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I am very pleased to be able to present the first edition of the Rowing Canada Aviron Regatta Manual. The manual is designed for all clubs and organizations that host or plan to host regattas, big or small.

The genesis for the RCA manual was the production of the Rowing British Columbia regatta manual. Rowing Canada Aviron wishes to thank Rowing BC for the use of its manual as the basis for the RCA manual. This sharing of knowledge is an excellent example of the successful collaboration that occurs in our sport.

Rowing Canada Aviron Safety and Events Committee members, Mike Bagshawe (chair), Matteo Cendamo, Carol Purcer, Debbie Sage and Derek Ventnor further developed the RBC manual into this edition. We thank them for their contributions and insights into regatta planning and management.

Thanks also go Domestic Development Officer – Sport Technical, Dave Derry, for production co-ordination and to Joan Crawford Graphic Design for the layout and digital files.

Rowing and regattas are synonymous. We think you will find this manual very helpful in making your future regattas a success.

Peter Brook Vice President, National Development



Rowing Canada Aviron Regatta Manual a guide to your planning

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introduction

The Rowing Canada Aviron (RCA) Regatta Manual is intended to be a resource for clubs that stage regattas. There are many perspectives to staging such events regardless of size and this manual has been created to be used as a guide for the process. The manual was developed with the input of knowledgeable individuals from across Canada and presented in a manner to allow an Organizing Committee to learn from the experience of others, and thereby reduce their own learning curve.

The contents cover all the aspects involved in the planning and execution of the regatta. Each section is laid out in a standard chronological sequence used in planning and running successful events and takes the user from the basic level of application to the detail level of implementation. The appendices provide technical data pertinent to the topic. These guidelines are also enhanced by the inclusion of some "best practices" - presented in a manner in which the user can select any aspect required for their regatta. This format is relevant to users accustomed to staging regattas, to those wishing to grow their event and to those embarking on their first regatta.

With thorough planning, regattas are a rewarding experience for athletes, coaches and Organizing Committees. It is the intention of the RCA Regatta Manual that sharing common practices can begin to normalize such events throughout Canada and allow organizers to work towards leaving a legacy from their event, be it from a planning or a physical standpoint.

1. ORGANIZATIONAL STRUCTURE

A typical organizational structure begins with an Organizing Committee (OC) who select a Regatta Chairperson, and a Chief Umpire. The OC is a legal entity, either a club or separate structure, and a member of Rowing Canada Aviron (RCA) and their Provincial/ Territorial Rowing Association (P/TRA). Each member of the OC oversees a Function Area until the completion of the regatta, including follow-up.

The Regatta Chairperson should be selected at the outset. This person should be knowledgeable and able to handle the organization of the regatta. This person should be familiar with the facilities, familiar with volunteers in the area, and he/she should be independent of other tasks during the running of the event. (e.g., he/she should not be a competitor, coach or an official at the regatta while it is being run.) The Regatta Chair will work hand in hand with the Chief Umpire to ensure a safe, fair and enjoyable event.

The Regatta Chairperson will oversee the OC and will be responsible for all regatta related activities. These activities fall under the following Function Areas:

- Technical;
- Administration;
- Planning;
- Operations;
- Communications;
- Public Relations/Marketing;
- Special Services; and
- Hospitality.

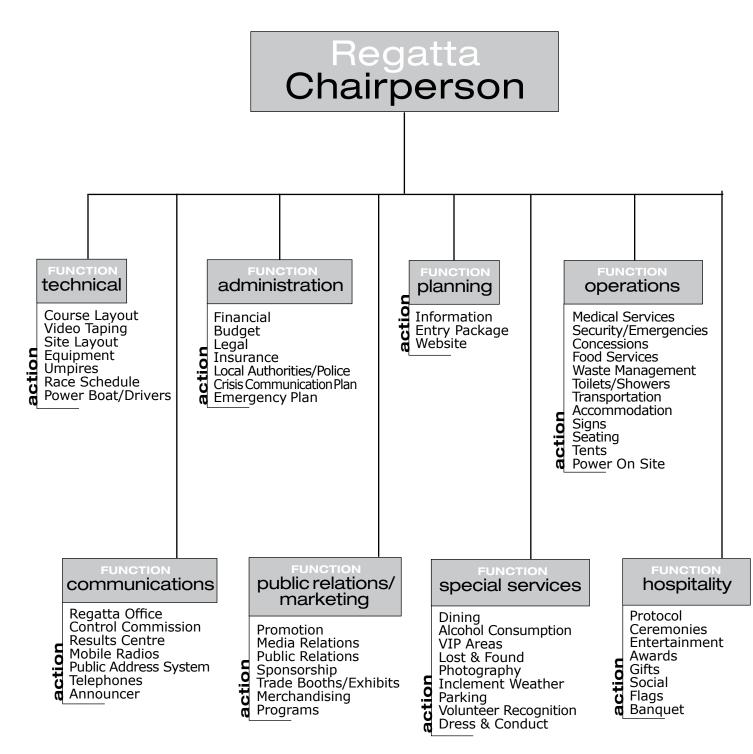
The Regatta Chairperson will assign Directors to each of the Function Areas. The Director's role will be to lead a sub committee, if required, to ensure all responsibilities of that area are ready for the regatta. The Director will also be responsible to report to the Organizing Committee as the preparations for the regatta are completed.

The Director will work within the assigned Function Area and develop action areas, a budget, and a timeline. To develop these they will need to determine the facilities and equipment required and the number of volunteers required. They will also need to: develop job descriptions; recruit, train and schedule volunteers; arrange meetings as required; and liaise with other Function Areas, as required.

The Regatta Chairperson and the OC will seek sanction for the regatta from the P/TRA. Depending on the P/TRA process the Chief Umpire will be selected or assigned at this time. Sanction must be applied for every year. You can find links to Rowing Canada Aviron's sanction policy and sanction procedure in Appendix A.

The Regatta Chairperson will work with the Chief Umpire in unison to deliver a fair and safe regatta. The Chief Umpire, as a representative of Rowing Canada Aviron at the regatta, has the duty to uphold the current rules of racing including the sanction document amendments at the regatta. The Regatta Chairperson and the OC has the responsibility to provide facilities, scheduling, infrastructure and the support personnel to ensure the jury can oversee a well-run regatta.

LOCAL ORGANIZING COMMITTEE STRUCTURE



2. REGATTA CHAIR AND CHIEF UMPIRE RESPONSIBILITIES

Both the Regatta Chair and the Chief Umpire are key components to a successful event. They work together to ensure that all aspects of the regatta are met including: a) the requirements of RCA to hold a sanctioned regatta, and b) the local requirements for such an event.

The following is a suggested separation of duties for both roles:

The Regatta Chair is responsible to:

- Select the Organizing Committee;
- Ensure that all sanctioned documents are completed and filed, local licenses and permits are secured;
- Ensure that the Organizing Committee are meeting their responsibilities in a timely fashion;
- Communicate information with the Organizing Committee to share with their volunteers;
- Establish a Regatta Office a central place for administrative requirements during the regatta;
- Establish an area for the Chief Umpire and Umpires to locate bags, equipment and to meet as necessary before and after shift as well as to manage protest meetings
- Oversee the operations on Regatta Day working in tandem with the Chief Umpire;
- Respond to issues outside of the responsibility of the Chief Umpire;
- Work with the Chief Umpire to solve issues arising within his/her responsibilities;
- Ensure that any incidents of safety are reported to RCA and all paper work is completed;
- Follow up with the Chief Umpire with post regatta sanction document requirements.

The Chief Umpire is responsible to:

- Implement all required RCA Rules of Racing to run the regatta;
- Select Umpires for the regatta and establishing a schedule for Umpires;
- Work closely with the Regatta Chair to ensure planning for the event is thorough and falls within the RCA Rules of Racing;
- Attend Organizing Committee meetings, when possible, to contribute to planning an ensure complete preparation for regatta day;
- Ensure that all Umpire requirements are met including but not limited to: equipment; launches; food; shift information; accommodations, if necessary, etc.
- Ensure that all technical requirements are in place for regatta day;
- On regatta day, responsible for all aspects of regatta as outlined in the RCA Rules of Racing to ensure a safe and fair event;
- Work with the Regatta Chair to solve any issues as necessary;
- Work with the Regatta Chair on weather decisions;
- Follow up with the Regatta Chair with post regatta sanction document requirements.

3. ORGANIZATIONAL TIMELINE

This is a suggested timeline to use as a guide:

24 to 12 Months to Regatta:

• If this is a National or FISA Regatta, a bid package will need to be prepared and sent to Rowing Canada Aviron by the specified date for review and approval.

12 Months to Regatta:

- A Regatta Chairperson needs to be selected;
- Initial selection of the organizing committee to take place; Administration, Operations, Special Services, Communication and Results, Hospitality, Public Relations and Marketing, Technical, and Planning;
- Regatta sanction forms need to be completed and sent into P/TRA for review and approval. Each Province or Territory determines the timelines for sanction submission. Contact your P/TRA for accurate information.

9 Months to Regatta:

- Conduct first Organizing Committee meeting; create a working calendar with important dates marked on it;
- Prepare a preliminary budget.

8 Months to Regatta:

- The start of the advertising campaign, including a poster (if needed);
- Determine if a Regatta Package will be mailed or a postcard to direct participants to the website for on-line entries;
- Create Sponsorship and Vendor Packages;
- Create a target list of sponsors and vendors.

7 Months to Regatta:

- Conduct second Organizing Committee meeting;
- Send out Sponsorship and Vendor packages.

6 Months to Regatta:

- Final Organizing Committee selected (these are all the people that will carry through to the end of the event);
- Conduct third Organizing Committee meeting;
- Make sure all members of the committee are aware of their tasks;
- Regatta package ready for distribution (if mailing);
- Regatta site map completed;
- Advertising campaign in full swing.

5 Months to Regatta:

- Ensure that all rental items have been ordered: portable toilets, scaffolding, medical staff, tables and chairs, tents, security, PA system, etc.;
- Arrange and order regatta souvenirs;
- Order volunteer gifts;
- Order prizes; medals, ribbons, etc;
- Meet with Chief Umpire.

4 Months to Regatta:

- Conduct fourth Organizing Committee meeting, inclusive of the Chief Umpire;
- Start volunteer recruitment;
- Confirm sponsors;
- Assign remaining major project tasks;
- Set up contingency plans for regatta in case of weather issue, injuries and other problems that may occur during the regatta.

3 Months to Regatta:

- Publish entry forms, send out in the mail or post on the web site;
- Start arrangements for awards presentations, especially if guests are going to be invited to make presentations;
- Start arrangements for Regatta Dinner/Banquet/Thank you BBQ if applicable.

2 Months to Regatta:

- Recruit and assign volunteers to jobs (See Appendix O and M for details);
- Conduct fifth Organizing Committee meeting inclusive of the Chief Umpire.

1 Month to Regatta:

- Start Media campaign;
- Confirm equipment rental requests;
- Conduct sixth organizing committee meeting inclusive of the Chief Umpire;
- Fix personnel assignments and prepare task procedures;
- Final plans are announced;
- Reminder sent out about entry due date.

3 Weeks to Regatta:

- Conduct seventh and final Organizing Committee meeting inclusive of the Chief Umpire;
- Confirm medals and gifts have arrived;
- Confirm that the presentation ceremony is organized;
- Communicate with all volunteers;
- Confirm rentals and delivery times;
- Check over course equipment; buoys, motor boats, safety equipment, scales;
- Entries close.

2 Weeks to Regatta:

- Publish draw;
- Communicate with volunteers;
- Finalize race draw;
- Check eligibility of rowers (i.e. RCA and P/TRA membership).

1 Week to Regatta:

- Assemble regatta packages;
- Final site set up;
- Course set up;
- Check over motor boats, safety equipment, fuel supply, scales;
- Conduct training for volunteers prior to event. (See Appendix D)

Regatta Prep Day:

- Trailer parking coordination;
- Set up venue;
- Post course flow maps and other important information;
- Complete course and technical installations;
- Final draw posted.

Post Regatta:

- Organizing Committee, including the Chief Umpire, debrief of the regatta and process;
- Start process again for next year, the time line could be tightened if the Organizing Committee is experienced with the regatta and the framework of the regatta does not change from year to year.

4. FUNCTION AREAS AND RELATED ACTION PLANS

The Action Plan formally identifies and prioritizes the actions of the club/organization for the regatta. The Action Plan should be used to establish the timescale, leadership and personnel, and costs for each Function Area. The Action Plan may be used as a business plan when applying for some funding grants as well as a record of past practices.

An Action Plan template is located in Appendix B.

Administration – Financial Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Financial	Establish bank account and signing authority.				
	Develop financial controls to ensure that each Director operates within his/her budget.				

Considerations:

Will there be a contingency established in the budget?

How will it be accessed?

How will over-runs or surpluses be dealt with?

Travel and subsistence policies and procedures:

- What expenses will be reimbursed?
- Rates for reimbursement?

Purchasing policies and procedures:

- Who will have signing authority for purchases?
- Procedures for different purchasing levels depending on the dollar value.

- Will local businesses be given preference when purchasing?
- Must the lowest price tendered be accepted?

Does the club/organization already have these policies? See Policy and Procedure templates in Appendix C.

Administration – Budget Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Budget	Meet with Local Organizing Committee Directors to identify budgetary requirements of each Director.				
	Consolidate budget of each Director into the regatta budget.				
	Develop policies on budget revisions as required.				
	Liaise with the Administration Director and the Public Relations/Marketing Director to identify potential revenue sources.				
	Assist all committees in interpreting and explaining the budgets.				
	Monitor budget.				

Considerations:

See the Regatta Budget example in Appendix D.

Administration – Legal Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Legal	Book use of the facilities (boathouse, waterway, boat storage, etc.)				
	Identify agreements, permits or licenses which may be required.				
	Prepare necessary documents.				

Considerations:

Waterways, boat launches, parkways, airspace, to name a few, are all areas requiring different permissions across the country. Research the requirements for your regatta site well in advance.

Administration – Insurance Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Insurance	Verify insurance available through Rowing Canada Aviron.				
	Identify/Obtain additional insurance which may be required.				

Considerations:

If the regatta is sanctioned by Rowing Canada Aviron and all the participants are members of Rowing Canada Aviron, then the insurance policy available to the members of Rowing Canada Aviron will cover the event.

Do you need General Liability and Accident Insurance?

See Appendix A for a link to Rowing Canada Aviron's Risk Management and Insurance document.

Administration – Local Authorities and Police Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Local Authorities and Police	Notify all local authorities about the event.				
	If necessary, request police support in monitoring pleasure craft traffic near the course.				
	If necessary, hire trained traffic control person(s) to maintain control on the roads.				
	If required, oversee the method of parking and ensure the necessary control.				
	Be available to assist with any emergency that may arise.				

Considerations:

Ensure that regatta traffic does not block traffic on local roads.



Administration – Communication and Emergency Planning Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Communica- tion and Emergency	Appoint an official spokesperson to speak officially on behalf of the regatta.				
Planning	Develop a communication plan to handle rescheduling of events due to weather.				
	Develop a communication plan to handle serious medical or security incidents.				

Considerations:

The official spokesperson is usually the Regatta Chairperson.

Communication plans should be developed in consultation with the Regatta Chair, Chief Umpire and following committees:

- Security
- Telecommunications
- Medical
- Media

Communication plans are essential:

- To ensure key officials are informed of serious injuries, etc. as required
- To ensure the media are provided with factual, accurate and timely information
- To ensure that appropriate procedures are established to report accidents to the P/TRA and Rowing Canada Aviron.

Planning – Information Communication Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Information Communica- tion	Identify Clubs that may wish to attend the regatta.				
	Prepare a mail-out or email distribution list including clubs, media, and others who may wish to know about the regatta				
	Contact your P/TRA to assist in email push outs.				
	Identify the types of information which should be sent out.				
	Develop timetable for communication.				
	Prepare mail-outs and emails.				
	Send mail-outs and emails ensuring all information is collected and assembled for each mail-out.				

Considerations:

Planning – Entries Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Entries	Determine if entries will be on-line or paper.				
	Develop or modify entry forms.				
	Prepare a schedule for mailing entries and conducting follow- ups if necessary.				
	Send out entry form or post on web site.				

Considerations:

Determine whether a standard entry form exists.

Ensure that forms have space for all the information required about the crews/club.

Ensure that the entry deadline is clearly marked on the forms.

Ensure that all information is collected and assembled for each mail-out.

Determine where forms will be returned to (e.g. Club address, Chair's address).

Planning – Website Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Website	Club or Organization has a clear and concise Home page with a link to the Regatta information.				
	Regatta information should include the type of regatta; rules specific to the regatta; RCA exemptions; timelines; entry forms; contact person; site map; link to accommodations & other general information for the site user.				

Considerations:

Having a website dedicated to your regatta allows you to expand the information that you send out to the world about the regatta.

A website will allow you to have all the regatta information posted year round. A website will allow you to handle all registration and scheduling on a computer program, as well as post the results. There are third-party regatta programs available.

Operations – Medical Services Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Medical Services	Contact the local St. John Ambulance or EMS unit to arrange for them to attend the regatta				
	Contact a local Sports Medicine Association to arrange for a physician to be available for the regatta.				
	Prepare facilities for medical staff.				
	Develop an Accident Report Form and distribute copies to the medical staff. (See Appendix N)				
	Develop a form and procedure that informs the office that an athlete has a medical condition and a substitution can be made or use the Incident Report form found in the Policies section on the RCA website.				
	Develop a procedure so the office knows that an athlete that was a medical is now allowed to row.				

Considerations:

Depending on the size of the regatta a Sports Medicine Physician may not be required. Ensure that the medical staff has proper facilities, radio access and telephone services that may be required in the event of any emergency that may arise.

Operations – Security/Emergencies Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Security/ Emergencies	Provide overnight security for boats, trailers, etc.				
	Control access to restricted areas.				
	Develop a crowd management plan.				
	Develop an alcohol tolerance plan.				
	Provide security for trophies, medals, plaques, flags, etc.				
	Provide staff with telephone numbers for police and fire department.				
	Implement emergency services if required to support medical staff.				

Considerations:

Operations - Security/Emergencies Action Plan
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Operations – Concessions Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Concessions	Decide how the concessions will be handled.				
	Create a contract for all outside concession users to formally relay expectations by the OC.				
	Contact the Administration Director to arrange for drafting contracts (if required).				
	Determine items which can be sold at concessions.				
	Recommend price ranges for concession items.				
	Prepare a site layout for the concession booths.				
	Collect deposits from the concessionaires when site layouts are provided to them (if necessary).				
	Supervise the operation of concessions.				

Considerations:

Concessions can be run by volunteers, local clubs or auxiliary groups, or professionals. It is proactive to have all outside vendors sign a contract to ensure there is clear communication regarding pricing and regatta/site expectations such as time of set up and take down, facilities available such as electricity, water etc. Make sure significant drinking water is available for all those involved and observing the regatta.

See Appendix E for a Site Layout example.

Operations – Food Services Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Food Services	Establish the type of operation required and approach companies or organizations who might be interested in running the operation.				
	Determine the best packaging for food and drinks to be delivered both on land and on water.				
	Determine who the regatta will be responsible for feeding, and establish policies and procedures.				
	Communicate the process with the particular groups – volunteers, umpires, etc.				
	Identify financial requirements for the meals.				
	Identify the number of volunteers required to assist with the provision of meals.				
	Develop a system to deliver meals to volunteers/umpires on land and on water.				
	Supervise the operation of meal services.				
	Determine the number and the skills of volunteers to deliver the meals in a timely fashion.				
	Ensure that dining areas available to the public are adequately advertised.				

Considerations:

Be aware of local Health and Safety requirements with regard to food e.g. refrigeration, sanitation, etc. If there is a break for meals, have an area where the volunteers and Umpires are to eat at the regatta site.

Operations – Waste Management Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Waste Management	Inspect the site to determine the sanitation needs.				
	Acquire an adequate number of garbage and recycling bins and make them available on-site.				
	Develop a daily schedule for garbage removal.				
	Arrange for garbage to be removed, either by volunteers, regular sanitation services, or by contract.				
	Check if a local organization is willing to run a recycling program to reduce waste collected.				

Considerations:

Sometimes local Boy Scout or Girl Guide organizations are willing to be involved to provide opportunities for them to meet badge requirements.



Operations – Toilet/Showers Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Toilet/ Showers	Inspect the site to determine that adequate facilities are available.				
	If adequate washroom facilities are not available, arrange for portable washroom facilities.				
	If shower facilities are not available, ensure that participants are aware they are not available before they travel to the site.				
	Notify participants of facilities available to them before they travel to the site.				
	Properly sign all facilities.				
	Properly stock all facilities.				
	Clean facilities daily and periodically monitor facilities each day.				

Considerations:

Locate any portable washroom facilities in convenient locations, but in locations away from the main areas where crowds watch the events.

There should be 1 toilet for every 50 competitors (reminder: check local codes).

Operations – Transportation Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Transport- ation	Determine whether the regatta organizers will be responsible for transportation of athletes.				
	Identify transportation requirements for the regatta.				
	Evaluate the size of groups to be moved and the distance involved.				
	Organize vehicles and identify drivers.				
	Establish schedules for transit and notify clubs/athletes.				
	Identify transportation costs for clubs/athletes to pay.				
	Obtain proper liability insurance for the drivers (if required).				

Considerations:

Create a contingency plan for inclement weather if your parking area for spectator cars is a field or dirt area. Book a school parking lot and a shuttle bus for emergencies.

Operations – Accommodations Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Accom- modations	Determine the accommodations needs of the event. This could include athletes and umpires, as well as spectators.				
	Complete an inventory of the accommodations available including telephone and fax numbers.				
	Contact local hotels and motels to obtain prices.				
	Contact local community members potentially willing to host participants.				
	Send accommodation information to regatta participants.				
	Establish a link on the website for easy access to local accommodations.				

Considerations:

Each regatta will determine different requirements with regard to accommodations. Consider your regatta's needs before taking next steps.

Maintain contact with the hotels and motels to be in a position to assist individuals who may require accommodation at the last minute.

Plan and hold a function for those who will be hosting regatta participants from out of town.



Operations – Signage Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Signs	Develop a list of signs necessary to provide smooth movement of athletes and spectators.				
	Purchase or build necessary signs.				
	Prepare a system for setting up the signs and maintaining them.				
	Construct a results board in a prominent area.				

Considerations:

Spare signs may be required to replace lost or damaged signs.

See Appendix R for thumbnails of typical regatta signs from RCA's electronic version of this manual.

Operations – Seating Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Seating	Determine if seating is required at your event.				
	If seating is necessary, determine the number of athletes and spectators expected at the regatta.				
	Arrange for a sufficient number of seats.				
	Have spare seats stacked in a dry location in case of emergency.				
	Identify a group of helpers who can assist with seating set up and take down.				
	Identify locations where seats can be borrowed for the regatta.				
	Organize the movement of borrowed seats to and from the regatta site.				

Considerations:

Ensure that all borrowed seats are cleaned up prior to returning them to their owners. Ensure that chairs are made available to volunteers at different areas of the venue to be used if needed during the course of their shift.

Operations – Tents Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Tents for regatta	Identify the items and functions which require cover.				
use	Determine the number of tents that will be required.				
	Contact the companies who rent tents, obtain prices, and arrange for rental.				
	Establish a crew who will monitor the tents to ensure that they remain secure during the entire regatta				
	Develop a contingency plan to implement in the event of high winds.				
Tents for spectators	Determine if spectators will be allowed to set up tents on/ near the regatta site.				
	Determine if a price will be applied to a tent site for spectators and a process for collecting the money (on-line? By mail, in person?)				
	Establish site layout for the tents.				
	Assign a contact person for spectator tents.				

Considerations:

If the rental company does not set up the tents as part of the rental prices, arrange for a crew to set them up and take them down.

Operations – On-site Power Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
On-site Power	Determine the requirements of the various aspects of the regatta.				
	Review the site to determine power sources which are available.				
	Identify additional power requirements.				
	Collect power cords etc. required for the regatta.				
	Develop an inventory of equipment used.				
	Set up equipment on time.				
	Check the equipment before it is required each day.				

Considerations:

Is back-up power available?

Be aware of the safety considerations (cables should be covered or buried, connections and cables must be kept dry, etc.).

If the lead in this area is not an expert, have a contact ready to ensure that all decisions reach local fire code expectations for everyone's safety.

Special Services – Dining Areas Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Dining Areas	Determine the regatta's dining requirements.				
	Determine the times at which meals will be required.				
	Determine the number of meals required				
	Determine the type of dining needed.				
	Determine the standard of presentation and service required.				
	Collate the information and provide to Planning for inclusion in the mail outs and on the website.				
	Ensure that adequate clean-up staff is available and develop a schedule for facility clean-up.				

Considerations:

What has worked well in the past?

Special Services – Alcohol Consumption Areas Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Alcohol Consump- tion	Establish an alcohol consumption policy to be ratified by the Organizing Committee Executive.				
	Determine local attitude regarding an alcohol consumption policy.				
	Obtain legal advice and Liquor Board permits/licensing.				
	Plan the areas and method of control on the regatta site.				
	Develop a plan to set up the area and maintain it during the regatta.				
	Identify and arrange for specific security requirements.				

Considerations:



Special Services – VIP Areas Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
VIP Areas	Determine who will receive VIP status.				
	Arrange specific VIP seating for viewing and dining.				
	Establish a contact person for VIPs and a group of people who are assigned to ensure VIPs are taken care of while on site.				
	Have a hospitality area for members of the press.				
	Prepare a package for VIPs that explains the services available to them.				
	Provide preferential treatment to VIPs at the banquet.				
	Provide VIPs are given an opportunity to present medals.				
	Provide special treatment to VIPs as they leave the regatta site.				

Considerations:

Special Services – Lost and Found Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Lost and Found	Establish a "Lost and Found" area in an obvious location.				
	Develop a schedule which will ensure that the area is manned throughout the regatta.				
	Determine the best system for returning lost articles or children to their owners or parents.				

Considerations:

Ensure that the system can be implemented on site.

Special Services – Photography Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Photo- graphy	Determine the requirements of the regatta for official photographs.				
	Identify support facility requirements.				
	Determine the costs to the regatta.				
	Determine the photo work which can be done upon request.				
	Consult with the Chief Umpire on all photography matters before making a decision to ensure that RCA Rules of Racing are being followed.				
	Provide photographers with the location and time of medal presentations.				
	Publicize photographs in the program.				
	Ensure all outside operations are protected for any weather (tent, plastic sheets to cover clip boards).				

Considerations:

Establish an area where regatta participants can arrange to obtain specific photographs.

Special Services – Inclement Weather Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Inclement Weather	Review the regatta site for areas which can be used in the event of poor weather.				
	Have a plan to order additional tents.				
	If a nearby building is available, contact the owner and make the necessary arrangements to use the facility.				
	Determine the positions of outside chairs and equipment which must be moved to dry locations if it rains.				
	Inform people involved with the regatta of the arrangements for wet weather.				

Considerations:

Plan to address the needs of athletes who will be wet and cold.

Special Services – Parking Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Parking	Establish a parking plan that assigns parking spaces for VIPs, public, boat trailers, trucks, etc.				
	Determine the expected number of parking spaces required for each group.				
	Identify possible parking area.				
	Plan for inclement weather (see page 37)				
	If necessary, make arrangements with land owners.				
	Identify the signage requirements for organized parking and smooth flow to and from the area.				
	Recruit and train individuals to supervise parking, if required to ensure organization and security.				

Considerations:

Remember boat trailers require a space 10' x 70'.

Ensure that the public will easily find the regatta site and the spectator areas from the parking areas.

See the Appendix E for the parking plan included on the Site Map example.

Special Services – Recognition of Volunteers Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Recognition of Volunteers	Create a volunteer database, including names, addresses, areas of expertise, areas of interest, and availability.				
	Determine the best method of thanking volunteers after the event (e.g. mail letter).				
	Prepare a budget for volunteer recognition.				
	Invite volunteers to social events related to the regatta.				

Considerations:

Special Services – Dress and Conduct Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Dress and Conduct	Determine the standard of dress expected by the organizing committee.				
	Establish guidelines for all athletes and volunteers at the regatta.				
	Send the dress code to all volunteers and clubs via entry package and/or website.				

Considerations:

Communications - Regatta Office Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Regatta Office	Create a central office to assist athletes, coaches and spectators with their needs.				
	Determine who will work in the regatta office and what information should be available there.				
	Ensure signage is available to direct people to the central location.				

Considerations:

A regatta office can house the area to make name changes, pick up regatta packages, lost and found, pick up programs, give directions, house the Regatta Chair, provide volunteer information, etc. If the office is always staffed it can be an invaluable source to the many athletes, coaches and volunteers in making their experience more enjoyable.

communic	ations - Control Commission	Action Plan			
action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Control Commis- sion	Establish a weather protected area near the boat launching area to house the Control Commission and necessary hardware.				
	Ensure communications with the start, finish and regatta office are established.				
	Ensure that volunteers are well trained in appropriate protocols for the role as well as on the radio.				

Communications- Results Centre Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Results Centre	Develop a plan for compiling and presenting the race results.				
	Identify available personnel that have expertise in the area.				
	Arrange for the use of computers and printers.				
	Determine whether a computer program is available to assist with the process.				
	Develop a system which will ensure that the race results are relayed to the Results Centre immediately following the race.				
	Prepare the results.				
	Print the results immediately following each race.				
	Distribute results to the media, coaches, and officials.				
	Arrange for volunteers to post the results immediately following each race.				
	Obtain a copying machine, paper, and stapler for the site.				

Considerations:

If the regatta has a web link, the results and records can be posted to the web page.

Communications - Results Centre Action Plan

Communications – Mobile Radios Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Mobile Radios	Determine the number of mobile radios which will be required.				
	Determine if specific permits are required to use the airway during the regatta.				
	Identify potential sources of radios.				
	Arrange for the use of radios.				
	In consultation with the Chief Umpire, determine the number of channels to be used and who will access them.				
	Provide the Regatta Chairperson with a radio from the Chief Umpire so that communications between the CU and the RC is maintained.				
	Assemble and train a crew to work the base radio.				
	Obtain a recharging system for the radios and have spare batteries available.				

Considerations:

Ensure the base radio is located in a dry area and in a location which will ensure that the entire site is within clear radio contact.

Consider assigning a separate channel to the Medical Centre.

Ensure that mobile radio operators are aware of how to use the equipment and of the protocol necessary for successful use.

Note: Rowing Canada Aviron has radios available for regattas.

Communications – Public Address System Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Public Address	Organize the coverage required for the public address speakers.				
System	If music will be required, ensure that the PA system can play the music as required.				
	Ensure that all equipment is in working order.				
	Ensure that a separate PA system is available for the dock areas as required to call boats to the water.				

Considerations:

Ensure that the P.A. system can be heard where you expect it to be heard.

Communications – Telephones Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Telephones	Determine whether adequate telephones are available on site for public use, media use, and emergency.				
	Arrange with the telephone company for additional telephones (if required).				
	Prepare a list of emergency telephone numbers to be kept next to each telephone and held by the members of the LOC.				

Considerations:

Should cell phones be relied upon, ensure that there are no dead zones at the Regatta site.

Communications – Announcer Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Announcer	Ensure that the announcer is aware of the events that are occurring, provide a current list at all times.				
	Obtain a microphone and stand.				
	Provide a table for the announcer.				
	Provide a communication tool (cell phone, telephone) for the announcer to receive new information.				
	Ensure the announcer is familiar with the equipment and can operate it.				

Considerations:

Stress the importance of being polite and pleasant. See Appendix F for an example of an announcer's script for calling races.



Hospitality – Protocol Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Protocol	Determine, from the Chairman, the VIPs who will be attending the regatta.				
	Determine the arrangements which have been organized for VIPs by Special Services.				
	Advise the hosts of the proper procedures for introductions, seating, flags, etc.				

Considerations:

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Hospitality – Ceremonies Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Ceremonies	Determine the ceremonies required for the event.				
	Plan the opening ceremonies, medal presentations, and closing ceremonies.				
	Determine the location of the ceremonies on the regatta site.				
	Organize the necessary platforms and chairs.				
	Identify a PA system for the ceremonies and confirm it will be in place.				
	Organize flags.				
	Organize music and fanfares for the ceremonies				
	Identify the VIPs who will be involved with the ceremonies				
	Organize training and rehearsals for the volunteers.				
	Determine the uniform for those involved in the ceremonies.				

Considerations:

Ensure the locations of ceremonies are in an area where the majority of spectators can view them.

Hospitality – Entertainment Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Entertain- ment	Determine what entertainment, if any, is required around the regatta site.				
	Identify appropriate types of entertainment.				
	Determine the times when entertainment should be available.				
	Liaise with Administration to establish contracts.				
	Describe the nature and requirements of the regatta to the entertainers.				
	Establish set up and take down teams.				

Considerations:

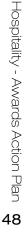
Be aware of any local noise restrictions.

Hospitality – Awards Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Awards	Identify the trophies that will be presented.				
	Determine whether standard medals and plaques are available.				
	Determine the number of medals and plaques which will be required.				
	Clean and ready all trophies for presentation.				
	Organize medals, plaques, and trophies to facilitate easy presentation and to ensure that the proper awards are presented to recipients.				

Considerations:

Medals and plaques should be ordered at least 2 months in advance. Ensure that athletes know in advance whether or not trophies are to go home with them. Include this information in the regatta package or on the web site.



Hospitality – Gifts Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Gifts	Determine whether gifts are required for VIPs, or others.				
	Itemize the gifts appropriate to the participant.				
	Prepare a budget.				
	Make gifts available at the regatta site, ready for presentation at the appropriate time.				
	Determine volunteer thank you gifts and distribution plan.				

Considerations:

Hospitality – Social Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Social	Determine the need for a dance, barbeque or other social event in consideration of the competitive schedule.				
	Identify the site for a social event.				
	Determine the event timing.				
	If music is required, identify the type of music which should be played.				
	Arrange for music to be available at the site (liaise with the Administration Director to ensure contracts are in place).				
	Ensure that all invited guests are aware of the event.				
	Ensure any permits for liquor cover this area.				

Considerations:

Consider if tents are required for inclement weather.

Hospitality – Flags Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Flags	Determine which flags are required (national, provincial, club).				
	Identify location for the flags.				
	Obtain flags.				
	Ensure that flagpoles are available.				
	Arrange for security to ensure the flags are not lost or stolen.				
	Return the flags to their owners following the event.				

Considerations:

Flag protocol must be followed (e.g. the flags should not touch the ground, and the Canadian flag is the first to be raised).

Hospitality – Banquet Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Banquet	Determine whether a banquet is required.				
	Estimated numbers that will attend the banquet.				
	Determine the timing of the banquet.				
	Identify the caterer who will be responsible for the food at the banquet.				
	Establish a menu and cost to participants.				
	Prepare a budget.				
	Identify and obtain a location for the banquet.				
	Establish procedures for serving.				
	Determine the method for clean-up.				
	Arrange to have a PA system available.				
	Identify those who will be asked to speak and inform them.				
	Ensure the appropriate people are thanked.				

Considerations:

If required, have an alternate wet weather location for the banquet planned.

Public Relations/Marketing – Promotion Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Promotion	Identify the basic facts which should be promoted about the regatta.				
	Determine the potential means of promotion.				
	Identify whether free media coverage is available.				
	Determine what additional media coverage will cost and determine cost effectiveness.				
	Find highlights for headlines.				
	Develop a promotions package, including details and photographs.				

Considerations:

Potential means of promotion include: website, newspapers, magazines, radio stations, television station, local fliers, electronic signs, posters, t-shirts, etc.

Public Relations/Marketing – Media Relations Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Media Relations	Make contact with the various media. For the regatta, provide them with a contact person and their cell phone number.				
	Visit the media representative at an early opportunity.				
	Invite the media personally to the event.				
	Provide the promotions package to the media prior to the event.				
	Ensure that media are aware of exact times for all events.				
	Ensure that the media have all the services required to provide comfort and facilitate reporting.				
	Provide race results and background information during the regatta.				
	Provide meals and refresh- ments for the media as may be required.				
	Provide a hospitality room.				
	Ensure a boat and driver is available for the media to follow races.				
	Introduce VIPs to the media.				
	Invite media to the awards ceremonies.				

Considerations:

Public Relations/Marketing - Media Relations Action Plan

Public Relations/Marketing – Public Relations Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Public Relations	Ensure that the local community is aware of the event.				
	List the communities, businesses, and civic groups in the immediate area.				
	Ensure that information reaches all of the groups.				
	Make personal contact with representatives of each group.				
	Actively involve the community in hosting crews, providing volunteers, etc.				
	Establish a central location where the community can obtain information, assistance and directions.				

Considerations:

Make the central location available both before and during the event.

Public Relations/Marketing - Public Relations Action Plan 55

Public Relations/Marketing – Sponsorship Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Sponsor- ship	Obtain the latest list of Sport Canada sponsorship restrictions from Rowing Canada Aviron.				
	Develop a policy which outlines levels of sponsorship or contribution, and the types of items or services available for sponsorship.				
	Identify the businesses in the area which might be approached, with specific attention to those who have contacts in the rowing community.				
	Identify the businesses that might benefit from an affiliation with the regatta.				
	Develop a sponsorship package similar to the promotion package, but targeting the interests of the businesses.				
	Contact proposed sponsors in person.				
	Let sponsors know deadline for getting materials to you for registration packages.				

Considerations:

Public Relations/Marketing – Trade Booths/Exhibits Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Trade Booths/	Determine the need for trade booths and exhibits.				
Exhibits	Determine the number and size required.				
	Prepare a location plan for booths and exhibits on the site. (Appendix E)				
	Identify business and individuals who should be invited to provide booths or exhibits.				
	Establish a regatta policy for charging for the booths.				
	Invite potential businesses and individuals.				
	Schedule appropriate set-up and tear-down times of booths and exhibits.				
	Pass trade booth and exhibit information to Operations for inclusion in the program.				
	Inform exhibitors of the exact location of their booth or exhibit.				
	Make exhibitors aware of restrictions that may impede their display (lack of power).				
	Ensure that the booths and exhibits are maintained to a good standard.				
	Ensure that any signage is appropriate for the regatta and consistent with other regatta signs.				
	Ensure that area is cleaned up after the booths and exhibits have been removed.				

Public Relations/Marketing – Merchandising Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Merchan- dising	Determine the necessity for regatta shirts.				
	Establish a design.				
	Determine the cost and prepare a budget.				
	Determine the number of shirts to be produced.				
	Contact designers and makers of t-shirts and identify a maker.				
	Prepare material promoting the t-shirts.				
	Decide upon an appropriate price.				
	Arrange for a location to sell the t-shirts from.				
	Ensure that the sales staff are reliable and have the required cash float on hand.				
	Establish a procedure for inventory control and cash flow.				

Considerations:

Public Relations/Marketing – Programs Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Programs	Determine what the program is intended to do.				
	Develop a budget with costs, revenue and advertising targets.				
	Prepare a rough draft of the program including space for photographs and advertising.				
	Identify the number required.				
	Establish the date upon which they are required, then work backwards to identify deadlines for submissions, printing, etc.				
	Develop a sales kit for potential advertisers.				
	Establish selling and distrib- ution procedures.				
	Recruit, train and supervise advertising sales staff.				

Considerations:

Technical – Course Layout Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Course Layout	Determine the length of the course required for the regatta.				
	Identify a body of water to be used for the regatta.				
	Establish a team for course layout and maintenance throughout the regatta.				
	Establish the necessary start and finish line facilities.				
	Identify potential obstacles on and in the vicinity of the course.				
	Schedule the installation and collection of the buoys.				
	Determine the flow of shells to the start as well as during the warm-up and training times.				
	Post a course layout indicating traffic flows, training areas, danger areas, etc.				
	Ensure that all buoys are securely anchored.				
	If the course is required to be removed after the regatta, ensure a team is in place to remove it in a timely fashion.				

Considerations:

The amount of work in this area will depend on what type of regatta you are holding: regional, provincial, and national or international. Each of these has their own minimum standards.

See Appendix A for a link to Rowing Canada Aviron's Rules of Racing, Section 4 covers course requirements.

Technical – Video Taping Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Video Taping	Determine whether videotaping is required at the finish line. Check with Chief Umpire.				
	Obtain the required video camera and playback unit.				
	Obtain an adequate number of video tapes and make available.				
	Arrange for camera operators and ensure they are trained in the use and care of the camera and playback unit.				
	Arrange for back-up equipment if necessary.				
	Visit the course to ensure that the desired location is available and that it meets the requirements (clear view, dry, access to power, etc.).				

Considerations:



Technical – Site Layout Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Site Layout	Liaise with other committee members to establish a functional layout for the regatta site.				
	Prepare plans for distribution.				
	Ensure that key areas are well marked (exits, entrances, emergency areas, storage areas, etc.).				

Considerations:

Include traffic pattern to and from docks.

Include traffic patterns for vendors for unloading and loading at their booths. See Appendix E for an example of a sitemap and traffic flow pattern map.

Technical – Equipment Action Plan: Storage, Loans, and Rentals

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Equipment: Storage,	Determine the placing of shells on site.				
Loans, and Rentals	Determine the number of shells expected at the regatta.				
	Provide layout area for boat storage to develop easy access patterns for all boats.				
	Designate areas for each club at the regatta.				
	Establish a regatta policy for loaning equipment.				
	If loaned equipment is requested, canvas local clubs to determine whether they can bring extra equipment to the regatta.				
	If equipment is to be available for rent, establish a policy, including the cost of rental, return timeframe, and expectations regarding damage reimbursement.				

Considerations:

Providing boat racks reduces the space required for boat storage.

Technical – Umpires Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Umpires	Establish contact with Chief Umpire.				
	Ensure the regatta has received sanction by confirming with the Chief Umpire assigned to regatta.				
	Ensure with the Chief Umpire that an adequate number of Umpires have been identified and are available for the regatta.				
	Obtain the necessary equipment if required (flags, radios, watches, megaphones, horns, bell, weigh scales, etc.).				
	Meet with the Chief Umpire officials prior to start of the regatta.				
	Ensure there is a designated area for Umpires to gather at or before the start of their shift. For guest Umpires this ensures they are where they need to be on time.				
	Arrange a meeting for all Umpires at the end of the day to review the activities of the day.				
	Ensure that the finish judges have a good sight line for the finish.				
	Establish good communications for all Umpires.				
	Arrange for results to be communi- cated directly from the Finish Line Judge to the results centre following completion of each race.				
	Maintain duplicate copies of all finish results at the finish line.				
	Establish a weigh-in area which is removed from heavy traffic areas.				
	Calibrate the weigh scales immediately prior to the regatta.				
	Establish a method to identify athletes that have weighed-in; stamp or wristband.				
	Establish direct communication between Chief Umpire and Regatta Chair throughout the event.				
	Ensure timing system is working and what the local practice for back up timing is.				

Considerations:

When possible, ensure the practice scale for athletes is monitored.

Technical – Race Schedule Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Race Schedule	Determine the required order of events for the regatta.				
	Publish the schedule and provide it to Planning for distribution.				
	Pass the schedule to Communications/Results for preparation of the computer program.				

Considerations:

Prepare a schedule that reduces or eliminates conflict of boats and athlete age groups.

Technical – Power Boats/Drivers Action Plan

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
Power Boats/ Drivers	Determine the number of boats required, including Umpire, Safety, and Media boats.				
	Obtain boats as required.				
	Ensure that all drivers have the appropriate training and certification.				
	Ensure that all boats have adequate fuel available and that drivers understand the refueling process.				
	Inform the drivers of who they will be transporting.				
	Ensure that all boats have the required safety devices (e.g. PFD's).				

Considerations:

Assign a separate radio channel for the boat drivers and safety boat drivers to limit chatter on the radios.

See Appendix G for an example of launch driver protocol.

5. APPENDIX

Appendix A: Important Web Links

Regatta Sanction Policy and Procedure

The RCA Regatta Sanction Policy and Procedure documents and forms are available from each provincial / territorial rowing association in PDF format. See your respective provincial Web site to download the procedure and forms.

Rules of Racing

For more information, download the RCA Rules of Racing from the Rowing Canada Aviron Web site: http://www.rowingcanada.org/sites/rowingcanada/files/rules_combined2.pdf

Risk Management and Insurance

For more information, download Rowing Canada's Aviron's Risk Management and Insurance Document: http://www.rowingcanada.org/sites/rowingcanada/files/ insurance&riskmanagementrca.pdf

Appendix B: Action Plan Template Function Area - Action Area Action Plan (The Action Area is a subcategory of the Function Area)

action area	action	timescale When will it be achieved?	led by Who is responsible?	impact Money, time, people, facilities	completed Y/N
(Action Area name goes					
here)					

Considerations:

Considerations include pertinent information or previous experience meant to assist the OC and volunteers complete the Actions in this Action Area.

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Appendix C: Policy and Procedure Templates Policy Template

Club/Institution Name					
Name of the Policy [title should be descriptive but concise (and must include the word Policy)]					
Reference Number:	•				
Effective Date:	[date on which the policy takes effect]				
Review Date:	[date on which the policy is to be reviewed]				
Revision Date:	[date that any revisions or amendments take effect]				
Contact:	[position responsible for administering the policy]				

1. Purpose

This section sets out the purpose or objective of the policy and the context of the policy within the Policy Management Framework of the host club/institution.

This section establishes the broad intent of the policy in a clear and concise way without going into details about the specific requirements. It outlines the purpose of the policy and its rationale – why is this policy necessary and what is the principle, standard or behaviour that the policy is designed to address.

2. Application and Scope

This section indicates to whom the policy applies and any special exemptions.

3. Definitions

This section is optional and contains any definitions, abbreviations or references that the reader needs to know to understand the content of the policy.

4. Policy Requirements

This section forms the core of the policy – it is the actual text of the policy. It sets out the objectives and rationale for the policy and what must be done to achieve the policy objectives and intended results (i.e., the substantive requirements and actions that must be taken). It outlines the core elements of the policy and the required course of action. Depending on the topic of the policy, this section can be several pages long or quite brief.

Care must be taken to ensure that this section contains only policy material, and that the procedures necessary for carrying out the policy, if any, are documented in a separate procedure.

5. Responsibilities

This section clearly establishes who must do what to achieve the policy objective. It sets out in a logical manner the responsibilities of the various members of the organization for meeting the requirements or required course of action set out in the policy.

6. Administration of Policy

This section identifies the position responsible for administering and maintaining the policy (e.g., ensuring the policy is updated according to set review dates, managing a review of the policy in response to developments, and that the latest version is posted on the intranet Policy and Procedure website) and providing interpretation of the policy.

7. Associated Procedures and Policy Instruments

This section must contain a list [and link] to any associated procedures and should contain a link to other associated documents such as guidelines, forms, best practices and toolkits.

REGATTA CHAIR OR CLUB PRESIDENT, CLUB/INSTITUTION: (SIGNATURE)

Appendix C: Policy and Procedure Templates - continued

Procedure Template

•						
Club/Institution Name						
Procedure:	otive but concise (and must include the word Procedure)]					
Parent Policy:						
[Name of a procedure's "parent" policy]						
Reference Number:						
Effective Date:	[date on which the procedure takes effect]					
Review Date:	[date on which the procedure is to be reviewed - may correspond to the review date of the Policy or may occur sooner]					
Revision Date:	[date that any revisions or amendments take effect]					
Contact:	[position responsible for administering the policy]					

1. Purpose

This section describes why the procedure exists, including its relationship to its "parent" policy, why it is required and what it is designed to ensure.

2. Application and Scope

This section indicates to whom the procedure applies and any special exemptions.

3. Definitions

This section is optional and contains any definitions, abbreviations or references that the reader needs to know to understand the content of the procedure.

4. Actions

This section details the organization practice and is specific and action oriented. It describes the process that must be followed to achieve the desired results. The procedure outlines the actions of those responsible for carrying out the process being documented. Activities should be described in order of performance and in sufficient detail to ensure that the intent of the procedure is achieved. Depending on the nature and form of the procedure, a possible way to organize this section is through a table defining steps or actions and who is responsible:

Required Action or Activity: (short description of required action or activity)

Steps:		Who is Responsible:
1.		
2.		
3.		

5. Administration of Procedure

This section identifies the position responsible for administering and maintaining the procedure (e.g., ensuring the procedure is updated according to set review dates or managing a review in response to developments and that the latest version is posted in the Policy and Procedure manual or on the intranet (Policy and Procedure website/library) and providing interpretation of the procedure.

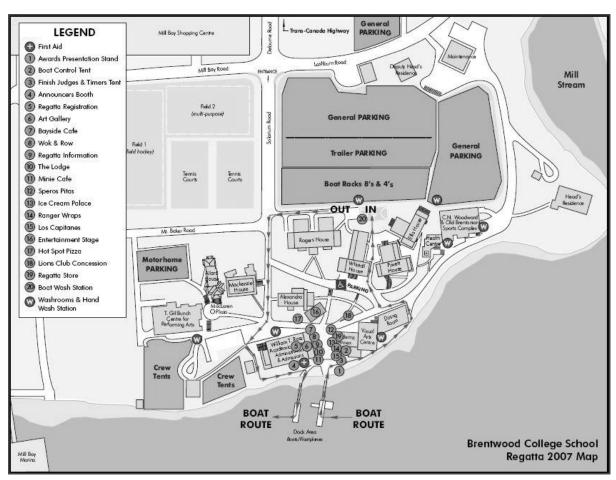
6. Supporting Documents

This section should contain a list (and link) to any associated policy instruments including guidelines, best practices and toolkits.

Appendix D: Regatta Budget Example

Competitors			260	300	350	400	450	460
Revenue	Volume	Variable Cost						Budget
Sales - Competitors	above	\$ 125.00	\$32,500.00	\$37,500.00	\$43,750.00	\$50,000.00	\$56,250.00	\$57,500.00
Sales - Sponsors								
Sales - Vendors	10	\$ 50.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Total Revenue			\$33,000.00	\$38,000.00	\$44,250.00	\$50,500.00	\$56,750.00	\$58,000.00
Expenses								
Regatta Sanction		\$ 4.00	\$ 1,040.00	\$ 1,200.00	\$ 1,400.00	\$ 1,600.00	\$ 1,800.00	\$ 1,840.00
Marketing			\$ 1,100.00	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00
Course Installation/Rental			\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Medals/Ribbons			\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00
Admin Costs			\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Sound System			\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00
Remote Broadcast System			\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00
Gasoline			\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Radios			\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00
Barbecue		\$ 10.00	\$ 2,600.00	\$ 3,000.00	\$ 3,500.00	\$ 4,000.00	\$ 4,500.00	\$ 4,600.00
Tables and Chairs			\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00
Security			\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
Premium		\$ 25.00	\$ 6,500.00	\$ 7,500.00	\$ 8,750.00	10,000.00	11,250.00	11,500.00
Tent Rentals			\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Results Software Rental			\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00
Safety Boat Rental			\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Volunteer Food	130	\$ 5.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00
Water/Volunteers	130	\$ 1.00	\$ 130.00	\$ 130.00	\$ 130.00	\$ 130.00	\$ 130.00	\$ 130.00
Coffee Mugs for Volunteers	130	\$ 20.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00
Mugs for Referee/Volunteers	30	\$ 9.00	\$ 270.00	\$ 270.00	\$ 270.00	\$ 270.00	\$ 270.00	\$ 270.00
St. John Ambulance			\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00
Total Expenses			\$30,540.00	\$32,100.00	\$34,050.00	\$36,000.00	\$37,950.00	\$38,340.00
Surplus (Deficit) before Taxes			\$ 2,460.00	\$ 5,900.00	10,200.00	14,500.00	18,800.00	19,660.00

Appendix E: Sitemap and Traffic Flow Pattern Example



Appendix F: Announcers Script for Calling Races Example

Announcer's Script

40 minutes before race time:

This is the first call for race #_____ the heat/final of the______.

The crews in this race are_____.

Please proceed to the dock.

32 minutes before race time:

This is the second call for race #_____ the heat/final of the______. Crews should be on their way to the dock.

24 minutes before race time:

This is the last call for race #_____, all crews should now be on the water.

Appendix G: Launch Driver Protocol Example

Tips for Referee Launch Drivers

Introduction

- Referees have two primary duties during a regatta: safety always comes first; fairness to race participants is a close second.
- Along the way, referees play numerous roles including traffic cop, safety officer, repairman, timer, coach, and advisor to the media. Your job today, as a launch driver, is to drive the boat so that the referee can fulfill all of his or her responsibilities.
- The routine is simple: There will be six to eight (maybe more maybe less) launches, each with a driver, referee, and perhaps a timer or observer (referee candidate) aboard.
- The launches will usually work in pairs, with each pair following every second or third race from start to finish. The launch then returns to the starting line to await its next race. Other rotations are possible.

Going to the Start

- Usually one goes to the starting area in the center of the course (lanes 3 or 4) at high speed. This sends out as small a wake as possible. We try to minimize wakes on the course both for races that are racing down the course as well for the crews going to start outside the course. Always scan the waters around you for potential victims of your wake. You should always be scanning the course for potential or actual problems; be quick to inform the ref.
- When not following a race or on the way up to the start line, look out for debris on the course. Pick up all but the smallest pieces. Coxswains cannot judge the danger of objects they see, and they could needlessly steer around something trivial and reduce their crew's chance of winning in the process.
- If a race approaches you as you head back up the course, stop! And let your wake hit your transom from behind. Then, and only then, make a 90 degree turn at no-wake speed and get well off the course and wait for the race to pass. Your referee will indicate to which side of the course you should go. When the shell has passed, return to the center of the course and continue to the starting line at the highest, but safest, speed possible.

In the Starting Line Area

- Avoid making any wake near the starting line. Smooth water is crucial for good and fair starts. And please don't chat with crews, cheer for anyone or make noise in the start area. The athletes need the time and quiet to focus. And you must be impartial like the officials; keep it quiet in the start area.
- Keep the launch out of the way of the crews. There is heavy traffic in the start area, and crews should be able to move unimpeded to the starting dock or stake boats for the races. It isn't easy to steer a 63 foot long boat, much less turn it around. Two good places to 'park' are near the Aligner's Station, if permitted, or at the end of the starting dock opposite the Aligner.
- Finally be sure your launch is not on the actual start line thus interfering with the Aligner's view and concentration.

Appendix G: Launch Driver Protocol Example - continued

At the Start of a Race

Take up the position to which your referee is assigned. He will tell you where: the "low" side of the course means Lanes 1-3; "high" is 4-6. Most accidents happen early in the race so it is important to get into position that allows you to get into action at once.

• When the Starter moves the red flag and says "Go!", start your stop watch (if your referee has asked you to be his or her backup timer) and pull your boat in quickly behind the crews your referee is watching. To do this, you'll often head parallel to the starting dock and then make about a 90 degree turn into the appropriate lane. Try to do this as gently as possible because your referee will be standing up and it wouldn't be good form to pitch him or her out of the boat. Remember, however, that most referees are prepared for acceleration and side-to-side motion in a boat—what they are never prepared for is a sudden slowing of the boat; don't do it without warning! You lose points for dumping your official overboard.

Following the Race

- Steer straight down the course, staying about 20 meters (two white buoys or 66 feet the length of an 8+) behind the crews and matching their speed. Follow the referee's directions for changes in positions (usually done by hand signals) quickly and smartly. It is important to avoid following directly behind a boat with no coxswain since the rower in the stern is steering off a point behind you.
- Normally, the officials launch always travels tightly right along the buoy line. After the first few races you'll have it figured out.
- Stop for an emergency. Remember that referee launches are on the course primarily to ensure safety. You should rehearse with your ref what to do in an emergency and where to go. You could have to stop at any time to pick up a rower who has tipped his boat over or who has been tossed out of a boat. Kill your engine once you have reached the rower in the water.
- Tell the referee if your wake is about to affect the crew behind you. It may be possible to reposition your launch to minimize the effects. Occasionally your referee will knowingly wake a trailing slow boat if there is a need to be close to the faster crews. Conversely, he may ask you to "break" the wake of the other ref's boat by imposing your boat between it and the trailing crew.

At the End of the Race

- Slow down as you approach the finish line and stop before you reach it. Stop your stopwatch, if timing the race, on the last downward motion of the large finish line flag near the finish line stand. For courtesy, safety, and lack of confusion for the finish line judges, you are not to cross the finish line until the last shell.
- Wait at the finish line area your referee tells you to leave. He or she has several things to do at the end of the race, so it may take a few minutes. Again, keep an eye peeled for rowers who are injured and for the next race coming at you down the course.
- Pit Stops: Take breaks as needed for rest rooms, gas, and food, whatever. And stay hydrated in warm weather.

Appendix H: Beach Master Protocol Example

Portland Vancouver Rowing Association Launching Beachmaster Protocol For Volunteers

Launching Beachmasters control the launching beach to ensure safe and efficient launching of boats.

Launching Beachmaster 1 (with megaphone)

- Stands at the top of the beach near the Control Commission and controls traffic entering the beach.
- After boats are cleared by the Control Commission, boats may then enter the beach area to launch.
- Beachmaster should communicate with the coxswain of a boat when giving direction.
- At times Beachmasters may need to be assertive to get the attention of a coxswain.
- Beachmasters must monitor activity on the beach to determine if a boat should enter the beach area
- There should be no more than 1-2 boats waiting on the beach to launch at any given time. Boats may wait in the line on the grassy area until there is space available on the beach.
- Boats should have bows heading south when launching. If a boat needs to spin its direction, they should do so on the beach. (If there are 1-2 other boats on the beach, there should be ample room to spin)
- Hot seat crews will notify Beachmaster 1 of an upcoming hot seat.
- Verify that all hot seat crew members are present. If not, tell them to check back in when all are present. Boat will not be called to shore until the entire crew is present. (exception: if part of crew is on the water in another boat)
- Keep the Control Commission area and launching beach clear of oars, hot seat crews and spectators.
- Notify Beachmaster 2 of an upcoming hot seat.

Launching Beachmaster 2 (with megaphone)

- Stands at the bottom of the beach along the shore.
- Directs boats on the beach to a Iaunching spot and assists to ensure an efficient launching. (The average time for a boat to launch should be around 90 seconds not 5 minutes) Be sure the boat bows are heading south. If not, the boat needs to spin before going into the water.
- Controls hot seats on the launching beach.
- Beachmaster 1 will notify of a pending hot seat.
- Hot seat boats are directed to take direction from the Beachmaster and not to approach the beach until told to do so. When taking direction from a Beachmaster, coxswains are directed to raise their hand to acknowledge your communication.
- Keep restricted fish line area (inside orange cones) clear of boats, competitors, and spectators.
- Assist with keeping the beach clear of oars, hot seat crews, and spectators.

Word of Wisdom:

- Always be courteous but do what is necessary to get coxswains to listen to you.
- Be flexible, but don't lose control of what is happening on your beach.
- If you have a problem, contact Volunteer Coordinator immediately!

Appendix H: Beach Master Protocol Example - continued

Portland Vancouver Rowing Association Landing Beachmaster Protocol For Volunteers

Landing Beachmasters control the landing beach to ensure safe and efficient landing of boats during the regatta.

Landing Beachmaster 1 (with megaphone)

- Stands at the edge of the water next to line of orange cones marking the restricted finish line area.
- Directs boats approaching the landing beach to wait or to come into the beach.
- Communicates with the coxswain of a boat when giving direction. Coxswain is directed to not enter the landing area until told to do so and to raise their hand to acknowledge your communication.
- Monitor all activity on the beach to determine if boat should enter the beach area. Keep in mind that boats should not land in the public swimming area marked by log booms in the water.
- Keep restricted finish line area (inside orange cones) clear of boats, competitors, and spectators.

Landing Beachmaster 2 (with megaphone)

- After a boat has been directed by Beachmaster 1 to enter the beach area, Beachmaster 2 directs boats to their landing spot.
- Assist boats with landing as necessary.
- Boats must not linger on the beach and must complete the task at hand in a timely manner.
- Keep restricted finish line area (inside orange cones) clear of boats, competitors, and spectators.
- Assist with keeping the beach clear of oars, hot seat crews, and spectators.
- Clear the marked exit area of spectators to allow boats to leave the area safely.
- Collect bow numbers from all boats as they exit the beach.

Word of Wisdom:

- At times, Beachmasters may need to be assertive to get the attention of a coxswain. Always be courteous but do what is necessary to get coxswains to listen to you.
- Be flexible, but don't lose control of what is happening on your beach.
- If you have a problem, contact the Volunteer Coordinator immediately.

Appendix I: Launch/Land Protocol Example

Northwest Junior Regional Championships Launching and Landing Procedures For Competitors

Launching

- All crews check in at the Control Commission prior to launching.
- Boats will be checked for heel ties and bow balls and will receive bow numbers. Please be sure that your equipment is in proper order before coming to the Control Commission.
- Crews must allow ample time for launching. There will be no cuts in line for latecomers.
- After clearing the Control Commission, coxswain checks in with the Beachmaster at the top of the beach.
- The Beachmaster will direct you to wait or enter the beach area. Do not enter the beach area until the Beachmaster directs you to do so.
- Boats should launch with bows heading south (If you need to spin, do so on the beach).

Landing

- The landing area is directly to the north of the restricted finish line area.
- Boats use caution when crossing in front of the launching area to approach the landing area.
- Coxswain looks for signal from Beachmaster before approaching the beach. Do not approach the landing beach until you are signaled to do so. You may have to wait briefly offshore if there is a line or while other boats clear the beach.
- Beachmaster will direct your boat to an open landing area. When a Beachmaster addresses your boat, raise your hand to acknowledge that you have heard their direction.
- Boats must follow the direction of the Beachmaster when landing. Do not circumvent the Beachmaster and land on your own.
- Boats must not drift into the public swimming area north of the landing beach.
- Bow numbers will be collected by a Beachmaster.
- Boats exit the beach using the marked path. Do not try to cut up through the spectator area.

Hot Seat Procedure

- Coach or coxswain of crew who will be hot seating into a boat checks in with Control Commission and notifies the Beachmaster that they have a crew that is hot seating. Do not notify CC or Beachmaster until your crew is present. Boat will not be called to shore until entire crew is present (exception: part of your crew is on the water).
- Crew that is hot seating waits outside the check in area and off the beach.
- Coach or coxswain, notifies the Beachmaster when they see their boat approaching the beach.
- Boat remains off-shore until it is directed by a Beachmaster to land. (Coxswain waits for signal from Beachmaster to land).
- Boat follows direction of Beachmaster and lands in the designated area (usually on the north end of the launching beach) When a Beachmaster addresses your boat, raise your hand to acknowledge that you have heard their direction.
- Crew waiting to hot seat should immediately come to the shore to make the exchange.
- Crews must not drift into the restricted finish line area.

Appendix J: Boat Holder Protocol Example

Tips for Stake Boat Holders

Introduction:

Thanks for volunteering to be a boat holder! You're in for some fun. The start is one of the most exciting parts of the race and you'll have a front row seat!

Your job is simple, and usually easy. But it's also important! You are responsible for holding the crews in the proper place on the start line. You'll need to do it carefully, safely, and without disturbing the crews.

What a Boat Holder Does:

The starting area either has individual floats or rowboats, or a long dock with small fingers extending out into each lane. Once you get into the start area, you'll be assigned to a position.

You work with the Aligner. His or her job is twofold: to bring the boats with your help in to line, and to judge if anyone left early or jumped the start. The bow balls of all the boats must be in a straight line in order for the alignment to be correct. But, because boats often differ in length, some will have to be pushed out, others pulled so that all their bow balls are on the line. Some boats may be so long that you'll have to bring the stern alongside your position. Other times you will really have to stretch to compensate for shorter boats.

Two Minutes Before the Start:

A few minutes before the race time the crew assigned to your lane will back up to your position. Sometimes it is necessary to tell a crew which lane you are in if they look lost. But please observe silence from this time on. Grab the stern of the boat. Lie down and hold the boat firmly while you wait for the Aligner to instruct you whether to push the boat out or pull it in. The Aligner will continue to give you and the other holders directions until he is satisfied with the alignment, he may continue to micro-tune the boats even after his white flag is up. Just listen carefully for your lane number and respond quickly to his commands.

The Actual Start:

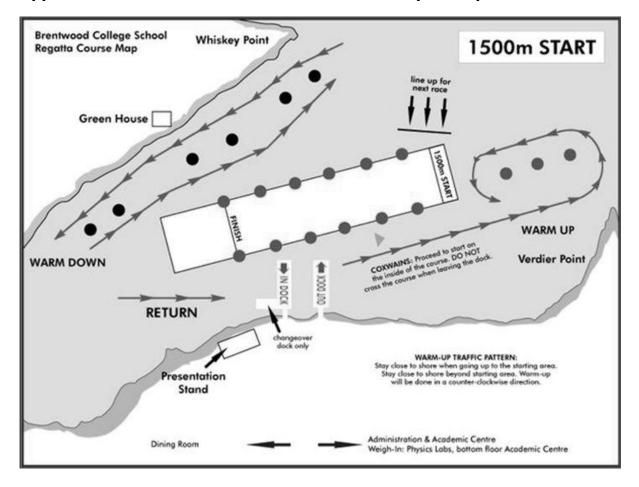
The starter may poll the crews by name, then he says "Attention", raises his red flag, and then says "Go!" The boat will explode out of your hands on the command "Go!" Be careful of your fingers here; sometimes the boat will lurch backwards before taking off. Keep your finger out of the way.

After the Start:

You'll work holding the boats for only two or three minutes. Then you'll have nothing to do until the next race. The intervals between races are normally ten or fifteen minutes. That is all there is to it.

Some Do's and Don'ts:

- **Don't** wear red. Crews are taught that a red flag starts and stops the race. We don't want to take the chance of confusing the crews with lots of red at the start line.
- **Don't** wear any one team's jersey if you are on the line. You are to appear impartial, and wearing the uniform of a crew in competition at the regatta might look like you are favoring someone.
- **Don't** be a hero. Don't injure yourself. If a boat backs up to your fingers too fast for you to stop it, let it hit the dock or rowboat. Boats can be repaired quicker (and more cheaply) than broken or cut hands.
- **Don't** engage in clever remarks with the crews; in fact it is best to say nothing to the crews at all. They are nervous enough already (or ought to be) and shouldn't be disturbed as they prepare. It is their space. Take a vow of silence. Now is not the time to cheer a crew on as they leave the start. No matter what your sympathies are, you are to be as neutral as the referees.
- **Don't** bend your legs up when you are prone. Waving legs can look a little like a coxswain's arms. You don't want to fool a near-sighted starter.
- **Do** get up soon after the start. The referee launches put out large wakes which can wash up over you. Be careful of that. Keep your clothes dry.
- **Do** be flexible and accommodating. Unpredictable things happen at regattas, and there might be some other assignments for you. If you are in lane seven, you may not be needed as often as the other lanes; bring a book!
- **Remember, you and your job are important.** You are part of the regatta staff. How well you do your job will be part of what the crews will remember about the regatta.



Appendix K: Race Course Traffic Flow Pattern Map Example

Appendix L: Environmental Action Plan Example

2007 Canadian Masters Rowing Regatta

ENVIRONMENTAL ACTION PLAN Vision

- 1. To reduce the environmental impact of the 2007 Canadian Masters Regatta.
- 2. To provide leadership and build a legacy for other regatta organizers
 - (at Elk Lake and elsewhere) on how to reduce the environmental impact of their regattas.
- 3. To leave legacies that will reduce the environmental impact of operating the VRS Boathouse.

GENERAL APPROACH

Action Plan

- Develop workable guidelines that easily translate into action.
- Create a step-by-step process or analysis format.
- Create a monitoring template that allows for decisions to be documented and analyzed for the future.
- Create action targets specific to each committee and issue.
- Develop a checklist of actions (by issue and committee).

Responsibilities

Responsibility for implementing the Environmental Action Plan will be shared by members of the Regatta Committee. The "Green Team" will act as a resource, to help each sub-committee gather information and identify and implement actions.

Priorities

Recognizing that we have limited resources (of people and money), we will focus on issues that:

are most relevant (those where the regatta has the biggest environmental impact);

we can do something about (that we can control or influence);

We will consider actions that:

- are easy and cheap to implement the "no-brainers".
- will not lead to a lot of extra work for the Regatta Committee and other volunteers.
- will have a big impact/payback.
- address issues that are a key concern and/or where the Regatta has a substantial impact.
- will improve the quality of the event for participants and spectators.
- will reduce costs and/or increase revenue.
- we know will be effective?

STRATEGY

We will use three strategies to reduce the environmental impact of the Regatta. 1. Education 2. Facilitation 3. Action

1. Education:

Letting people know what we are doing and why and what they can do. **Who:** regatta volunteers, VCRC Board and members, partners (RBC, RCA, VRS, ??), participants and spectators.

What: about the issues, the way they and the regatta can affect the environment, why this matters, actions taken to reduce the environmental impact of the regatta, what they can do. **How:** in registration package, athlete's package, web-site, signs around the boathouse, announcements, presentations . . .

Use signs to reinforce our commitment.

Use positive language.

2. Facilitation:

How can we make it easier for people to "do the right thing"?

We can help participants, spectators, partners, and volunteers take action. For example, we can provide them with information and links to carbon offsets (to offset travel), car rental agencies that rent hybrids and other energy efficient cars, transit information, bike rentals, "green" hotels etc.

3. Action:

What can we DO?

We can take action on those things we have control over. We can identify those things that are of most concern, actions that are easy to take, and actions that will improve the quality of the regatta, reduce costs or improve revenue.

KEY ISSUES

We are looking at the following issues:

- 1. Waste Reduction
- 2. Procurement/Purchasing
- 3. Energy Conservation/Climate Change (including Transportation)
- 4. Water Quality and Conservation
- 5. Air Quality
- 6. Habitat/Biodiversity

Waste Reduction

We will reduce the amount of waste going to the landfill by applying the 3 R's: Reduce, Re-use, Recycle to all our decisions. For example: Do we need it? Can we borrow or rent it instead of buying it? If we buy something, is it functional, durable and repairable? Can we recycle or compost it? Can we buy it with less packaging? The main sources of waste probably would be the concession and BBQ, office operations, including registration and timing/ results (paper, ink cartridges), and the athlete's kits.

Actions

- Avoid using/distributing bottled water.
- Install outside taps so people can fill their own bottles and/or
- Get bulk water (in coolers?) from a supplier.
- Remind/encourage athletes, officials and spectators to bring their own water bottles.
- Provide officials with their own reusable water bottles (that they can use at future regattas).
- Set up an effective recycling system at the boathouse.
- Compost food waste (and containers, if we go that route).
- Avoid single serving containers in the concession.
- Consider selecting food items for the concession that do not require plates and cutlery.
- Use reusable and/or compostable plates and cutlery for BBQ and concession
- Use permanent, reusable signs.
- Registration and results: reduce the amount of paper used (how?)
- Rechargeable batteries for walkie-talkies?

Procurement/Purchasing

We will think about the environmental impact of things we buy, rent or that are donated/provided by partners. In particular, we want to make sure that the athlete's kit symbolizes the "green" values and vision of the regatta. We will consider the life-cycle costs of products (the costs associated with obtaining the raw materials and manufacturing, distributing, using and disposing of the product) where that information is readily available.

Procurement Guidelines:

When making decisions about what to buy, rent or request from partners we will be guided by the following considerations:

- Do we need it at all? What features/elements do we need?
- Can we rent or borrow it (instead of buying)?
- Can we get it second-hand?
- Functional
- Durable and repairable
- Re-usable
- Recyclable
- Biodegradable
- Packaging
- Locally made/grown
- Made from recycled materials
- Made from low toxicity materials
- Materials from sustainable source, Eco-label, Fair Trade, organic
- Energy, water used in manufacture and distribution
- Environmental and human rights (including: health and safety, labour practices) record of the producer/manufacturer.

For example these guidelines will apply to: athlete's kit, food, cutlery, plates etc, office paper, signs, medals/awards, . . .

Energy Conservation/Climate Change

We will look for ways to save energy (especially fossil fuels) and reduce emissions of CO_2 that are directly related to running the regatta. We will encourage and find ways to assist athletes, spectators and others to reduce and/or offset their CO_2 emissions (related to attending the regatta).

Energy would be consumed: travelling to and from Victoria and Elk Lake, installing and removing the course, operating safety and officials' boats, operating office equipment/PA system, hot water (showers), boathouse operations (light, heat), BBQ and concession.

Actions

- Use stationary official's boats and safety boats wherever possible.
- Course installation/removal?
- Discourage/ban idling of vehicles and coach boats.

Transportation

Provide information on:

- Bicycle rentals and paths.
- BC Transit to Elk Lake.
- Car rental agencies with fuel efficient cars (e.g. hybrids) ask if they will provide a discount to competitors.
- Yellow taxi ask if they will provide a discount to competitors
- Create map showing bike paths, designated parking areas, shuttle bus pick-up/drop-off, etc
- Create HOV parking (enforcement?).
- Setup carpooling system (can we do this simply, without it taking a lot of time/effort and coordination by us?).
- Set up shuttle bus system (Howard Johnson, Beaver Lake entrance, Boathouse, Hamsterly Beach) in partnership with Howard Johnson or ?*.
- Encourage people to stay at regatta site by setting up pleasant spectator area, with tents, vendors, food, space, organize and consolidate boat storage –using Brentwood/Shawnigan racks.
- *A shuttle bus really only reduces E consumption and CO₂ emissions IF people take BC Transit to the shuttle bus pick-up or are staying within walking distance of the pick-up. Otherwise, it is really just a way of alleviating parking congestion.

Water Quality and Conservation

The main impacts on water quality would be discharge from coach boat engines and runoff into the lake from boatwashing on the apron in front of the boathouse. The main opportunities for conserving water relate to normal boathouse operations (e.g., toilets, showers, taps, hoses) and boatwashing. Actions to consider include:

Actions

- Ensure that the coach boat engines are in good working order.
- Use stationary officials' boats wherever possible.
- Discourage or ban use of chemical cleaners for boatwashing and provide or suggest benign alternatives.
- Install low flow toilets, shower heads and taps.
- Install shower heads and taps that shut off automatically.
- Collect rainwater for boatwashing.
- Ensure that outside taps don't leak and that hoses have auto shutoffs.
- Encourage people to . . . (what uses less water buckets or hoses with shut offs?).

Air Quality

Air quality is not a big issue for the regatta. The regatta likely will have minimal impact on local air quality and, in general, the outdoor air quality in the Elk Lake area is good and not a concern for competitors. Nevertheless there are some simple things we could do:

Actions

- Ensure coach boat engines are in good working order (so they don't emit excessive particulates and other pollutants).
- Ban smoking at the boathouse and regatta site.
- Discourage idling (through education).

Habitat protection

Habitat protection is not a big issue for the regatta. There are no critical habitats in the immediate area and the regatta is not occurring during breeding or nesting season. Possible impacts could include:

- Trampling and disturbance around Eagle Beach, noise.
- Cutting shrubs around the dock, finish line and boathouse.
- Runoff of water (and detergents) from boat cleaning into the lake.

Actions

- Check with CRD about possible impacts and whether there are species or impacts we should be concerned about.
- Discourage or ban use of chemical cleaners and provide or suggest benign alternatives.

Legacies

The Regatta provides the opportunity to create legacies for future regatta organizers and for the VRS Boathouse/Facility.

For example, we could donate a small % of net revenue to fund upgrades to the boathouse that would reduce the environmental impact of operating the boathouse. This could be an example for other regattas at Elk Lake. Why should we do this? First, some of the actions we could take to reduce the impact of the regatta require upgrades/changes to the boathouse. They are not specific to the regatta, but rather relate to use/operation of the boathouse. Second, it would be a way of recognizing and partially compensating for the wear and tear on the boathouse and the incremental effect of the regatta on the costs of operating the boathouse (the incremental costs would relate to water use, Hydro, recycling/garbage removal).

Actions

- Parking map and parking/transportation management plan.
- Permanent signs for regattas and for boathouse.
- Getting rid of clutter and junk around the boathouse and setting up a system (of where to put things, recycling) to make it easier to keep boathouse clean.
- Setting up a convenient and workable system for collecting recyclables.
- Donate x% of net revenue to VRS, earmarked for specific upgrades to the boathouse, such as:
 Rainwater collection.
 - Low flow toilets, shower heads, taps.
 - Auto shutoff taps and showers.
 - Use of "green" cleaning products, toilet paper, paper towel and other products purchased for general boathouse use.
 - Timers or photocells to shut-off inside and outside lights.
 - Solar hot water heating.

CONTACTS

"Green Team"

Regatta Committees and other contacts

Useful Websites and other sources of information

http://www.greenmyflight.com/about.html (uniglobe travel) http://www.offsetters.ca/ (westjet)

"ReFUSE" Composting (and recycling?) 833-6467 www.reFUSE.ca

Compostable dishes:

http://www.biodegradablesolutions.com/index.php

Fairware promotional products www.fairware.ca

Values Based Business Network

www.vbnetwork.ca Christie Eng 858-1550 connect@vbnetwork.ca

W3 Green Gatherings.ca Britt Karlstrom 598-6506 Britt@Karlstrom.ca Program Co-ordinator

Oak Bay Green Committee

Carpool.ca

CRD Water

Checklist of Actions

Create Action Plan

- □ Articulate vision.
- □ Identify key issues.
- □ For each key issue, identify how the regatta affects the issue (i.e., what specific aspects of the regatta affect the issue).
- Brainstorm actions, by issue and committee.
- □ Meet with Regatta Committee to identify and prioritize actions.
- □ Establish workable guidelines that easily translate into action?
- □ Develop checklist of actions for each committee.

Implement Actions

Gather information (for each action) and put together a package for each committee.
 Assign tasks.

Monitor outcomes/ Measuring our Environmental Performance

Did we do what we said we were going to?

How effective were our actions in meeting our measurable targets and overall vision?

- □ Set measurable targets for each key issue, where possible.
- □ Identify what we can measure and how, in order to establish a baseline for future regattas.
- □ Develop framework for recording benchmarks.
- Develop monitoring framework to keep track of what we do, what actions we take.
- □ Develop "exit survey" for participants, officials, etc
- □ Post-regatta summary of what worked, what didn't, recommendations for future.

Appendix M: Volunteer Role Description Template

The template below provides some ideas for the type of skills and duties that can be included on a role description for a Volunteer. The duties should be amended, improved, added to or deleted to suit the circumstances of the club/event, but in particular to suit the person taking on the job e.g. their current commitments, skills, time constraints etc.

Job title: _____

Responsibility: ____

(Function Area, Action Area, or Regatta Volunteer Role)

Responsible to: _

(Club President, Regatta Chairperson, Administration Chair, etc.)

Recommended Qualifications: ____

(Club may wish to seek out qualifications that suit the responsibility)

Skills Required:

(Example - volunteer should be able to:

- Ability to motivate and communicate effectively
- Sound organizational skills
- Good time management skills)

Main Duties:

Duties may include actions listed in the action plan.

$1. \text{ACTION } 1_{-}$	
2. Action 2_	
3. Action 3_	
4. Action 4_	
5. Action 5_	
6. Action 6_	
7. Action 7_	
8. Etc	
Time Comn	nitment:
Signatures:	:
Club Helper	
Club Helper . Date	
Date	
Date Coach Date	

Appendix N: Incident/Accident Report Form Template

Suggested information to include in an accident report form:

Name of the Regatta
Regatta Date:
Name of person in charge of session/competition:
Site where incident/accident took place:
Time of incident/accident:
Name of injured person:
Address of injured person:
Nature of incident/accident and extent of injury:
Give details of how and precisely where the incident/accident took place.
Describe what activity was taking place, e.g. warm-up, getting changed, etc.
Give full details of the action taken including any first aid treatment and the name(s) of the first aider(s):
Were any of the followingcontacted: Police: Yes No Ambulance: Yes No Ambulance: Yes No Parent/carer: Yes No What happened to the injured person following the incident/accident? (eg went home, went to hospital, carried on with session)
All of the above facts are a true and accurate record of the incident/accident.
signed date
name (print)

CONTINUE | LISTINGS

Appendix O: Regatta Volunteer Schedule Example (Condensed)

job	day	start time	finish time	Volunteer
setup 1	0Tuesday	16:00	18:00	
setup 1	1Wednesday	8:00	12:00	
setup 2	1Wednesday	8:00	12:00	
setup 3	1Wednesday	8:00	12:00	
Land Coordinator	1Wednesday	12:00	18:00	
volunteer coordinator	1Wednesday	12:00	18:00	
water coordinator	1Wednesday	12:00	18:00	
food run	2Thursday	8:00	12:00	
Land Coordinator	2Thursday	8:00	19:00	
setup 1	2Thursday	8:00	12:00	
setup 4	2Thursday	8:00	12:00	
setup 5	2Thursday	8:00	12:00	
volunteer coordinator	2Thursday	8:00	19:00	
water coordinator	2Thursday	8:00	19:00	
parking	2Thursday	16:00	20:00	
Control Commission	3Friday	9:30	13:30	
Control Commission	3Friday	13:30	18:00	
Land Coordinator	3Friday	5:30	19:00	
volunteer coordinator	3Friday	5:30	19:00	
water coordinator	3Friday	5:30	9:00	
starting platform set up	3Friday	6:00	9:00	
starting platform set up	3Friday	6:00	9:00	
starting platform set up	3Friday	6:00	9:00	
starting platform set up	3Friday	6:00	9:00	
starting platform set up	3Friday	6:00	9:00	O
starting platform set up	3Friday	6:00	9:00	N
starting platform set up	3Friday	6:00 🔨	9:00	
parking czar	3Friday	7:00	12:00	
finish line 6	5Sunday	10:30	14:30	ш О И
finish line 7	5Sunday	10:30	14:30	
tear down 1	5Sunday	14:00	18:00	CONTI
tear down 2	5Sunday	14:00	18:00	0
tear down 3	5Sunday	14:00	18:00	
tear down 4	5Sunday	14:00	18:00	
tear down 5	, 5Sunday	14:00	18:00	
tear down 6	, 5Sunday	14:00	18:00	
tear down 7	5Sunday	14:00	18:00	
tear down 8	5Sunday	14:00	18:00	
	seanday		10.00	

Appendix P: Tips for Training Volunteers

Volunteers are necessary for organizing and running events.

A properly organized event looks seamless to the participant or observer. This means volunteers know their roles, are on-time, and ready to go. A challenge for rowing events is the number of jobs or roles that must be filled by volunteers with little or no rowing and racing experience.

Also, many volunteer jobs are complex, such as course installation or results. Because clubs/ organizations often must rely on junior parents and friends with no rowing experience to volunteer, training must be a priority.

Consider the following when evaluating training required by volunteers:

- Job complexity (simple, moderate, complex)
- Volunteers' experience (none, some, extensive)
- Training time (pre-event training session, day of training, no training time)
- Trainer availability (available, unavailable)

While a well organized volunteer committee can find and place volunteers based on the needs of the event and volunteer skills, this isn't always the case.

Consider the following when providing training to volunteers:

- Learning styles: Visual; Auditory; and/or Tactile
- Volume of information

While auditory learners can listen to an explanation and perform a skill most cannot and require other forms of instruction. Because not everyone is the same it is important to use a number or combination of learning tools or methods. While in most cases meeting two learning styles will be sufficient, it is best to prepare for all three. Also, not all jobs require the same amount of information in their description or instruction. It may be too much for a volunteer to memorize a long list of tasks.

Let's use course installation as an example.

Course installation is a complex job.

Installing a course requires that a large number of tasks be completed over a prolonged period of time. Also, in the case of a course with buoyed lanes (lines of buoys) the volunteer may **A.** not have seen a similar course before, or

B. have seen a course but not understood how it worked.

In case A. it would be important to provide a picture and diagram of the course so the volunteer understands what the finished product looks like and at the same time explain, through written and/or verbal instructions, how to install it. Because there is a large volume of information, the volunteer shouldn't be expected to memorize all of it. It is best to break down the job into tasks and provide documents or diagrams for each part of the installation such as, preparation, stake boats, measuring lane width, laying lines, tensioning lines, and cleanup. It might also be important to provide repair instructions in case a line breaks in the process. Preparing instructional materials seems like a daunting task, having an experienced leader can eliminate this problem as he or she can draw diagrams on a chalk or white board while describing or writing down tasks.

Finally, by properly evaluating the training required by volunteers and the resources to provide, it you can develop a strategy to train your volunteers, ensuring your event looks seamless to spectators and participants.

Appendix Q: Finish Line Form Example

event number		
event time		
event		

General Finish Line Form Example

ABSOLUTE PLACING	LANE NUMBER	TIME & SPLITS	ACTUAL TIMES	CREW NAME	Penalty/Objection/ Comment* (Exh,O,R,YC,E,D,RR)	ADJUSTED PLACING
1						
2						
3						
4						
5						
6						
7						
8						

 * If penalty imposed, please briefly note reason and name of penalizing official. If objection made, indicate that results are unofficial.
 Exhibition, Objection, Reprimand, Yellow Card, Excluded, Disqualified, or Re-Row.

Results verified by Finish Judge:_____

Appendix Q: Finish Line Form Example - example

Masters Finish Line Form Example

event number	
event time	
event	

ABSOLUTE PLACING	TIME & SPLITS	ACTUAL TIMES	CREW NAME	Penalty/Objection/ Comment* (Exh,O,R,YC,E,D,RR)	AVERAGE AGE	SECONDS HANDICAP	ADJUSTED TIME	ADJUSTED PLACING
1								
2								
3								
4								
5								
6								
7								
8								

* If penalty imposed, please briefly note reason and name of penalizing official. If objection made, indicate that results are unofficial. Exhibition, Objection, Reprimand, Yellow Card, Excluded, Disqualified, or Re-Row.

Results verified by Finish Judge:_____

Appendix Q: Finish Line Form Example - continued

Time Trial Finish Line Form Example

event number ______event time ______

event

BOW NUMBER	START TIME	END TIME	ELAPSED TIME	CREW NAME	Penalty/Objection/ Comment* (Exh,O,R,YC,E,D,RR)	PENALTY TIME*	FINAL TIME

* If penalty imposed, please briefly note reason and name of penalizing official. If objection made, indicate that results are unofficial. Exhibition, Objection, Reprimand, Yellow Card, Excluded, Disqualified, or Re-Row.

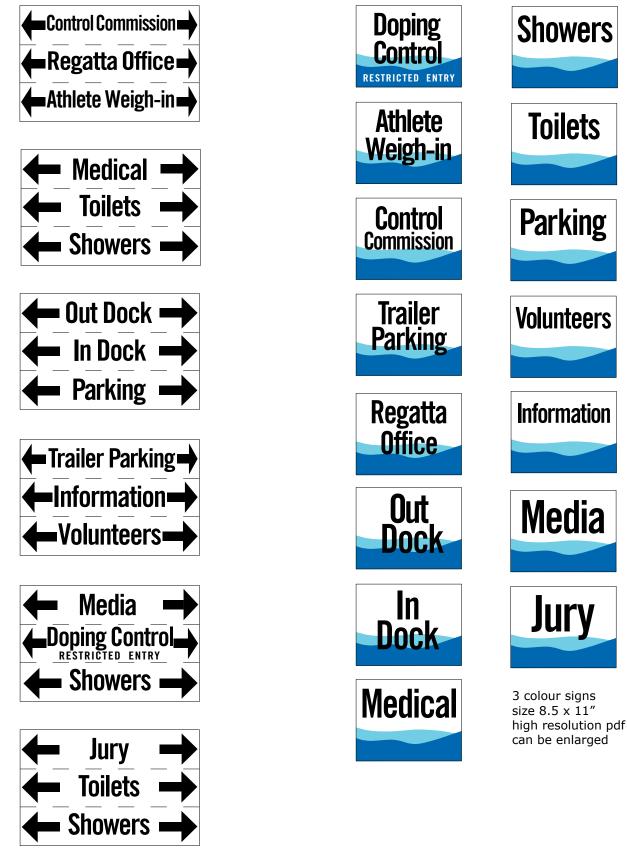
Appendix Q: Finish Line Form Example - continued

Head Race Finish Line Form Example

I	page nı	umber _		_ of	pages			
EVENT NUMBER	BOW NUMBER	START TIME	END TIME	ELAPSED TIME	CREW NAME	Penalty/Objection/ Comment* (Exh,O,R,YC,E,D,RR)	PENALTY TIME*	FINAL TIME

* If penalty imposed, please briefly note reason and name of penalizing official. If objection made, indicate that results are unofficial. Exhibition, Objection, Reprimand, Yellow Card, Excluded, Disqualified, or Re-Row.

Appendix R: Samples of Typical Regatta Signs



black only, ganged on 11 x 17" dashed line indicates cut high resolution pdf can be enlarged (appropriate arrow left on other covered/removed)

RegattaCentral provides online registration and management services to the rowing community. As the official registrar for USRowing, RegattaCentral processes entries for over 2,000 rowing teams and clubs throughout North America. It also provides advanced club management services to assist rowing clubs with their information technology needs.

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