protocol

Don provided for the Board a note sent by Nathan Cicoria to the National Skeleton Program that outlined a number of initiatives taken by BCS in the area of concussion management (attached). As well, upon review of recent incidents surrounding an athlete with non-impact concussion while on tour and the subsequent treatment of that athlete by an outside source, Don presented two draft documents for the Board's review: **BCS Injured Athlete Care and Travel Guidelines and BCS Supplemental Care Policy.**

As there were no athlete representatives present, Don was asked to get input from the Athletes' Council for the next meeting to bring the document question to the table.

PENDING

8. Adjournment

- Meeting adjourned 19.30

**NEXT MEETING AIC – 3rd Floor Boardroom
Tuesday, December 11, 2012**

Bobsleigh CANADA Skeleton

Social Media and Social Networking Policy

A. Introduction

Bobsleigh Canada Skeleton recognizes that social media can be used for organizational purposes to increase communication between and among its Members and partners and advance the promotion and positive profile of our sport and star athletes to a large audience. Bobsleigh Canada Skeleton also recognizes social media will be used for personal purposes.

Bobsleigh Canada Skeleton is committed to a sport and work environment that supports responsible and respectful use of social media by its athletes, coaches, officials, staff, Members and Board of Directors. All postings made to social media are treated as 'public,' comparable to comments or actions in a public forum or in front of a camera or microphone.

This policy describes Bobsleigh Canada Skeleton's commitment to using social media responsibly and provides the mechanism for our organization to deal with damaging messages quickly, responsively and effectively.

If you are in any doubt as to whether your activities fall within these guidelines, or if you just need some advice, simply send your question to BCS' communications manager who will respond.

B. Policy Details

1. Scope

This policy applies to all employees, directors, coaches, athletes, officials, volunteers and Members of Bobsleigh Canada Skeleton. It applies to online behaviour when serving as a representative of Bobsleigh Canada Skeleton and when participating as a sole individual.

The policy refers to use of a broad sweep of online activity including, but not limited to, social, professional and multi-media networks and live-blogging tools. Today, social media is no longer limited to blogs and social networking sites. You have participated in social media if you have:

- Posted a comment on a blog
- Posted a review or rated a product
- Tweeted anything
- Participated in an online poll
- Posted a status update on Facebook
- Created a LinkedIn Profile
- Uploaded a video to YouTube or Vimeo
- Shared an image on Flickr
- Shared your location on Foursquare or the like

This policy covers social media messaging and actions that fall within Bobsleigh Canada Skeleton's organizational jurisdiction and includes, but is not restricted to, protection of individuals, our brand, our sport profile, and relationships with our sponsors and funding partners.

2. Standard of Conduct – Messaging

Social Media Networking	BCS_Social Media & Social Networking Policy DRAFT_Nov182012.doc	20 Nov 2012	20 Nov 2012	1 of 4
Policy	File Name	Approved	Updated	Pages

Bobsleigh Canada Skeleton endorses a high standard of behaviour when using social media and does not condone any messages that:

- May constitute harassment, discrimination or violence;
- Are hurtful, malicious, degrading or otherwise offensive to an individual or group of individuals;
- Refer to controversial or potentially inflammatory subjects including politics, sex, and religion;
- Are damaging to our brand and/ or relationships with our stakeholders and funding partners;
- Divulge confidential or proprietary information that belongs to Bobsleigh Canada Skeleton; and/or
- Fail to respect the privacy of others by disclosing personal information without requisite consent.

3. Standard of Conduct – Posting

Only communications staff employed by Bobsleigh Canada Skeleton, or designate, may post on the official social media sites of the Corporation unless written permission is given by BCS.

All official inquiries about Bobsleigh Canada Skeleton must be answered through the Corporation’s official communication platforms. An individual receiving direct requests from others, e.g., a journalist, regarding issues relevant to Bobsleigh Canada Skeleton are to contact the communications manager and/or CEO prior to responding and in order to frame an appropriate response, as required.

Messages posted on personal online sites cannot be attributed to Bobsleigh Canada Skeleton and must not appear to be endorsed by or originated from the Corporation. All BCS employees, directors, coaches, athletes, officials, volunteers and Members of Bobsleigh Canada Skeleton are encouraged to include a disclaimer similar to the following on your personal blog, blog posting, or website: **“The opinions expressed on this [blog; website] are my own and do not necessarily reflect the views of Bobsleigh Canada Skeleton. The posts on this blog are provided ‘as is’ with no warranties and confer no rights”.**

4. Personal Responsibility

You are personally responsible for the content of your blogs and social media posts, both professional and personal. You can be held personally liable for any content deemed to be defamatory, obscene or offensive, proprietary or libelous. For these reasons, you should exercise caution with regard to exaggeration, colorful language, guesswork, obscenity, copyrighted material, legal conclusions and derogatory remarks or characterizations.

5. Local Policies and Customs

Always keep in mind that social media is not contained to geographic boundaries and content that may be acceptable in some regions may be offensive in others. All BCS employees, directors, coaches, athletes, officials, volunteers, and Members of Bobsleigh Canada Skeleton will comply with and adopt regional or country-specific social media policies (as long as the requirements do not violate Canadian law).

6. Issue and Crisis Response

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Should a BCS employee, director, coach, athlete, official, volunteer, or Member of BCS become involved in an issue or crisis situation, there are certain rules of engagement during crisis response that need to be taken into consideration.

Regardless whether the situation occurs offline or on, all BCS-related information, events, or situations are confidential and internal only until formally announced to the public by the communications department, President or CEO. Only the communications department, President or CEO, should conduct all discussions or communications about such events. Even when the information is public, you must consider whether any comment you make is appropriate.

If the online issue or crisis is of a personal or professional nature, deleting a post or blocking a user can often escalate the issue rather than solve it. If you see a comment, post, or content that you feel is inappropriate or poses a risk either to yourself, BCS, a fellow athlete, our sport or relationships with our sponsors and funding partners, please bring it to the attention of the communications manager, President or CEO for appropriate direction.

6. Imposing Disciplinary Sanctions

An individual that uses social media irresponsibly or disrespectfully in a manner that may bring Bobsleigh Canada Skeleton into disrepute and/or is contrary to the standards of conduct for messaging and posting set above will be subject to discipline internally from the Board of Directors. Indiscretions through social media are subject to the same discipline if an individual made similar damaging comments or actions in a public forum or in front of a camera or microphone.

The behaviour that is already expected by all BCS members is now expected in the new media. Failure to meet this expectation will be dealt with through the provisions of BCS Code of Conduct.

Disciplinary sanctions will reflect the seriousness of the infraction. Minor infractions are single, largely unintentional breaches of this policy that generally do not result in harm to individuals and/or Bobsleigh Canada Skeleton. Major infractions are either single breaches of significance or repeated multiple breaches that violate the Federation's Code of Conduct and that result, or have the potential to result, in harm to individuals and/or Bobsleigh Canada Skeleton.

Disciplinary sanctions for minor infractions may include the following:

- Immediate removal and retraction of messages in question;
- Verbal or written reprimands;
- A verbal or written apology; and/or
- Any other similar sanction considered appropriate relative to the breach.

Disciplinary sanctions for major infractions correspond to those in the Federation's Code of Conduct and may include the following:

- Immediate removal and retraction of messages in question;
- Formal, written notification of the nature of the violation against the Code of Conduct;
- Verbal or written apologies;
- Written reprimand;
- Probation or suspension;
- Monetary fine or payment of costs; and/or

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- Any other sanction considered appropriate relative to the seriousness of the breach.

Procedures for dealing with minor infractions will be informal. Procedures for dealing with major infractions will be formal as per the Code of Conduct.

Any individual may appeal the decision of infraction and its disciplinary sanctions by following the Appeals Procedure established by Bobsleigh Canada Skeleton.

Disciplinary sanctions imposed internally by Bobsleigh Canada Skeleton do not preclude legal action that may be taken against an individual using social media irresponsibly. Moreover, in the event that any third party claims are brought against BCS as a result of your unlawful blogging or social media activity, you will be held responsible for any costs or damages it incurs as a result.

C. Additional Pertinent Information

This Social Media & Social Networking Policy is meant to cover existing and emergent online tools and network options.

Compliance with this policy is referenced specifically in Bobsleigh Canada Skeleton’s agreements and/ or contracts with athletes, employees, consultants, and Board of Directors.

Expectations of this policy and complementary guidelines for social media use are covered in media training provided by Bobsleigh Canada Skeleton.

D. Policy Implementation

The Board of Directors, CEO/Secretary-General and Communications Manager have shared responsibility and accountability to implement and enforce this policy.

E. Policy Exceptions and Exclusions

None

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11/15/12

Accrual Basis

**Bobsleigh Canada Skeleton
Summary Balance Sheet
As of October 31, 2012**

	<u>Oct 31, 12</u>
ASSETS	
Current Assets	
Chequing/Savings	320,496.09
Accounts Receivable	362,158.20
Other Current Assets	20,463.00
Total Current Assets	<u>703,117.29</u>
Fixed Assets	618,075.32
Other Assets	512,026.84
TOTAL ASSETS	<u><u>1,833,219.45</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	73,699.44
Credit Cards	-65,286.36
Other Current Liabilities	48,447.32
Total Current Liabilities	<u>56,860.40</u>
Long Term Liabilities	23,080.00
Total Liabilities	79,940.40
Equity	<u>1,753,279.05</u>
TOTAL LIABILITIES & EQUITY	<u><u>1,833,219.45</u></u>

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11/15/12

Accrual Basis

Bobsleigh Canada Skeleton Profit & Loss Budget vs. Actual

April 2012 through ~~March 2013~~ ^{OCT 12}

	Apr '12 - Mar 13 ^{OCT 12}	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · COC Revenue	122,126.03	55,654.00	66,472.03	219.4%
4010 · Cdn Sport Centre Revenue	405,988.86	695,168.00	-289,179.14	58.4%
4020 · Event Revenue	5,750.00	489,750.00	-484,000.00	1.2%
4030 · FIBT Revenue	0.00	60,000.00	-60,000.00	0.0%
4040 · Other Revenue	39,761.66	236,000.00	-196,238.34	16.8%
4050 · Sponsorship Revenue	26,666.67	208,733.00	-182,066.33	12.8%
4060 · Sport Canada Revenue	1,660,423.80	2,367,832.00	-707,408.20	70.1%
4070 · Athlete Program Fees	136,840.00	108,844.00	27,996.00	125.7%
Total Income	2,397,557.02	4,221,981.00	-1,824,423.98	56.8%
Expense				
5000 · Administration	63,557.94	86,300.00	-22,742.06	73.6%
5014 · Insurance	145.00	51,000.00	-50,855.00	0.3%
5090 · Salaries and Benefits (Admin)	141,958.96	310,575.00	-168,616.04	45.7%
5091 · Salaries and benefits (Coach)	358,460.87	746,685.00	-388,224.13	48.0%
5100 · Americas Cup Event	0.00	83,300.00	-83,300.00	0.0%
5200 · Canadian Championships Event	0.00	3,500.00	-3,500.00	0.0%
5300 · Development Bobsleigh	21,371.18	109,050.00	-87,678.82	19.6%
5400 · Development Skeleton	5,068.30	109,330.00	-104,261.70	4.6%
5600 · Int Cup Skeleton Event	0.00	8,700.00	-8,700.00	0.0%
5700 · IST Logistics	2,126.16			
5800 · National Team Skeleton	91,417.79	412,607.00	-321,189.21	22.2%
5900 · National Team Bobsleigh	196,274.50	705,476.00	-509,201.50	27.8%
6000 · Officials expenses	482.37	4,900.00	-4,417.63	9.8%
6100 · Canadian Sport Centre Calgary	195,988.86	485,168.00	-289,179.14	40.4%
6200 · Recruiting	2,463.99	25,000.00	-22,536.01	9.9%
6300 · Starts and Strength Training	13,252.25	58,000.00	-44,747.75	22.8%
6400 · Workshop	6,433.13	10,000.00	-3,566.87	64.3%
6500 · World Cup Calgary	525.00			
6600 · World Cup Whistler	28,002.27	110,000.00	-81,997.73	25.5%
6700 · Marketing and Promotion	8,621.99	30,000.00	-21,378.01	28.7%
6800 · Official Languages	1,214.13	5,000.00	-3,785.87	24.3%
6900 · Meetings/Representation	6,945.75	7,000.00	-54.25	99.2%
6950 · VIK	0.00	180,000.00	-180,000.00	0.0%
7100 · Equipment	86,743.50	557,105.00	-470,361.50	15.6%
7300 · Research and Innovation	9,287.80	150,000.00	-140,712.20	6.2%
7400 · Debt Repayment	6,290.43			
7500 · Long Term Athlete Development	0.00	1,500.00	-1,500.00	0.0%
Total Expense	1,246,632.17	4,250,196.00	-3,003,563.83	29.3%
Net Ordinary Income	1,150,924.85	-28,215.00	1,179,139.85	-4,079.1%
Net Income	1,150,924.85	-28,215.00	1,179,139.85	-4,079.1%

Bobsleigh Canada Skeleton A/R Aging Detail

As of November 9, 2012

Date	Name	Open Balance
Current		
Total Current		
1 - 30		
10-10-2012	Jolyane Brisebois	5.00
10-22-2012	Winsport Canadaevnts	5,750.00
10-22-2012	AACTI	1,071.00
10-23-2012	Canadian Olympic Committee	1,600.53
Total 1 - 30		<u>8,426.53</u>
31 - 60		
09-21-2012	Jolyane Brisebois	-5.00
Total 31 - 60		<u>-5.00</u>
61 - 90		
08-01-2012	Canadian Sport Centre Calgary	55,000.00
08-01-2012	Canadian Sport Centre Calgary	125,000.00
Total 61 - 90		<u>180,000.00</u>
> 90		
04-01-2011	Jon Montgomeryprgfees	296.00
03-31-2012	Bobsleigh and Luge Canada	7,500.00
03-31-2012	Bobsleigh Canada Trust Fundbpbst	79.99
03-31-2012	Paul Fraser	376.00
03-31-2012	David Greszczyszyn	875.00
03-31-2012	Mellisa Hollingsworthfees	664.00
03-31-2012	SSQ Insurance Company	20,448.29
03-31-2012	Cassie Hawyrsh	336.00
03-31-2012	Canadian Sport Centre Calgary	3,000.00
03-31-2012	Alberta Skeleton Association	700.00
03-31-2012	Alberta Skeleton Association	850.00
03-31-2012	FIBT	724.50
03-31-2012	Sport Canada Excellence/otp	1,506.97
05-28-2012	Recruitment Fees	-460.00
05-28-2012	Jesse Lumsdenfees	-0.08
Total > 90		<u>36,896.67</u>

TOTAL

225,318.20

+

136,840. ATHLETE PROGRAM FEE

362,158

Bobsleigh Canada Skeleton

A/P Aging Detail

As of October 31, 2012
Open Balance

	Date	Name	Open Balance
Current			
Total Current			
1 - 30			
Total 1 - 30			
31 - 60			
	09-30-2012	Kelly Forbes Skeleton	1,000.00
Total 31 - 60			<u>1,000.00</u>
61 - 90			
	08-30-2012	Kelly Forbes Skeleton	1,000.00
Total 61 - 90			<u>1,000.00</u>
> 90			
	04-01-2011	Lyndon Rush	26.97
	04-01-2011	Neville Wright	26.97
	04-01-2011	Government of Canada	53,000.00
	04-01-2011	Kelly Forbes Skeleton	-10,000.00
	04-01-2011	Canadian Luge Association	1,824.75
	11-19-2011	Hans Hildebrandsled	7,300.00
	01-13-2012	Cutting Edge Signs	26.25
	03-16-2012	Landkreis Sachs	172.87
	03-29-2012	polizei schweiz	129.62
	03-29-2012	polizei schweiz	64.81
	03-31-2012	Cassie Hawrysh	220.00
	03-31-2012	Mellisa Hollingsworth	220.00
	03-31-2012	Emily Chrysanthou	2,500.00
	03-31-2012	Jenny Ciochetti fbt prizes	1,991.73
	03-31-2012	Emily Baadsvik fbt prizes	1,991.73
	03-31-2012	Sarah Reid fbt prize	80.60
	03-31-2012	Lyndon Rush fbr prizes	1,752.16
	03-31-2012	Amy Gough fbt prize	637.15
	03-31-2012	Jesse Lumsden fbt prizes	1,752.16
	03-31-2012	Kallie Humphries fbt prizes	3,982.19
	05-01-2012	Kelly Forbes Skeleton	1,000.00
	05-07-2012	Telus Communications	-0.30
	05-07-2012	Armstrong McCready	-0.22
	05-30-2012	Kelly Forbes Skeleton	1,000.00
	06-25-2012	Kelly Forbes Skeleton	1,000.00
	07-27-2012	Kelly Forbes Skeleton	1,000.00
Total > 90			<u><u>71,699.44</u></u>
TOTAL			<u><u>73,699.44</u></u>

BCS Concussion Management
Emailed by Nathan Cicoria
National Skeleton Program Athletes and Staff
August 9, 2012

In reference to our discussions on Wednesday at the Team Meeting at Ric's, I wanted to take this opportunity to outline the current system in place for Concussion Management within BCS. With that being said, and possibly more importantly, I think it is also imperative that I bring everyone up to speed on what initiatives are in currently place and those we are presently exploring, to establish a comprehensive Concussion PREVENTION program within BCS.

The current CONCUSSION MANAGEMENT PROTOCOL, which BCS has implemented a number of years ago and which has undergone regular revision, includes the following elements. These points outline standard procedures for athletes, coaches and medical support staff for pre/post-concussion management.

- Pre-Season Assessment
 - Annual Baseline Cognitive Assessment (CogSport, IMPACT, KinArm evaluations)
 - Pre-Season Medical by Team Physician
- Injury Protocol
 - Steps to be taken by onsite personnel in the event of a crash, hit to the head, or suspected concussion
- Post Injury Period
 - General principles of concussion management and recovery necessities.
 - Factors impacting the concussion recovery process
- Return to Competition
 - 5 Stages to progressively evaluating an athletes condition prior to a return to active on-ice training

In an effort to develop a comprehensive CONCUSSION PREVENTION PROTOCOL, BCS has also begun to implement the following initiatives. We are committed to continuing the development of this Protocol and to ensuring that we are also holding ourselves to the highest level with regards to their implementation.

- General shift of Coaching Philosophy as it relates to the importance of Run Volume over the course of the on-ice season;
 - Prior to Vancouver 2010, BCS recognizes that a strong philosophical position was taken to actively encourage and provide opportunities for high run volumes in preparation for a home games. This approach was taken in a time whereby facility access was not a limiting factor in terms of potential medal success at the games. Ensuring our athletes had considerably more runs than our competition was an objective of the High Performance Program.
 - Since 2010, while BCS maintains that high run volumes definitely have the potential to contribute to a better understanding of the tracks and therefore support our respective performances, we recognize that a balance must be attained between competitive advantage, technical preparations and athlete health / well-being. Run volume must be managed individually to ensure that the number of runs, taken over the course of a particular time span, is supported with sufficient rest, recovery and resources for both physical and cognitive health.
- A significant portion of the National Skeleton Program IST Budget has been allocated to the provision of medical and paramedical service providers, capable of supporting the rest and recovery process. These include access to Chiropractic, Massage, Physiotherapy, Team Physicians, nutrition counseling etc.
 - Tyson's Neck and Head Program, is designed to evaluate NSP athletes individually for a better understanding of their physical / cognitive thresholds, and is a recent

- development within this program;
- Our Pre-Season Assessment protocols, in particular the Cognitive Baseline Assessment, have undergone regular improvement as new technologies and information on cognitive health and concussions becomes available. The KinARM technology, which is considered leading edge cognitive assessment technology was utilized, in conjunction with regular IMPACT testing, in 2011-12;
- BCS has purchased and is in the process of implementing the use of iPads and mobile applications to improve IST communications, both trackside and internationally. The Smartabase / CAMP system (Canadian.Athlete.Monitoring.Program), will give coaches and medical staff instant and coordinated access to athlete medical records, therapy plans and treatment results to improve our understanding of an athletes medical condition in real time. This system is currently in the process of implementation as our staff has begun to receive these units and is awaiting medical record upload for full integration.
- In light of a number of unfortunate accidents in 2011-12, BCS is revising our Emergency Response Plan for critical incidents, incorporating invaluable lessons learned.
 - A few noteworthy points of revisions include:
 - Dispatch of Sport Psychology for management of immediate post-injury stress responses in order to alleviate long term impacts of traumatic events (Post Traumatic Stress Disorder);
 - Review of our protocols for sending athletes home post-injury (travel logistics, chaperones, timeliness of return etc.);
 - Major Injury planning, services and coordination upon return (i.e. Medical Coordinator for Skeleton – Tyson) in order to ensure athletes returning home get immediate access to recovery / rehabilitation resources;
 - Debrief of all key staff and athletes involved, to ensure a comprehensive review is completed to identified areas of positive program implementation and those that require improvement;
- On June 11, 2012 BCS participated with a number of other NSO's (Alpine, Luge, Equestrian, Biathlon etc.), Medical Professionals and Academics in the Inaugural Canadian Sport Safety Symposium at Winsport. This daylong event gave the group our first true opportunity to cross-pollinate with other sports and experts in the field of equipment safety and emergency response protocols. I presented both Bobsleigh and Skeleton at the conference and our sports became a focal point, given the nature of our sports, for the discussion. From this event the following initiatives have begun:
 - BCS involvement in the revision of ASTM guidelines for certifying sliding sports helmets and destructive testing protocols for improved safety and design.
 - Winsport has committed lands and resources (in principle), to the creation of a HHIT (Human and Head Impact Team) facility and is proposing to develop a Centre for Concussion Research here at COP
 - Dr. Winne Meuwisse approached Luge and BCS to participate in a new program using helmet accelerometer technology for research into the forces our athletes are subject to while sliding. The IOC's Sport Injury Prevention Research Centre is initiating this research at the University of Calgary. Details to follow;
 - BCS involvement with the Sport Committee for Skeleton, which subsequently lobbied against the implementation of standardized UVEX helmets. This position was taken, given that the design of these helmets has diminished in recent years. UVEX has recently moved to a uniform helmet shell, which is only sized by adding or reducing interior padding to accommodate different head sizes; a distinct disadvantage for smaller heads, given the increase in padding (therefore increased weight)

- required for "accurate" fit.
BCS is in constant planning and collaboration with our facility partners to ensure the highest quality of ice and track staff is maintained for our tracks. This is obviously a very involved process given the various budgets and HR resources available to manage our respective venues.

Finally, as a result of our discussions on Wednesday night, the HPC is reviewing the number of race runs required to complete the Selection Process for 2012-13 and beyond. Understanding that the FIBT calendar is gradually starting earlier and earlier every year, we must be aware of the required rest before the start of the season.

Bobsleigh CANADA Skeleton

Injured Athletes Care and Travel Guidelines

A. Introduction

Bobsleigh Canada Skeleton strives to provide for our athlete’s medical needs through a comprehensive integrated services program developed in cooperation with our partners: Own The Podium, Canadian Sport Centre Calgary, University of Calgary, Winsport Canada and others. Based upon our needs and available resources, BCS coordinates medical treatment, performance enhancement through strength and conditioning modalities, and supplemental para-medical support.

An athlete’s care while participating with a BCS team at the National or National Development team is paramount. Decisions relating to the care of the athlete while participating on a BCS team will always be made in the best interest of the athlete’s long-term health.

B. Guideline Details

1. Scope

This guideline applies to all athletes of Bobsleigh Canada Skeleton. This guideline principally addresses medical care, support, and authority for athletes injured or affected by a previous injury or condition while travelling with the National or National Development program.

2. Out of Country Medical Insurance

BCS shall be responsible to ensure that all athletes travelling with the National or National Development program are covered through a third party athlete insurance program like the Canadian Athlete Insurance Plan (CAIP) which is inclusive of out of country medical insurance. BCS shall provide coverage at least at the Bronze level. Athletes may purchase a higher level of care at their own cost.

3. Authority

In the event that an athlete is required to be hospitalized or sent home due to an inability to participate, the decision will be made in consultation with the athlete, but will be driven by the Lead Medical Officer of BCS and the lead staff and/or medical providers on site.

- Lead Medical Officer (LMO) – is the designate in Calgary that is qualified to make a decision as to determine the “safe to participate” (STP) or “safe to travel” (STT) ability of the athlete;
- On-site Lead Medical Provider (OSLMP) – if BCS medical staff accompanies the athlete, that person is the OSLMP. If not, the on-site lead contact shall be the head coach. If the team has two or more medical personal, the designation as OSLMP will be determined by those present based upon what is in the athlete’s best interest and the needs of the remainder of the team;
- Local Medical Service Provider (LMSP) – In some cases if there is a significant trauma, the attending Physician maybe be the OSLMP, communicating with the LMO;
- The High Performance Director and/or CEO shall be party to all pertinent discussion and will provide final approval on any financial liabilities forth coming to the association.

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4. Approvals

In all cases, the approval process shall commence with notification of the situation to the High Performance Director or CEO, preferably in writing. The process of approval shall be communicated to the athlete, coach and High Performance Director or CEO:

- Stop an athlete from participating – This decision can be in practice or in competition and is at the discretion of the OSLMS. This decision should be in consultation with the LMO and if necessary the LMSP. This decision must be communicated, preferably in writing, to the High Performance Director or the CEO.
- Safe to travel – If the athlete has been removed from competition, but the injury is not severe enough to have the athlete sent home, and as such will remain with the team, this decision is at the discretion of the LMO in consultation with the OSLMS and if necessary the LMSP. This decision must be communicated, preferably in writing, to the High Performance Director or the CEO.
- Repatriate the Athlete - If the athlete has been removed from competition, and the injury is deemed severe enough to have the athlete sent home, this decision is at the discretion of the LMO in consultation with the OSLMS and if necessary the LMSP. This decision must be communicated, preferably in writing, to the High Performance Director or the CEO.

5. Travel Considerations

If it is the decision of the LMO to repatriate the athlete, the decision shall also be made by the LMO as to whether or not the athlete may fly home unaccompanied. Dependent upon the decision of the LMO, the injured athlete may be accompanied by a teammate, medical provider or staff person.

No athlete will be left alone until they have been placed on the plane. It is the role of the OSLMP to stay with the injured athlete even if it means they will have to meet up with the team at a later location. The care and supervision of the injured athlete is paramount.

C. Guideline Implementation

The CEO, High Performance Director, Coaching staff and Medical personnel have shared responsibility and accountability to implement and enforce this guideline.

D. Guideline Exceptions and Exclusions

These guidelines are at the discretion of the LMO and the ONLMP, as situational analysis is critical for the care and safety of the athlete.

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Bobsleigh CANADA Skeleton

Supplemental Care Policy

A. Introduction

Bobsleigh Canada Skeleton strives to provide for our athlete's medical needs through a comprehensive high performance program developed in cooperation with our partners: Own The Podium, Canadian Sport Centre Calgary, University of Calgary, Winsport Canada and others. Based upon our needs and available resources BCS coordinates medical treatment, performance enhancement through strength and conditioning modalities, and supplemental para-medical support.

Given that BCS strives to ensure the best available standard of care of our athletes, this policy deals with the review and support of supplemental care for an athlete outside of the services provided by BCS and our service providers.

B. Policy Details

1. Scope

This policy applies to all athletes of Bobsleigh Canada Skeleton. This policy addresses the engagement of BCS resources; financial or human in an athlete's pursuit of supplemental services over and above those provided by BCS.

The policy defines supplemental services as any modality of service such as but not limited to: medical, para-medical (physiotherapy, chiropractic, massage therapy, neurological, naturopathic and psychological) and performance training (strength, conditioning and speed), that is beyond the scope and capacity of the Federation to offer.

2. Approvals

Any athlete that is considering supplemental service should first engage, dependent upon the service required: BCS medical personnel, BCS coaching staff and/or the High Performance Director.

It is through these discussions that the athlete and BCS personnel can determine the need and necessity of a supplemental service.

It is recommended that any supplemental services of a medical nature be lead by the BCS medical personnel in consultation with the High Performance Director.

If there is no anticipated financial commitment required of BCS, the athlete, while encouraged to gain approval from BCS personnel, is not required to receive such approval.

BCS must provide a supplemental athlete health care plan such as Canadian Athlete Insurance Program (CAIP) for all National Program and National Development Program athletes at the minimum of a bronze level. Any supplemental care costs must first exhaust the athlete's insurance coverage before any financial resources of BCS may be expended. BCS's maximum liability to supplemental care costs will be no greater than \$2500.00 per year for an athlete.

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Prior written approval by the High Performance Director is required to enter into an agreement with an athlete for any form of supplemental service in which BCS has any financial liability. The agreement shall include but be not limited to:

- Service Provider to be used;
- Agreement by appropriate BCS personnel on the service to be provided;
- Anticipated duration of service;
- Anticipated outcome for the athlete and;
- Cost

C. Policy Implementation

The CEO, High Performance Director, Coaching staff and Medical personnel have shared responsibility and accountability to implement and enforce this policy.

D. Policy Exceptions and Exclusions

None

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