

HOW TO START
A
SPRINT RACING CANOE CLUB



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HOW TO START A SPRINT RACING CANOE CLUB

1. THE INGREDIENTS

Starting a flatwater racing club doesn't take great genius or personal wealth. What it takes is a one-track mind. You'll also need drive, persistence, salesmanship, and an ability to appreciate and involve other people. It will take all your free time for the first while. But at the very beginning, all you need are:

Available flat water - adequate water for a racing course, at least two metres deep and 500 metres (preferably 1000 m.) long; without strong currents, tides, chop, waves, or eddies, and relatively straight. Your course should be free of weeds, shallows, obstructions, and motorboat traffic. You'll need a docking area at least 15 metres long, reasonably clear from trees and brush. Good course visibility and shelter from high winds are very desirable. Your site must be accessible to young people on foot, public transit, or on bicycles; and to their parents by car.

Potential recruits - a nearby community with a demonstrated need for local summer sports for young people. Training for competitive endurance athletics can be expected to appeal to fewer than one in ten of the teenage population, so it would take a community of about 10,000 to sustain a club of 100 paddlers as a rule: figures vary with geography and alternatives available.

Founders - a founder is a person who has an unshakable desire to create something in spite of overwhelming odds and inconvenience. Usually one or two key people find and involve a handful of other interested people to form the club's founding executive. Within this group, some skills are indispensable: you must have an experienced coach or a very experienced competitor, a person with some organizing experience, someone skilled at bookkeeping and budgeting. Some other skills would be very helpful: a lawyer, a sales representative, a public relations or newspaper person can contribute both valuable advice and helpful contacts. A housewife or retired person with a lot of free time can conduct the club business that must be done during business hours. Founding a canoe club is not easy. Founders must be stubborn and persistent and ready

to bull ahead regardless of friendship, local politics, and other obstacles. Founding people do best under opposition and sometimes fade away when the going gets easier to take on a new challenge. Then you need a new kind of person who is a builder, who can expand the club and put it on a solid footing.

2. GETTING STARTED

Your founding executive might begin by discussing general aims as a guide to your planning. Some recommendations: try to make yours a family club and a meeting place for boys and girls. Competitive sports areas are wholesome places for young people to get to know, talk to, and respect each other. Try to keep the boy-girl ratio equal. It is crucial to involve the parents. Don't base your club on the performance of two or three top paddlers, who may not be capable of organizing or taking over when they finish competing. Start with the youngest paddlers you can get and spend the few years it will take to develop them as part of your program. A racing club should include a Water Safety Training program, and may have slalom, marathon, touring, whitewater, or camping sections. A winter sport like skiing or skating might be added to keep members involved all year. After its initial housing and equipment needs are met, the club should be financially self-sustaining through membership receipts and regular fundraising events.

Your new club will have several urgent needs to be met by its founding executive: recruiting, fundraising, equipment, boat storage, meeting space, civic and municipal permissions. All of these needs demand that you sell your idea to the community: the founders' first job is:

Promotion - get your facts straight before you start. Your ideas must be concrete and explicit. Take time to prepare a xeroxed "prospectus" to leave with the people, organizations, businesses, civil servants, politicians, and news media you will contact. Your prospectus should include:

- a) the club's general purpose(s) and organizational structure
- b) the proposed recruiting area (include a map if possible) training site, total and teenage population in your area, how you plan to recruit
- c) your proposed membership fees for all age groups, and the programs and privileges you will offer members
- d) your fundraising goal: list the equipment you'll need to

start out with, itemize costs, add boathouse erection, rent, improvements, and expenses necessary before memberships are received.

- e) a brief description of flat water racing and its benefits (for those who've never heard of it)
- f) names, addresses and occupations of executive, telephone numbers of Commodore, Vice-Commodore, Publicity Director, club mailing address, names of any patrons or sponsors who agree to the use of their name.
- g) add, as soon as you have them, details of all permissions, approvals, incorporation, insurance, etc.

Deliver the pertinent facts as briefly as possible, and don't get too technical, detailed or flowery. Maps and pictures to illustrate the sport can be attached for special presentations. Emphasize "motherhood" issues like keeping teenagers constructively occupied, low cost of the sport to members, easy access to the sport, energy-saving and non-polluting aspects, rarity of injuries, character-building of sport, canoeing water-safety training.

Armed with the club's prospectus, your executive starts selling the idea to your community through recreation councils, parks committees, service clubs, newspapers, radio stations to obtain:

Permissions - don't take these for granted! In most cases, the site desired by the club will be on public land administered by a federal, provincial, municipal, or civic authority, and you will need a land lease, building lease, and/or an operating permit to operate your club from your chosen site. Approach the administering authority in person to discuss your request and present a written application and a copy of your prospectus so that they can answer questions from their bosses, the politicians. Get all permits, land grants, leases, etc. - or promises thereof - in writing before you spend any money on your site.

You must be unfailingly friendly and courteous and very persistent to work your way through a Parks authority. Usually their decision is not final until confirmed by the elected body they report to. If you encounter a flat veto, you will usually have the right to present a brief to the next higher level - usually a Parks Committee of the governing body. Lobby these politicians beforehand by approaching them individually and discussing your idea informally with them, and asking them for their vote. If you fail at committee level, one of these politicians might be persuaded to present your case to the governing body, who must

approve the report of the Committee. Warning: do everything possible to reach an agreement with the civil servants at the Parks Department level. Politicians don't like to go against the recommendations of their employees, and the higher over their heads you go, the harder it is to win. Don't expect a politician to go out on a limb for you: your cause is not yet a popular one, and your club could become a local financial burden.

In the case of Provincial or Federal land, two permits are sometimes necessary - one for the right to use the land, and one (local) to approve your activity for that area. Sometimes the water is under a different jurisdiction; a harbour commission, waterway or irrigation authority, or flood control board. As a general rule, navigable waterways are considered to be available to all and no permits are required. The marine policing authority, if one exists, should be advised of your presence, plans, and training schedules, as should lifeguards, other regular users of the Park area, and any boating clubs, companies, or tours using the waterway on a regular basis.

You may also be applying to use or alter an existing building or to erect a permanent or temporary structure. In this case, you will have to have approvals from the owners of the building, Parks Department or landowner, civic Buildings Dept. (building permit) and sometimes a zoning permit - usually also from the Buildings Dept. You may also have to check the access to your site and get additional rights-of-way from other landowners. In all cases, it is very important to maintain cordial relations. If you're lucky, you'll be dealing with these people for many years.

Some clubs have applied to and received from the civic authorities an annual "grant" that equals their annual property tax bill. Unless your whole city council is right behind you all the way, any applications for special financial treatment are better postponed until all your permissions are safely in hand. An appearance of insolvency could weaken the case for permission to operate. It is unethical to solicit donations for equipment before you have a permit to operate or for a building before you have a land lease or purchase agreement. When all the red tape has been dealt with, you must proceed quickly to

Fundraising - for equipment, housing and site facilities, and sometimes also for land or dredging. First explore all sports grants and loans available to you. In general, the provinces are the source of sports grants for development. The quantity and criteria for provincial funding varies greatly: contact your provincial Ministry of Culture and Recreation (or Health and Welfare in some provinces) for details. Apply early - the processing takes a long time.

Canadian Canoe Association member clubs may apply for an interest-free seven-year boat loan to a maximum of \$5,000. Loans must be approved and guaranteed by the local C.C.A. Division and approved by the C.C.A. Board. Donations to the C.C.A. which are tax deductible are held in a Development Fund and may be applied for through the National Office and granted upon Board approval. The National Office also has fund raising plans available to clubs. The Head Office of C.C.A. can be contacted for details on these.

After all loans and grants are considered, total the sum you must raise from other sources and publicize it. Take a written announcement or press release on your formation, plans, and target sum to local newspapers, radio stations, television stations along with a copy of the club's prospectus. This will not result in money flooding in, but it helps to soften up the prospects your executive will contact personally. This is also a good time to start a monthly newsletter reporting your progress on all fronts, and to send it to Parks authorities, service clubs, prospective donors, local politicians, school gym teachers, Y.M.-Y.W.C.A.'s, etc. as well as members and prospective members.

Soliciting donations usually results in 10 to 20 refusals for every donation received. Performance can be improved if the fundraiser has a previous acquaintance with the prospect. Ask for a specific amount of money for a specific purpose: \$350 for a fiberglass C-1, for example. Be prepared to reduce your request rather than allowing the prospect to refuse - ask for \$60 for a kayak blade, or \$4 for a knee bun. Some businesses will not donate cash but might give merchandise. Accept it and hold a raffle.

Service clubs will often help in fundraising or even finance large items like war canoes or boat trailers. It is helpful to offer to put the donor's name or insignia on donated boats or equipment, and to be available for media coverage of presentation ceremonies. All donors MUST receive a thank-you letter on club letterhead immediately, and should be added to your newsletter mailing list so they will stay interested.

Many clubs find fundraising events agreeable because they offer a service or entertainment for the money donated. If you can borrow a hall, church basement, or high school gym, you could hold a dance, bingo game, casino night, bridge tournament, etc. depending on popular entertainment tastes in your area. The success as a fundraising effort will depend on attendance, and thus on advertising and personal promotion. Events require some initial outlay and considerable advance planning. They sometimes require special permits - for gambling or serving of alcoholic drinks - check the legalities of your scheme very early in the planning.

Equipment - since you will have a large proportion of novices your first shopping list will probably include as many training as racing boats. Sturdy used pleasure canoes, especially aluminum ones, can be put to good use in training novices, and are often loaned or donated to the club. War canoes are essential when racing training begins, but five metre recreational canoes and eight metre Voyageurs are especially good for racing novices. Explore the possibility of making your own fiberglass racing boats - very large economy - and of loans or purchases of used class boats from the other clubs in your C.C.A. racing Division. Advertising in C.C.A.'s newsbulletin and writing to other Divisions can often turn up good used equipment for sale. Do not skimp on life jackets and flotation belts: a serious accident could finish your club. Jackets required by law for recreational canoes: belts suggested for Bantams and novices. The club's first inventory might ideally include:

- 50 paddles, 122 cm to 166 cm long, 18 to 23 cm wide
(Clement, Cadorette, Gananoque)
- 30 lifejackets; small, medium, large
- 30 flotation belts
- 4 sets deck numbers for lanes 1 to 10
- 4 sets back numbers (not needed if supplied by Division)
- 15 kayak paddles, all lengths 200-225 cm.
(Danish Struer; Clement touring-racing blades, edges rounded; British Canoe Sport; or British Lendall)
- 50 knee buns, canvas or foam, stamped or stenciled

boats: fiberglass where available (for economy)

2 C-1 Delta	2 K-1 Slender or Tracer
2 C-2 Aspida	2 K-1 Lancer or Ranger
1 C-4	2 K-2 Glider
1 C-15	1 K-4
6 5 m aluminum recreational canoes	
3 8 m Voyageur canoes	

Accessories: clamps, footrests, floorboards, toggles, pins, spray covers, etc.

Storage: boat racks, clothing lockers, boat trailer, etc.

Opinions vary on the merits of including the Mini K-1 and the Youth Canoe (Ontario Trainer) in your inventory. Although good boats for training small racers, cost of the boat isn't always justified by its limited use. Best for established clubs with basic needs already covered.

It might take your club several seasons to achieve a satisfactory minimum inventory. Deciding which boats to buy first is a highly individual problem: Needs of beginners must be balanced against the boats you'll need to keep your coaches interested. It is crucial to budget your expenses very carefully with your club's cash flow in mind. You may have to make outlays for docks, building and/or land rent, club jerseys, recruiting pamphlets, etc., before memberships are received. Foreign exchange and import duties may add substantially to the cost of imported boats and their delivery dates vary wildly. Racing shells are especially prone to damage in transit: It is very important to check the carrier's liability and consider adding transport insurance of your own if you feel the carrier's is insufficient.

Housing - if your permissions do not include the use of an existing building, you will need boat storage building and racks as well as docks. A new club has enough financial problems securing equipment that postponing the housing problem makes sense. Temporary space in a nearby building, summer use of a winter sports facility (like a skating club) with removal of your boats to a member's garage at season's end, roofed outdoor racks within a chain-link fence (locked), or even storing your boats on a member's property and trailering or cartopping to the site each day are alternatives.

If you must build, local building and zoning codes and Parks authorities or landlords will have to approve your plans. If you are given some leeway, cheap boathouses might be made from quonset huts, metal garage, geodesic dome, prefabricated farm storage building, or member-built shed. Most Parks authorities require buildings to meet certain standards for appearance and maintenance, and will not approve most of the cheaper structures. In this case, higher costs will mean a smaller building: be sure that your building plans and approvals allow for future expansion and sufficient land is included in your lease or purchase. Political attitudes change, other parks users appear, and permissions may be hard to get for expansion later on.

Most parks provide washrooms and changing rooms that could be used by paddlers. If none exist, the Parks authority will sometimes share the building cost in return for inclusion of public washrooms in the plans. (Your changing rooms should not be available to the public for the safety of your young people.) Local school boards have been known to pay part of the construction, maintenance, and heating costs for the inclusion of a facility the local school lacks, such as a gymnasium. Capital grants are offered by most provinces for clubhouses, but criteria and percentages of cost covered may vary within the province according to location and need for recreational facilities. Grants should be explored while planning the building since some grants have very stringent planning criteria.

C.C.A. membership - the Canadian Canoe Association was formed to make possible a Canadian championship competition in canoe and kayak racing. Today, it also organizes a carded athlete system, National Team and Olympic Team trials, sets standards for equipment, officials, and coaches, sets racing rules and eligibilities. A national office is maintained in Ottawa employing a full-time Executive Director, a Technical Co-ordinator, staff coach, secretary, a part time accountant and a part time secretary.

Your club must be a member of the Canadian Canoe Association for your paddlers to be eligible for Canadian Championship competition. National and Olympic teams are selected on performance in national competition, as well as against other specific performance criteria as approved by the Board of Directors. Two classes of club membership are available: active club membership (i.e. \$375. in 1986) this is reviewed each year at the Annual General Meeting and may change from time to time. First year clubs generally pay a reduced membership.) giving your club full privileges to C.C.A. competition, resources, and representation,

C.C.A. is divided into six regional Divisions: Atlantic, Quebec, Eastern Ontario, Western Ontario, Prairie, and Pacific. Competitors qualify for national competition through Division Trials: competition between clubs in each Division usually consists of each club's home regatta. Competitors may then qualify for National Championships through Divisional Trials. Division concerns and schedules are established at monthly meetings attended by representatives from each club. Most Divisions require that member clubs be C.C.A. members.

Some other services available to C.C.A. member clubs are: eligibility for equipment loan, coaching certification training, officials clinics, paddling clinics, Newsbulletin, technical and organizational advice.

3. THE FIRST SEASON

By now you will have a grip on making it all possible and will be ready to go into action: you need paddlers.

Recruiting - It is usually pointless to begin direct recruiting until spring. If they're approached too far ahead of time, young people forget. Sources of recruits are:

a) Water Safety Training Courses - can be co-sponsored by Red Cross, YMCA, YWCA, Scouts & Guides, Recreation Councils, Service Clubs, children's day care or day camps. Classes can be daytime for 7-to-16-year-olds (taught by course employees), or evenings for families with teenage children (taught by volunteers). Alberta clubs report 25 percent of their evening students remaining involved with the club after completing the program.

b) Junior High Schools - offered as part of Phys. Ed. program, students bussed to Club during school hours and taught basic canoeing in recreational canoes by teachers, club employees (co-funded by Board of Education) or city Recreation Department employees. Schoolboy War Canoe competitions added by some clubs, with coaching by club coxes, and club equipment augmented by Board of Education grants: results show 5 percent to 10 percent continuing involvement.

Similar programs with youth clubs, High Schools, and universities show poorer results: older recruits are already committed to other activities.

c) Group presentations - short talks accompanied by films, slides, photo displays, pamphlets, etc. presented at schools, churches, ethnic groups, winter athletic clubs, youth clubs. Results are poor unless the group is invited as a whole to a special demonstration to try out the sport. Sometimes more than one group can be handled at once - and should be, rather than put on an all-boy or all-girl demonstration.

d) Individual invitations - prospective paddlers are brought and introduced to the regular program by a member his own age. Low total numbers brought out by this method, but a high percentage continue involvement (about 50 percent).

Beginners should be pre-teen age. A large number of racing paddlers will have rejected the common school team sports, having a more independent personality and different needs. Potential racers are recognized by this rather than any particular physical characteristics. It is critical to a racer's success that his parents are supportive--keep them informed and involved.

Especially for your first season, a good recruiting pamphlet must explain your programs. It should describe novice training, coaching and racing schedules, fees, and should stress the sport's advantages. All of your recruits must be swimmers.

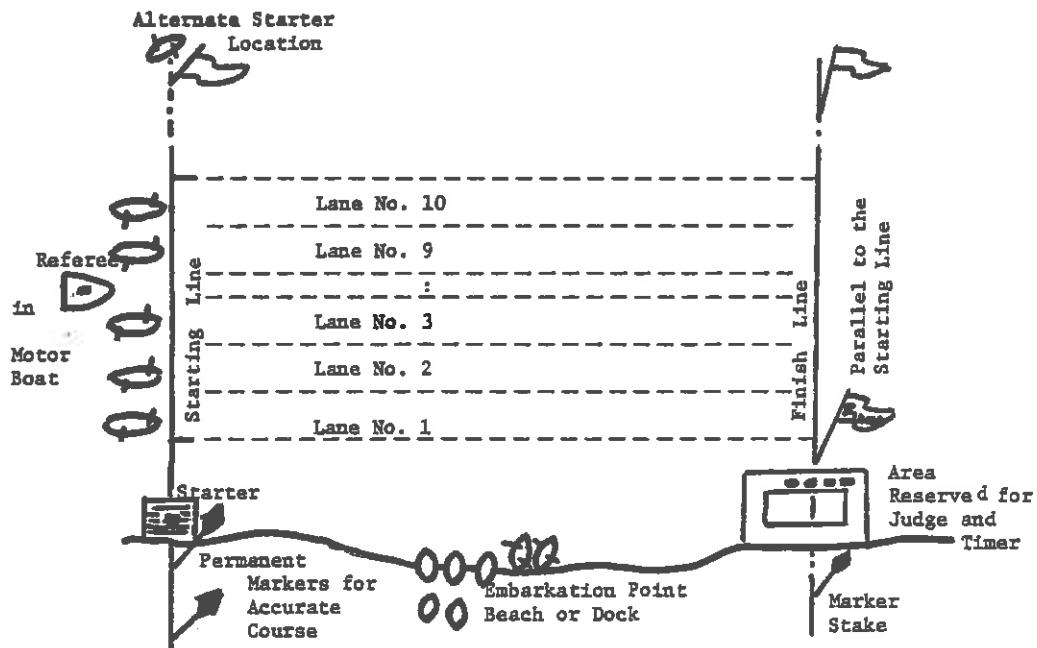
Open House Demonstrations - are held to introduce the sport to special groups (schools, youth clubs, etc.), or the community at large, or invited potential recruits and their families. General community participation requires advertising by posters in schools, libraries, civic and recreational centres; and by press release to newspapers, radio and television stations. Personal telephone invitations should be made to all individuals and groups contacted earlier in your recruiting. Other clubs in your Division will often be able to help by loaning Olympic class boats as exhibits or by demonstrating them. Guests can be invited to try out recreational canoes and to take a place in a war canoe. A fun regatta in recreational canoes might be held to include boys' and girls' or mixed tandem races, hand paddling or broom races (instead of paddles), and swimming games. Every guest should be approached by a club member and made to feel welcome. Names and telephone numbers should be noted for future follow-up - a guest book helps. Your registrar should be ready to take memberships on the spot and to hand out recruiting pamphlets, membership applications, and C.C.A. registration forms for completion. Serving cold drinks, coffee and donuts after the events will draw guests together for a short pep-talk and, if you have the facilities, to show films or slides. If every guest (including parents) has a good time and a warm welcome, you may recruit a number of volunteers as well as paddlers.

Water Safety Training Courses - an important service to offer your community that will provide a steady flow of recruits and help to equip an expanding club. Your course, designed to fit your club's emphasis and your community's need, may require approval by your provincial organization or co-sponsoring body (Red Cross, Recreation council, service club, etc.) to qualify for funding by them. Funding may include instructors' salaries, equipment, and recruiting.

Water Safety Training Courses are a book in themselves. We expect that one will be available soon.

Laying out a regatta course - Olympic distances in canoe and kayak racing are 500 and 1000 metres, but for novices a 200 metre distance might be marked out.

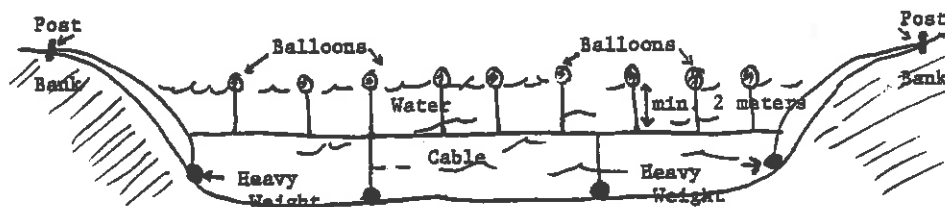
PADDLING REGATTA COURSE LAYOUT



Starting and finish lines are first laid out, at right angles to the course. Two posts for each line will give a sighting for locating a buoy or marker on the water. For accuracy, a survey should be taken and laid out while the ice is still on the water. Trees, lampposts or other landmarks could be painted with a stripe as a permanent line marker. As racing performance will be timed, the course length should be carefully surveyed. Mark off start and finish lines at right angles to the course and hammer in two steel posts at least 1.5 metres apart on each line as permanent below-ground markers. On regatta days, striped poles with flags dropped into the below-ground marker posts will make it easy for starters, referees, and judges to work efficiently. If your canoe is 1000 metres, it would be helpful to have small poles every 200 metres to give your Junior and Senior competitors pacing help.

Lay out as many lanes as possible, up to ten. More than ten give a starter and referee a lot more trouble. To have clean racing with no fouls, it is better to run heats and finals than one huge race. If there is a wind, the starter will have a very bad time with too many canoes on the line.

Racing lanes should be six to nine metres wide to ensure a fair start. On regatta days it would be helpful to have a line of buoys to mark the lanes every 200 metres as well as at starting and finish lines. (Balloons or stoppered empty plastic bottles make acceptable buoys.) Your course may be easily laid for regatta days by anchoring weighted 6 mm wire cable buoy lines to a series of land marker posts every 200 metres and laying them across the course at right angles to it.



LANE MARKER BUOY LINES

Make sure all lanes are free of weeds, shallows, and obstructions. Currents, eddies, breakwall openings, drain outlets, etc. should all be avoided to make a fair course.

In a regatta - whether your racers are Seniors or novices, they should be treated fairly, and be made to feel they have all the same opportunity to win. Beginners' poor steering can be tolerated provided they don't foul another competitor, but regarding starts and finishes must be enforced. C.C.A.'s Rules and Laws of Canoe Racing must be used in all instances to ensure fairness, train your competitors, and give even a novice a sense of importance. If your judges and officials are inexperienced, be sure they understand that horseplay - especially their own - can not be tolerated.

A pre-Meeting should be held a few days beforehand attended by the Chief Judge, Judges, racing representatives from each club to submit entries and draw lanes for them. Another brief meeting is usually held immediately before the races to register substitutions or cancellations of entries.

If your club is host to a Division regatta, qualified officials should be supplied by the Division, whenever possible. If your club is a new one and located at some distance from other clubs in the Division, you may be asked to supply all or most of the officials. Racing programs within the club can be run with as few officials (Whipper-In/Judge and Starter/Referee) but this is easier and the training better if a larger slate of officials can be lined up.

Throwing officials should wear white T-shirts marked "S", "REFEREE", "JUDGE", etc. or striped shirts as in other sports.

Whipper-In: receives a complete corrected program of events, entries and lanes drawn before the regatta begins. He calls over P.A. system or by megaphone the lane numbers for each competitor as they approach the Whipper-In as called to receive boat or boat numbers (if supplied by your Division) and to check for that race. The Whipper-In's assistant receives the numbers down at the conclusion of the race and takes late scratches or substitutions to the Chief Judge. A capable person who knows most of the competitors can help a regatta run smoothly without long waits between races that disappoint spectators. (Should be supplied with a table and chair, megaphone or P.A., and a runner.)

b) Starter: arrives at the course early enough to check the line of starting buoys and to make sure it is at right angles to the course, and to have the course marker buoys lined up to the official "start" buoys. Starting guns should be checked and tested and ammunition counted to allow for a few false starts and races called back for fouls. During the race he works from a platform or anchored boat behind the starting line. He will space all crews well apart a few feet behind the line and ask each crew separately to come up to the line. When the crews are all up to, but not over the line, the Starter may begin the race. A crisp "Ready" followed by a shot or the word "Go" shall be given by the Starter with no pause between the command "Ready" and the shot/go signal. If a paddle breaks within 15 metres of the start, the starter may fire his gun to recall the start. The Starter proceeds according to the Laws of Canoe Racing, handing the race over to the Referee when he is satisfied with the start. The Starter will then busy himself getting entries for the next race from the Whipper-In or Chief Judge. Starting guns are supplied by your Division for regattas: cap pistols, air horns, wood clappers, or vocal starts can be used for club races.

c) Referee: helps the Starter line up crews and avoid delays. He takes over the race when the Starter is satisfied with the start. He needs a motorboat and driver and a loud-hailer or speaker. He must warn crews to paddle right or left to avoid collision, and can disqualify a boat for failure to correct its direction. This means the crew immediately stops paddling. When a collision occurs, the referee decides who was at fault and disqualifies one or both crews. At his own discretion he may let both crews disengage and keep paddling. When the race is completed, the Referee will signal the Judges' stand as "OK as run" or give his decision to the Chief Judge at the finish line. Flags are used as this signal - a White flag meaning "race OK as run" or a Red flag indicating "an infraction of the Regatta Rules".

d) Chief Judge and Judges: The Chief Judge is the final authority in case of any discussion or protests on entries, fouls, or conduct. In practice, he often heads a committee of three officials for better input, decisions, and shared responsibility. The Chief Judge announces the decisions of the other Judges on finish positions. There should be as many Judges as prizes, medals, placings or points (3-5). They should be mature people who can divert their enthusiasm to concentrate on the neutral decision of position. This is the best job on which to start inexperienced officials. Judges should be supplied with slips of paper with the number(s) of the position they are to determine marked on it, and the race number: the judge enters the boat number and turns it in to the Chief Judge who checks them over, records them, and announces them to official. A roped-off area, preferably elevated, with a clear view of the finish line should be supplied.

e) Timers: a Chief Timer should be appointed and as many others as you have stop watches for (the first 3-5 if possible). They will be given slips of paper to record times and will record for one place each or as many times as required by the Chief Judge or regatta officials.

An announcer and a P.A. system are very important to both spectators' and competitors' enjoyment and understanding of the proceedings. A good announcer fills the gaps between races and identifies competitors by name and number at the start and the winners and their times as soon as results are official. He may also explain boat categories and age classes, distances, recent competitions, upcoming canoeing events, etc., and announce prize and trophy presentations between races.

Prizes might also be announced and awarded by your Publicity Chairperson: A separate presentation platform and P.A. system should be provided. If awards are given after each race or few races, a long presentation ceremony after the regatta can be avoided, and spectators will still be present.

Classes of paddlers should comply with C.C.A. classifications. A special class for novices may be added. This class could include all ages and be divided by sex and body weight. Novices should be able to guide a canoe straight for 200 metres and hold it on course in light wind or small waves. It is much easier to run a novice canoe race with two- or four- person crews because of the steering problem. This is where sportsmanship, rules, and winning and losing are taught to your boys and girls. Technical studies on paddling development show that distance training and racing (1000 metres) builds better muscles and endurance and produces stronger competitors than short sprint racing (200 and 250 metres). This makes for a very slow race for spectators, probably with a lot of fouls. The program could be livened up by starting novices at 1000 metres and another class at 500 metres at the same time, so that they finish within a few minutes of one another. Novice races might be confined to recreational canoes.

Travel - as soon as you have paddlers capable of competing in inter-club regattas within your Division, some travel will become necessary. Parents' autos are the most economical form: but liability should be checked carefully. The club might purchase roof racks to transport small boats and borrow larger ones from the host club if it doesn't have a trailer. Where sufficient billeting can't be arranged, camping out in tents often can. In any case, entries must not be dependent on a paddler's parents being able to transport him. The Club must select its entries fairly according to performance and must ensure their transportation.

Longer trips may require chartered buses, airplanes, or trains, and the club should provide some assistance with travel costs, at least in cases of need, through other fundraising projects. Some provinces offer travel grants to cover a portion of the costs for provincial and national championships. Generally, paid bills or receipts are required before any money is released - meaning the club has to cover the costs to begin with - and applications must usually be filed before the event transpires - meaning that in some cases you will have as little as four days between the time you have entries confirmed and the departure in which to file your application. The Canadian Canoe Association receives from the federal government some travel assistance for Senior classes in Olympic events only, and distributes the money through the Divisional organizations.

As soon as travel plans are complete, the club should distribute a letter to each competitor who will be included. It should contain all the details: meeting place, departure and return times, where he will be staying, meal arrangements, cost to the individual and to whom it is to be paid, suggested clothing and spending money to be taken. At the bottom of the page, include a consent form to be signed and returned to the club with hospitalization number added, for paddlers under 18. A consent form does not absolve the club from responsibility, but it does ensure that the parents have received and read the travel plans.

For most championship regattas, boat pools are organized by the host Division or your own Division to reduce transport problems. Parents should be encouraged to travel with the club whenever space allows. You will need extra hands to keep count of younger paddlers and their problems, chaperone accommodations, take charge of smaller groups for meals, etc. (Parents and executive must travel at their own expense: grants usually cover only athletes and coaches.)

4. SPREADING THE WORK LOAD

The prime concern of a club is not to let the enthusiastic organizer do all the work himself: when he is burned out with overwork, there will be nobody able to fill his shoes.

Executive - the following job descriptions suit a large club with many committees or a small new club. The executive members should be organizers and not necessarily do all the work themselves. They should be working on an overall scheme with their committee members for a 3 to 5 year plan.

Commodore:- to call meetings, look for people to fill committee posts (from active members' parents if possible):

- to be available for publicity and promotion of the sport in general and the club in particular:
- to be proud of the club's winnings but be just as willing to make competition available to less gifted members:
- to represent the club strongly in its Division and C.C.A. as these bodies are only as strong as individual club representatives:
- to be an impartial chairman and judge to bring out the best in all executive members and make sure all violators of club rules are given a fair court of appeal:
- to avoid extended meetings, advise committees to meet, and solve time-consuming decisions:
- to prepare the Vice-Commodore or other person on the Executive to take over as Commodore:
- to keep the Executive working for the good of the sport and the club and not for individual aggrandizement.

Vice-Commodore: Building committee, Grounds Committee, Social Committee, Publicity Committee, Transport Committee.

- to have the best possible chairman and members for each of the above committees and to report to the Commodore on decisions taken at their individual meetings
- to be constantly on the lookout for active members' parents who could serve on the above committees
- it may be better to have two Vice-Commodores to fill these many responsibilities.

Building Committee

- maintenance, upkeep, and improvements to building and boat racks, etc.
- plans for new building
- researching all the newest building and storage ideas

Grounds Committee

- maintenance, upkeep, and improvement of grounds, grass, docks, outdoor racks, etc.
- ideas for improved use and appearance of grounds

Social Committee

- to organize events for members, guests, and families such as fun regattas, barbecues, dances, regatta reception
- to work with Finance and Publicity committees on fundraising and recruiting events

Publicity Committee

- notify media of coming events and results
- to obtain photographs of year's events and winners
- to publish the club newsletter
- to maintain a list and obtain pictures of all club Canadian Champions and National or Olympic Team members, for hanging in the clubhouse or use in promotion.

Transport Committee

- transport to regattas for competitors and spectators
- transport and accommodation for championships
- organizing loading, unloading boats and equipment at regattas

Rear Commodore

- Paddling Committee, Coaching Committee Leadership, Coaching clinics, Equipment Committee, Water Safety Committee.

Paddling Committee

- representatives from men's and women's Juvenile, Junior, and Senior classes to give ideas for betterment of the sport and the club.
- to bring any coaching complaints to the club executive.

Coaching Committee

- to get the best possible coaches and experience for the club for the year.

Leadership Committee

- to ensure yearly progression of coaches trainers, and coxes and Water Safety instructors.
- to hold coaching clinics within the club and to send the club coaches out to gain knowledge.
- to encourage coaches and parents to become involved in the national coaching certification programme.

Equipment Committee

- to request and order canoes, kayaks, paddles, etc.
- to organize and instruct paddlers on repairs and maintenance of equipment.
- to check equipment after each regatta and report on missing items or repairs needed.

Water Safety Committee

- liaison between the sponsors on promotion of the course.
- to get the best possible instructors from the club ranks.
- to make sure the club facilities are kept clean and any broken equipment or repairs are charged back to the cost of operating the course.

Secretary - Registrar

- to keep minutes of Executive and General meetings.
- to handle club correspondence.
- to keep a record of competitive performance.
- to keep membership records, lists of parents and other prospective volunteers
- to complete and submit C.C.A. paddler registration

forms on time through the Division Flag Officer.

Treasurer, Budget Committee, Fundraising Committee

- to keep accurate financial records.
- to keep a budget and check continually on operating costs.
- to prepare the annual financial statement for audit.
- to advise on the legality of fundraising schemes.
- to project budgets for future 2 or 3 years.
- to collect membership fees, assessments, etc.

Thus your organizational chart will look like this:

<u>Vice-Commodore</u>	<u>Secretary-Registrar</u>	<u>Treasurer</u>	<u>Rear Commodore</u>
building	membership	budget	paddling reps.
grounds	correspondence	banking	coaching
social	minutes	fundraising	equipment
publicity	performance records	accounts	water safety
transport	CCA registration	fees	leadership

This chart with the corresponding names should be posted on your bulletin board so queries and complaints go rapidly to the right person.

Coaches

- at least one of your founders will have had considerable racing experience and perhaps some coaching training and experience. He or she will have to find and develop other coaches among his Junior and Senior canoeists. Ask your Division for coaching clinics and register as many of your paddlers as you can. No club can survive for long with only one coach; overwork soon affects his dedication and availability. Almost all Canadian clubs suffer a chronic shortage of qualified coaches. Expect this and establish a continuing program of coaching development. At the time of writing, coaching training approved by C.C.A. extends only to Level I Technical, with Level 2 currently being prepared.

In a small club, the Head Coach and the Coaching Chairman is often the same person; but when possible the jobs should be separated so that the Head Coach is relieved of attending Executive meetings and can spend more time with the other coaches (not paddlers).

Coaching Chairman: organizer and chairman of coaches:

- acts as liaison between coaches and executive.
- presents any problems to the Executive at regular meetings or at special meetings with the Commodore, Vice-Commodore, Rear Commodore at the club.
- prepares a budget for requested equipment and supplies for approval of the Budget Committee.
- represents the club at Division meetings or has a capable coach replace him at the meetings he cannot attend.
- selects and orders equipment with the help of the coaches.
- organizes coaching clinics within the club.

Head Coach: appointed by the Executive

is the final arbitrator of crews selected to represent the club in competition.

gives coaching clinics within the club and attends with others chosen by him any outside clinics.

resolves any problems that are above the capacity and experience or judgement of the coaches.

ensures that all classes of paddlers have appropriate coaching and equipment available to them.

War Canoe Coach

- experienced in single blade and war canoe coaching, coxing and paddling.
- instructs coxes at coaching clinics on the fundamentals of good coxing and steering.
- helps coxes select crews.
- chooses proper war canoes and equipment.
- makes sure all levels have sufficient coxes and coaching.

Single Blade Coach

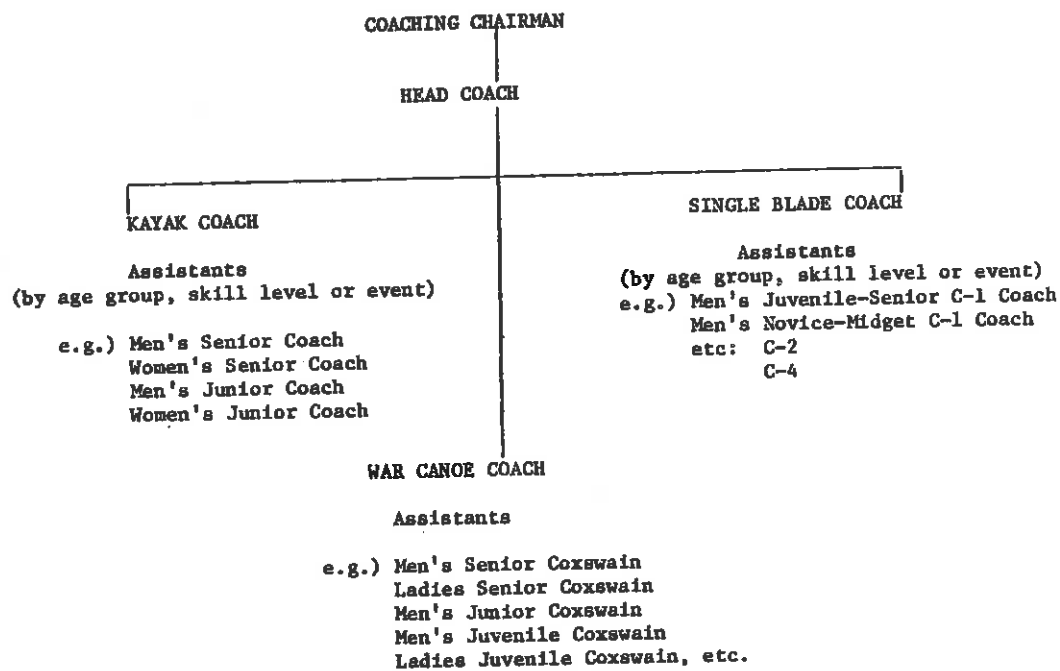
- experienced in all boats, Canadian or international competition experience.
- good public relations and respect of the paddlers in all classes - tolerance and sense of humor.
- attends Division meetings to replace Head Coach when required.
- looks for coaches among the members.
- makes sure all levels have sufficient coaching and training time.

Coach

- same as Single Blade Coach.

Your coaching organizational table will look like this:

ATTACHMENT I



NOTE: There is always a lack of coaches at clubs, so parents should be encouraged to act as supervisors at the club. This ensures proper supervision of the dock area and allows the coaches to get out on the water with crews. There may be a need to have two or three Bantam War Canoe Coxswains or additional coaches for novice canoe and kayak. A balance must be reached to give all athletes attention.

With names filled in, this table should be posted on your bulletin board. Include only phone numbers of Head Coach and Coaching Chairman. A note should be added asking parents to refer all queries and complaints to these officers.

Volunteers:

- your new club will need all the manpower it can get:
- involving and keeping parents, committee members, coaches, and executive requires carrots, not sticks. It helps to know what sociologists say about organized task groups.

The ideal group size is quite small, 7-25 individuals. Larger groups are decentralized into committees and departments. This tells us that all real work should be done in strong committees, and only general policy discussed at general meetings.

The health and strength of a group can be measured by the balance of three qualities within it:

Selfishness:

- this should be accepted as necessary. Anyone joining a strange group does so in the hope of some sort of personal gain or benefit. If they never progress beyond this they will cause mistrust and hostility and drag the whole group down.

Dedication:

- after a time some people will identify with the group and perhaps even put its interests ahead of their own. They counterbalance the selfish members, but eventually become self-sacrificing and fanatical, making an unpleasant group that eventually collapses for lack of members.

Sociability:

- these people can smooth out the problems of the other two, and make the group more enjoyable. If they become dominant, however, nothing gets accomplished, the group becomes meaningless and collapses.

For personal happiness, a person, like the group, should try to balance all three qualities; and people who manage this make the best leaders. The group can function adequately with less balanced individuals if they balance each other within the group.

Throughout the life of a club, a constant transfusion of new blood into its organization should be maintained. Your most sociable members should be detailed to chat with parents and spectators at every regatta or club event with the hope of discovering their occupations and interests and involving them in committee work or specific tasks.

Involving a new person is most successful when he or she is asked by a previous acquaintance to perform a small task or one

well within his area of expertise. It should be specific and limited, and generous credit should be given for its completion. The volunteer might soon after be asked to perform a slightly larger job, or to serve on a committee. Club executive, committee chairmen, and coaches should keep these principles in mind:

- We all carry out plans best when we have been involved at some stage in the planning.
- People develop loyalty to an organization and its purposes when they feel that they are important to it, that they really belong.
- Workers perform better when their ideas are sought, listened to, considered, discussed, and, where possible, included in the project.
- Poor results are often caused by poor human relations in the committee process, of not specifying exactly the task or the results desired, of excessive and/or inconsiderate demands on a volunteer's time, or of selecting an inappropriate person for the task.
- You must offer something in return for all the volunteers' time and work, and you must try to make them accept it: social events, public pats on the back, the club's respect and affection. Good times keep volunteers.
- And finally - never refuse an offer of help of any kind: accept it on the spot, even if you have to invent a task. Genuine volunteers must be made to feel wanted and welcome.

Often the older, larger youth groups (Scouts, etc.) may want to use you as a resource person. You may meet athletes, supervisors, or executive whom you would like for your own club. If you do nothing about it actively, many may in fact join you in the normal course of events. However, if you deliberately raid them, you will find you and your club mistrusted for years. You must be careful to be seen to be ethical in your expansion.

5. MAKING IT LEGAL

Theoretically, (and ideally) a General Meeting should be called very early in the formation of a new club to draw up a constitution, elect officers, and supply input to the elected officers. In practice, it often has to be postponed until enough paddlers, parents, and supporters are available to attend. This can even mean waiting until after your first season ends: it should certainly be postponed no longer. A pre-season general meeting encourages parent involvement and will improve the club's chances for success. The people who attended your Open House

demonstrations should be invited, and local politicians, service club representatives, recreation officials, Red Cross, newspapers and television observers could be included at an organizational meeting.

General Meeting:

This meeting should be well prepared for in advance to maintain direction and sense of purpose. A strong neutral chairman should preside. The main business of the meeting is to

- a) introduce the founders, describe their concept of the club and their progress to date.
- b) the election of an executive.
- c) the adoption of a constitution.

A Nominating Committee and a Constitution Committee could be elected by those present and their findings presented for approval to a second general meeting one to three months later; or the founders may do the work of both committees in advance of the first general meeting and make a second unnecessary (until the following year).

Elections for executive positions should be held before the constitution is dealt with to get around constitutional definitions of voting privileges. (If you've passed the constitution first, nobody would have a vote until their memberships were paid, which would at best cause a long delay, and at worst seem like coercive fundraising.)

The slate proposed by the Nominating Committee is presented. Nominations from the floor should be called for. The chairman may wish to discourage nominations of unknowledgeable people by asking for 3 to 5 minute speeches from each candidate, introducing himself and his qualifications. In most cases, the first executive will include all the founders. If not, they - and other promising defeated candidates - can be named by the executive to chair or serve on committees.

Consideration of the proposed Constitution follows: each person present should have a copy to refer to, and discussion should proceed on one clause at a time. The Chairman must call for separate votes on each amendment proposed.

After a constitution is adopted, a resolution to incorporate the club as a non-profit association, if it has not already been incorporated, should be presented.

It is very important to treat questions and suggestions from everyone, even the youngest paddler, with serious consideration and dignity. A coffee hour following will cement good relations and turn up more talent for your committees.

Constitution:

If you have a lawyer among your parents and volunteers, put him on the Constitution Committee, along with someone who has had some experience in the executive of a canoe club.

A club constitution can be written without a lawyer - most of them have been - to satisfy your club's needs and preferences. Each club's constitution varies from the next, but all constitutions should include:

Interpretation: In this constitution wherever the words "the club" appear, they shall be taken to mean "_____ Canoe Club".
(Name of club)

Article 1 - The name of the association shall be "_____ Canoe Club".

Article 2 - The emblem of the club shall be
The club's colors shall be

Article 3 - The purpose(s) of the club shall be

Article 4 - Classes of membership shall be (list)
Privileges of the members shall be (list for each class)
Membership of an individual can be suspended by for
a member may terminate his membership by
The membership fee for each class is to be determined from year to year by and shall be payable not later than

Article 5 - The control and management of the club shall be vested in the (Executive Committee, Board of Directors) which shall be comprised of _____ members elected from the membership of the club.
These members shall be
The Board is authorized to fill any vacancies which may occur in their ranks.
_____ members of the Board shall constitute a quorum.
Members of the Board may be removed from Office by for
The above officers will be elected every
Minimum age for an officer shall be

Article 6 - Duties of officers and directors shall be

- Article 7 - The (Executive, Board) may appoint such committees as it deems necessary to assist it in the affairs of the club.
- Article 8 - The Annual Meeting shall be held (month only) _____ days' notice shall be given by (method) of the date of the meeting by the Secretary. Notice of motions and nominations shall be delivered to the Secretary no later than ____ days before the Annual Meeting. The quorum for an annual meeting shall be Voting shall be by
- Article 9 - The Secretary shall call a General Meeting at any time at the discretion of the Commodore or on requisition signed by not less than ____ members. _____ days' notice of meeting, which shall include notice of items to be dealt with, shall be given by (method) by the Secretary. The quorum for a General Meeting shall be Voting shall be by
- Article 10- _____ (class) Members over _____ years of age may nominate and vote for the (Board, Executive). A Nominating Committee shall be appointed by the (Board, Executive) consisting of the Vice-Commodore and ____ other members. This committee shall be responsible for obtaining a slate of officers at least _____ days before the Annual Meeting. Nominations for the (Executive, Board) may be submitted (method) to the Secretary Nominations shall be accepted from the floor if (conditions) Voting shall be by (method) In the case of a tie vote(procedure)
- Article 11- The fiscal year of the club shall be from ____ to ____.
- Article 12- Auditors shall be appointed yearly by the (Executive, Board) to inspect the financial accounts of the club and to submit a report to the (Board, Exec.)
- Article 13- This constitution may be amended, added to, or repealed by a 2/3 majority vote on a duly advertised motion at a duly called general meeting.

Club constitutions change and grow yearly. They should set out the rules for procedures in order to prevent or resolve problems. They can't, and shouldn't try to solve all arguments in advance. Excessive details and rules can paralyze the Executive.

Incorporation of your club as soon as possible is desirable because:

- a) incorporation limits members' personal liability: the club can sue or be sued, but only the club's assets can be attacked.
- b) it makes the club eligible for grants, Parks land leases, etc.
- c) the club may own property and real estate.
- d) the club executive is empowered to form and enforce by-laws between Annual Meetings, giving them greater flexibility in responding to crises.
- e) it creates a permanent association which continues even if key people leave or die.
- f) it protects the club name and insignia from duplication.

A club constitution may be required with the application for incorporation. It is advisable to keep this as simple as possible, and to reserve more specific rules for your By-Laws (which incorporation empowers you to make) which have the same weight but are simpler to alter after incorporation. Some provincial Departments of Recreation offer a streamlined constitution for sports clubs for this purpose.

Incorporation is harder to do without a lawyer. You must have at least the services of a notary, and unless you have had some experience, the incorporation process can be very confusing. You'll save a lot of time and trouble by hiring a lawyer.

The process is inexpensive for a non-profit association (\$30. to \$75., depending on the province) and takes at least 6 weeks; longer if there is difficulty clearing the club's name. A yearly report must be filed thereafter with the government of your province giving the new executive and any changes in your constitution (which is now called the By-Laws).

Insurance - this is another essential to protect your club from a financial disaster that could end it.

Your first concern should be liability insurance: to protect the club from damage suits in the case of accident or injury to and/or by your members. A minimum of \$1 million is recommended.

Fire insurance is your next priority, for buildings, boats, and furnishings. Insuring your equipment may be prohibitively expensive if you do not yet have indoor boat storage, or if you are using a flammable structure. Coverage against accidental or willful damage (vandalism) is available for little additional cost. Some companies will insure your boats against damage on the water as well.

Records - aside from the obvious necessity for minutes of meetings and accurate financial records, a few points should be made:

All the club's records should be available for any member to examine (but not remove) upon request. By-Laws passed by the Board of Directors, which is what your executive is called if you're incorporated, should be posted and advertised to members before being effected.

New or altered By-Laws and new Board of Directors are required to be submitted to your provincial government each year. In most provinces there is no charge for registering these changes for a non-profit group.

Your membership must be accurate and very complete. Often the granting of a lease, or of an equipment, travel, or building grant, or a corporate donation, or permission to use a public building or facility hinges on your being able to prove with membership lists that you serve a sufficient number of people, or that the people you serve are in a certain age group, or live in a certain area, etc. Your C.C.A. registrations must be filled out and submitted prior to your competitors participating in local, divisional or national regattas.

Many people - grant officers, loan administrators, auditors, insurance claims adjustors, insurance agents - will demand that you send them the originals of equipment or construction receipts. Sometimes they will promise to return them: sometimes they actually do, but don't count on it. Don't send anyone your originals: Send a Xerox, no matter what they want. If they complain, you can take your original and the Xerox and have the Xerox notarized as a 'true copy'. You must retain the originals to satisfy auditors. The same agencies who give you grants also require that they be able to examine your books and conduct their own audits. Your club should have its own yearly audit. Your books must be complete.

Racing performance records must be accurately kept and preserved from year to year. They are needed for publication in your newsletter, for evaluation of coaching personnel and programs, for reference in choosing crews or alternates, for long-range consideration of club progress. Most coaches hate paperwork: don't leave this to them.

6. CONSOLIDATING YOUR GAINS

As soon as your club is operating effectively - probably after the first season - you will be able to catch your breath and think about long-range plans. The earlier in the life of the club that you can get to this, the better. Some of your continuing concerns take a lot of planning, like:

A Permanent Home - even if you are lucky enough to have the use of a good permanent boathouse, you may be able to foresee the day when you will want to add a meeting area, locker rooms, lounge, canteen, weight training room. You might want to add facilities for a winter ski or skating club. It may take several years to plan, especially if you are entirely dependant on volunteer planners. Obtaining the land, getting a building permit, getting estimates, raising the money take more time and must be done in that order - you can't apply for money unless you can show that the project is feasible. Some provinces offer capital grants to cover a portion of the costs: you might persuade recreation authorities to put up some of it: or you might share costs with another club for a jointly occupied building. All of these groups will have some conditions to be met in your planning, and should be involved very early in the process.

Continuity and New Blood - what will happen five years from now - or sooner - when your present executive want to retire, your coaches leave town, or the boat repair expert dies of overwork? The club's executive must continually look for and train possible replacements for every important job right from the beginning - before they are needed to take over. You might even want to replace particular personality types, like enthusiastic, inventive, or thoughtful. In order not to throw a new person into a job with no experience, the executive must think a few years ahead at all times. A certain amount of change for the sake of change is healthy: new people bring new ideas, new experience, new contacts. Don't let your club become rigid and tradition-bound. When you're dealing with young people, you need flexibility --- and humor.

Another possible means of ensuring continuity of a Board of Directors is to develop a three year rotational system. This is outlined below where the entire Board is new in 1980. The following year two new members join, leaving four people to continue on from the previous executive. Again the following year two new members join, giving the executive two members who are brand new, two members who have one years experience, and two

members of the original executive. This continues and eventually results in a complete turn-around of members' executive, yet always ensuring continuity. This system can be used in many variations depending on the size of the club executive desires.

	80	81	82	83	84	85	86	87	88	89
Executive Member 1	A	B	B	B	C	C	C	D	D	D
Executive Member 2	A	B	B	B	C	C	C	D	D	D
Executive Member 3	A	A	B	B	B	C	C	C	D	D
Executive Member 4	A	A	B	B	B	C	C	C	D	D
Executive Member 5	A	A	A	B	B	B	C	C	C	D
Executive Member 6	A	A	A	B	B	B	C	C	C	D

Continuing Promotion and Recruiting - these must be as much a part of the life of the club as paddling: if a club rests on its laurels, it begins to go downhill immediately. A club that doesn't recruit routinely tends to become cliqueish, serving only one social or economic group of the community at best: at worst, the club dwindles until it folds for lack of interest.

Keeping a high public profile through promotion pays off in easier recruiting and fundraising, political favors, lease renewals, financial assistance, and club spirit. Sometimes your promotional efforts will seem to fizzle; but later you may find that a newspaper filed the information and referred to it in some other article weeks later, or that a recreation official appreciated the credit you gave his department, or a new committee member was drawn to the club by its promotion. Results aren't always immediate or exactly what you anticipated: don't give up. *

Social Events, purely for fun, are an important part of a club's success. Family picnics, barbecues, skating parties, dances, help to reward your workers, strengthen friendships, build club spirit. If your parties also raise funds for the club, be sure your members leave feeling they got their money's worth in good times. The executive should circulate, making everyone feel welcome. It is helpful to have coaches present. It seems to reassure parents to meet their children's coaches socially. Sunday

pleasure paddling using the Water Safety Training canoes might be encouraged for parents and older paddlers.

Building and Equipment Maintenance - another continuing program, and not a popular one. When the often onerous work is shared by a lot of bodies, results and attitudes are better. Some clubs offer a substantial reduction in fees in return for a specified number of hours per month scheduled work at building, grounds, or equipment maintenance: others set an expected number of hours from all active members. Breakage and general mess diminishes when everyone takes a hand in the cleanup.

Some special thought should be given to equipment repair training: inexperienced repairs can cause irreparable damage to boats.

Community Service - whether through public Water Safety Training courses, summer day camps, river or beach Spring Cleanups, etc., try not to pass up opportunities for community service. Your community helped you get established, and you need its continuing goodwill. No club undertakes these services unselfishly: use them in club promotion. If the project is time-consuming, or involves unpleasant work, make sure it is limited duration and preferably shared with other clubs.

Fundraising and Budgeting - after your first season's experience, you will have some idea of normal operating expenses, equipment needed, assistance available, etc., and you will be able to plan a budget for the next two or three years. Because of the heavy cost of equipment, budgets have to look this far ahead. You'll also use them for planning construction, new or expanded programs, fundraising drives, and in explaining cash flow and budgetary restraint to members.

Fundraising, particularly for travel costs, is a regular activity for most clubs. Raffles take the least organizing work, though everyone hates selling tickets. Events limited in time, like carwashes, rummage sales, benefit dances, are more popular with workers and can be just as profitable.

7. SOURCES OF HELP

Pamphlets and Books

How to Organize a Canoe Club - Canoe Ontario,
1220 Sheppard Ave. East
Willowdale, Ont.

covers paperwork problems for all types of canoeing: 51 pages.

How to Run a Championship Regatta - National Development Committee,
Canadian Canoe Association,
333 River Road,
Vanier, Ontario K1L 8B9

Officials Handbook - Officials Committee,
Canadian Canoe Association

Laws of Canoe Racing - Canadian Canoe Association - at cost

Regatta Rules - Canadian Canoe Association - at cost

Standard Tests of Achievement in Canoeing -
Canadian Recreational Canoeing Association,
Box #54
Hyde Park, Ontario
NOM 1Z0

Test for levels 1-5, well illustrated, no teaching suggestions.
88 page loose leaf binder: \$7.00

Films

"Paddles Up" - Wolfgang Ruck Productions
1720 Lincolnshire Blvd.,
Mississauga, Ontario L5E 2S7

Award winning film on training for Olympic-level competition:
Stars John Wood, C-1, shows other boats, 16 mm, sound, color,
18 min. 45 sec.

\$400

On loan from Canoe Ontario, some libraries

"The Great Canadian War Canoe" - Nova Scotia Dept. of Tourism

Features war canoe training and racing, thrilling and inspirational
for non-paddlers, 16 mm, sound, color, 12 min.

On loan from Resource Centre, Ontario Ministry Culture & Rec., and
some libraries.

Additional films on Canoeing are available on a complimentary
basis through National Film Board - contact your local branch.

Promotional Material

Brochure to Hand out - "Introduction to Flatwater Racing"
from Canadian Canoe Association
(Currently out of print)

Enlarged and mounted photos of racing - Wolfgang Ruck Productions
(suitable for displays)

Specific Problems

Coaching & Equipment - Technical Co-ordinator/Technical Committee
Canadian Canoe Association

The Technical Committee produced a Technical Bulletin on Equipment in February 1980. It will be updated on a yearly basis. Contact the National Office or your Divisional Flag Officer.

Regatta Courses, Regatta Programming - National Paddling Committee
Canadian Canoe Association

Criteria for National Championship Regatta sites have been produced and a manual on the organization of a National Championship Regatta is being finalized for August 1980. Contact the National Development Committee or National Office for details.

Organizing Problems, Sample Boathouse & Trailer Designs,
- National Development Committee
Canadian Canoe Association

Loans and Grants

Equipment Loan - Canadian Canoe Association (to active member clubs only)

C.C.A. Development Fund - disbursed from donations (tax-deductible) made to C.C.A. and require approval of application by National Board of Directors

Young Canada Works - Federal assisted employment program applications available from Manpower Offices.

Provinces:

Ontario: e.g. - Wintario Sports Dept.
77 Bloor Street, West,
Toronto, Ontario
(grants for equipment and travel)

e.g. - Experience '80 - Summer Employment assistance

applications through Manpower Offices

Others: Check local Provincial Offices.

Royal Bank - Junior Olympic Programme

The Royal Bank offers assistance in the promotion and running of various age class competitions. Contact your local branch.

