FISA BASIC EVENTS MANUAL

Guidelines and information for Organising Committees.

- Conducting a Regional or National Rowing event -



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INTRODUCTION

THE FISA BASIC EVENTS MANUAL

This Manual is drafted for reference when planning a Regional event between several National Federations (NF), or when planning a mid size National Championships. Limited finances are often the main focus for an organising committee, however limited human resources or capacity to implement good ideas can affect an event outcome in the same way.

It is recommended that the OC focus on the four key basic areas of a good event. These are:

- 1. Transport (ensure a simple, efficient, reliable and well publicized system is available) and use a booking system to avoid wasted resources
- 2. Accommodation (beds and facilities can be simple, but must be clean and reasonably priced)
- 3. Food (can be basic, but must be hygienic, healthy and in adequate quantities for athletes)
- 4. The Field of Play (the water and land areas for training and racing must be arranged in a safe, logical and easily understood fashion)

THE VENUE - FACILITIES & OPERATIONS

SURVEY OF COURSE

The absolute 'on water' priority in any rowing course - is that the start and finish lines are parallel. This ensures that all competitors race the same distance. An official survey certificate of the racing course must be provided by an authorized company and must show the accurate locations of the start line, of each 500m intermediate timing point and of the finish line. Although of a lesser importance, all 250m points must also be marked. All points must be marked permanently on the ground on both sides of the course and be accessible for checking at any time. These are:

- The location of the four 'corners' of the 0m-2000m surveyed course on both sides.
- Lines 'transposed' from the same 2000m point, that clearly indicate the axis along which the following items can be exactly related to that same line
 - o the sight boards opposite start, finish and timing points (including the vertical accuracy)
 - o the sight wires for officials at start, finish and timing points (including the vertical accuracy)
 - o photo finish camera (optimal), or at least a good quality video camera
- Permanent survey marks must be shown on the ground at all surveyed points and also at the top and bottom of all sight wires to ensure accuracy of all lines, in both horizontal and vertical planes. The Technical Delegate/Competition Manager (TD/CM) will inspect these marks, comparing with the official survey plan.
- 1000m races also need a survey

The Finish Area

This area should accommodate:

- The Finish Tower and the associated support facilities.
- The Competition Management working areas.
- The Venue Management areas (in case there is not sufficient space these could be placed in the Boathouse area or wherever suitable space is available).
- The Spectators' seating area and services, the VIP, Media, and Team seating.
- The designated Mixed Zone area in case media are on site.
- The VIP and Hospitality areas (if available).
- First Aid and Rescue services.
- Pontoons for Victory Ceremony, Media interviews, Umpire boats, Rescue service.
- Designated parking areas for Teams, Spectators, and Buses should be located nearby.

The Boathouse Area

During major Events the Boathouse area(s) should be ideally defined as an "accredited" area. This means that access to the area by friends, family, media etc, may be restricted.

This area should accommodate:

- Boat storage (indoor permanent and or outdoor temporary)
- Oar racks
- Launch pontoons
- Control Commission area (tent or container)
- Boat weighing
- Athletes weighing
- Boat washing
- Doping and Medical facilities and services
- Team facilities and services such as changing and toilet facilities.

- General training facilities if available (Ergometers)
- Meeting areas
- Rest areas and services (space permitting)
- Eating areas
- The Information Board
- Bag drop (or valuables storage area if room permits)
- Regatta Administration and Management areas
- Team and Bus parking area
- Trailer parking (and parking for the towing vehicles).

Access to the Rowing Venue

• The area of the regatta venue should have good roads that are safe for all users, Traffic controls should be in place on narrow or congested roads near the venue.

THE COURSE

START & FINISH LINES

The technical specifications for an international or national standard rowing course, are laid down in the FISA Rule Book.

For a regional or national level championships the competition course should be ideally 2,000m long, between 6 and 8 lanes wide with each lane of equal width, between 12.5m and 13.5m wide and with sufficient warm up and cool down areas as relevant to the type of event. However, FISA recognizes that this situation is not always available and in certain situations, an NF can approve a venue with less than 2,000m and less than 6 racing lanes.

In ALL lengths of courses, the start line and the finish line must be exactly parallel and their vertical planes must be transferred exactly to the vertical sight wires/sight board on the Aligner's facility and in the Finish line facility (tower). See below.

THE 'ALBANO' SYSTEM OF BUOYS

Further information regarding types of materials, design and layout of rowing courses is available in the FISA Manual (FISA Website: http://www.worldrowing.com/fisa/publications/fisa-manual)

COURSE INSTALLATIONS

Note regarding Timing Huts and Interval Timing.

If limited budget or land/water use are limiting factors for an Organising Committee, then it is acceptable that interval times (500m, 1000m, 1500m) are not provided. In all cases however, it is recommended that full race times are provided.

Timing Huts / Facilities (optional)

- Location placed on the lines of the intermediate distances at the 500m, 1000m, 1500m marks. There must be a clear view of the course. Alternative positions could be:
 - o a) On-water 15m away from the nearest lane
 - fixed on piles to the bed of the lake or canal
 - anchored by wires and anchors to the bottom of the lake or canal to minimize any movement which might affect the timing accuracy
 - attached to individual cables across the lake or canal (not to the Albano system of cables), again with provision to minimize movement
 - o b) On land placed on a platform. On artificial courses behind the road alongside the course and at a level which gives a clear view of crews above vehicles of cyclists.
- Construction temporary or permanent Ideally the Timing Huts should be permanent structures if the course is designed to host major events, such as Continental Games or FISA events.
 - o A covered platform minimum 5 − 6 m².
 - o Protection against wind and rain must be provided.
 - o If requested, a provision for a platform for a TV camera on the top of the timing huts has to be foreseen. The roof has to be designed accordingly.
 - o Before the final design of Timing Huts is decided, the TD/CM should be consulted to ensure the design and location meets the requirements of the competition.
- Equipment

- Vertical sight wire (1 mm diameter) located exactly on the Surveyors marks to ensure accuracy in both longitudinal and vertical planes
- Radio and telephone (or other 'hard wire') communication to the timing officials in the Finish Tower (proposals for any proposed use of wireless communications for timing purposes should be clarified with the TD/CM to ensure 100% reliability and priority over all other users)
- The timing system equipment
- o Electrical Power supply
- o Tables, chairs
- o WC

Operation

- Three officials are required to take the intermediate times at each timing point one pushes the timing button and calls the numbers of the crews crossing the intermediate distance line, the other enters through the timing keyboard the boat numbers in the timing system, the third writes down the order of the crews. (This arrangement will depend on the design of the timing system and should be discussed with both the TD/CM and with the main Timing Provider.)
- The timing officials in the timing huts must be very experienced and proficient. They should be briefed by the main Timing Provider at least one day before racing starts and should be in place for the Technical Dress Rehearsal. It is strongly recommended that the same 'team' should remain unchanged (as much as possible) throughout the event in these positions.

Sight Markers

The purpose of the sight markers is to mark the Start, Finish and the intermediate timing points. They are positioned only on the opposite side of the course to the race and timing officials at each point. Sight markers on the start line and finish lines are mandatory.

• At the Start Line

- O Sight marker fixed as close as possible to the water edge, on the opposite side of the course to the Aligner's Hut exactly on the start line. If the opposite bank is too far away, the marker can be fixed on a structure very firmly fixed in the water such structure should not have any movement under any conditions.
- Optimal Dimensions 150 200 cm height, 100 150 cm wide. If advertising banners are
 placed in front of the site marker then at least 100 cm of the sight marker should be visible
 to the Aligner above the banners.
- The marker should be painted in two vertical halves, one bright yellow (direction of start) and one black (direction of finish). (See Appendix XX). The precise vertical position where the colour changes from black to yellow shall be the start line. The line where this colour change occurs shall be exactly vertical down its full height and shall be consistent with the survey certificate described in B.2.1.
- Intermediate Points (500m, 1000m, 1500m) if applicable:
 - o At each intermediate point, it is required to have a clear sight marker, identical to that used at the Start, for reference by the intermediate timing officials and situated only on the opposite side of the course to the intermediate timing position.
 - o If advertising banners are placed in front of the site marker then at least 100 cm of the sight marker should be visible to the timing officials above the banners.

• At the Finish Line

- Sight marker fixed on the opposite side of the course to the Finish Tower, exactly on the
 Finish line. If the opposite bank is too far away, then the marker must be placed on a
 structure very firmly fixed in the water such structure should not have any movement
 under any conditions.
- Optimal Dimensions 150 200 cm height, 100 150 cm wide. The marker should be painted in two vertical halves, one bright yellow (direction of start) and one black (direction of finish). Where the colour changes from black to yellow shall be the finish line. The line where this colour change occurs shall be exactly vertical down its full height and shall be consistent with the survey certificate described in B.2.1.

Distance Markers (recommended)

In addition, on both sides of the course, distance markers shall show the distance from the Start displayed on two angles so that they are visible to crews both approaching and moving away from the intermediate mark. Different colour and ideally different size markers at each 250m or at least 500m.

Two options are available:

- Floating one-meter cubes attached to the outside wires of the "Albano" system at each 250 meters, minimum 5m away from the outside lanes, on both sides of the course. Large numbers on clearly contrasting background (for example, black numbers on white background) should show the respective distances along the course.
- On land signs fixed on the bank at each 250 meters on both sides of the course. Large numbers on clearly contrasting background (for example, black numbers on white background) should show the respective distances along the course. The sight marker, identical to that used at the start, showing the precise distance mark for timing purposes, may be included on this sign or a separate structure.
- Optimal Specification The numbers on the distance markers should be at least 70 cm high and clearly visible to the crews.

NOTE: The distance markers must show the distance from the Start line. No distance number shall be placed at the Start line (0m) or at the Finish line (2,000m).

TRAFFIC RULES

Clear rules for the traffic movements of the rowing boats on the water have to be published in advance of the event. During the event the Traffic Rules must be given very wide distribution and they must be clearly displayed in the Boathouse Area and close to the outgoing pontoon.

The TD/CM and President of the Jury are responsible for planning the Traffic rules, in consultation with the Organising Committee (OC). The OC is responsible for providing the officials or volunteers for the control of the traffic rules at all times the venue is open for training/racing. The traffic rules must cover:

Traffic Rules for Training

At least one clear lane of water must always be kept as a neutral lane between crews rowing in opposite directions.

On an 8-lane course, the arrangement of the course is generally:

- 3 lanes to travel to the start
- 1 neutral lane (no training)
- 4 lanes available to train on from start to finish

On a 6-lane course, the arrangement of the course is generally:

- 2 lanes to travel to the start (plus areas outside the course if suitable)
- 1 neutral lane (no training)
- 3 lanes available to train on from start to finish

On a 4-lane course

- 1 lanes to travel to the start (plus areas outside the course if suitable)
- 1 neutral lane (no training)
- 2 lanes available to train on from start to finish

The Traffic Rules should show which lanes should be used by which boat types - big boats in the outside lanes, small boats in the inside lanes. Traffic rules for training should separate para crews from non-para crews, either by having separate training times or a separate training area. The TD's/CM's advice should be sought for this purpose.

The traffic rules for training apply:

- On training days during all the times the course is **officially** open for training.
- On racing days
 - From the official opening of the course in the morning up to 30 minutes before the start of the first race.
 - o From 15 minutes after the finish of the last race of each session to 30 minutes before the first race in the next session (eg: if a lunch time is scheduled).
 - o From 15 mins after the finish of the last race in the afternoon, to the **official** closing of the course in the evening.

Neutral lane

Ideally large buoys or other identifying marker (or even just a motor boat with marshal) should be placed in the middle of the neutral lane at both ends of the course (located approximately at the 30m and 1,970m marks) and at the 1000m mark during the training periods. These "neutral lane buoys" must be removed before racing starts.

Traffic Rules for Racing

The traffic rules for racing should cover the warm-up area and the cool-down area and the movements of the boats taking part in the victory ceremony.

The traffic rules for racing are valid:

• From 30 minutes before the first race of each racing session to 15 minutes after the finish of the last race of each racing session. Note: members of the Jury (Control Commission) will give the 'all clear' for crews to depart from the OUT pontoon.

Important - Great care and control must be exercised by both the crews and the officials each time that the traffic rules change over from racing to training and from training to racing. For that reason, 15mins is allowed for the OC to change the course from training to racing and 15 minutes to change back from racing to training configuration.

The big buoys, placed in the neutral lane at both ends of the course, and the 'Swimming line' in front of the start fingers (see "Safety Buoy Lines", below) must be removed by OC workers 30 minutes before the start of the racing session. They must be replaced immediately after the last race in each session.

The traffic rules must be distributed and displayed as follows:

- Traffic Rules, approximately 0.7m x 1.5m in size, must be produced and placed on display near to the Control Commission hut and near the IN/OUT pontoons, before the first training day. They must show the traffic pattern during training and during racing.
- To all Team Managers on A4 format (not the architectural drawing).
- Produced in digital format for computer projection in the Team Managers Meeting.
- Published in the Team Managers Manual.
- Additional copies must be available at the Information Centre at the course.

IN/OUT Signage (either on land or on pontoons)

'Road traffic type directional arrow signs (no text) fixed on each pontoon should identify the 'going out' (OUT) onto the water pontoons or landing area and the 'returning' (IN) to the land from the water pontoons or landing area.

The reverse sides of these signs should show a 'No Entry' symbol.

Safety buoy lines

It is recommended that the various zones (warm up, cool down) should be marked with floating swimming line type ropes where these zones are outside of the buoyed course. Bigger buoys should mark the ends of these zones and turning points, if any.

Swimming lines also separate the IN/OUT pontoons where there is danger of crews overlapping.

If there is a Start Bridge/Pontoon, during training, a swimming line must be placed across the lanes which crews use to go towards the start, approximately 30 meters in front of the start fingers. This prevents crews from accidentally colliding with the start pontoon and fingers during training.

Big Buoys (turning)

Big buoys should be placed approximately 20 - 30 meters beyond the Finish line to mark the turning points for the rowing boats after crossing the Finish line during racing and training. These buoys should be red in colour and approximately 40 cm diameter and placed one buoy in line with each lane.

Two big buoys may also be placed in the start area, approximately 30m apart and approximately 5 meters outside the racing lanes on the side of the course from which crews enter the start during racing. These will mark a 'Gate' through which the crews must enter the racing course and is a good way to control the entry of crews into the course before their race.

Marshals

FISA has developed a set of guidelines that set out in detail the on-water requirements for marshals and rescue services. These are outlined below, however this should be discussed with the TD and CM, as each course might have special requirements.

Medical and Safety/Rescue requirements are set out at Section B.9 of this Manual. The TD/CM will advise the OC on the implementation of these requirements at specific courses.

THE START AREA

The entire Start area must be provided with Electrical power (either mains power or generator).

THE START TOWER

Location of the Start Tower

Ideally this is located between 40 - 50 meters behind the start line, in the centre of the course, on land or on the water. If on water, there are several options:

- Fixed on piles to the bed of the lake or canal
- o A floating platform anchored to the bottom of the lake or canal
- Minimum: A floating platform/ large boat

Construction of the Start Tower

Temporary or permanent

- A covered platform approximately 9 12 m² the floor level must be a minimum of 3m and a maximum of 5m above the water level. There must be a clear view of each of the start pontoons and the Aligner's Hut.
- Protection against wind and rain must be provided which still allows the Starter to perform their duties without obstruction to the vision or communication with the crews or other officials.
- The front part of the roof or cover (above the Starter) has to be a minimum of 3m above the platform (the required height so that a Starter's flag can be used).
- A platform for a TV camera above or below the Starter's platform if the event is to be televised.
- If the Start Tower is on water, it should ideally be constructed on a platform minimum size 6 x 6m connected to the Start Bridge by a floating walkway. If such a walkway is not provided, a small boat shuttle must be provided during all racing hours between the Start Tower and the Start Bridge and the land.

Equipment in the Start Tower

- A microphone, ideally "hands-free" type, either on a flexible stand or as part of a headset The microphone should be connected:
 - To the loudspeakers (fixed either on the start bridge for each start finger, or on the sides or front of the Start Tower) for the Starter's instructions to the rowers on the start pontoons and in the Start Zone, provided with on/off switch.
 - To a loudspeaker facing the warm up area (if applicable) by separate switch.

Note that wireless microphones are not ideal due to interference and generally poorer reliability than cabled microphones.

As backup, a large megaphone is suitable if powerful enough

- If Traffic lights are to be used (optional), the control box for the 'Traffic Lights' system must be placed in a position on a table in front of the Starter and easily within his reach.
- Elevated chair for the Starter so that he can clearly see the whole Start Zone and start area if sitting down in between races.
- Elevated table for the Starter with sloping top and a clear Perspex cover beneath which his Start List can be placed and be clearly visible 110 cm height, 40 cm width, 100 cm length.
- Bell
- Flag red with white diagonal cross (75 cm x 50 cm)

- Table and chairs
- Telephone (can be fixed line or mobile)
- Walkie talkie radio
- Megaphone for back-up if the Starter's PA system fails or for urgent communication with Start Pontoon officials.
- Option: A flashing light (operated by the starter) for the indication to umpire boats and TV boats coming back towards the start that the race will start within two minutes. Must be visible from a minimum distance of 500m.

Operations in the Start Tower

Strict security and limited access must be enforced to the Start Tower.

All technicians responsible for start installations (including PA system if used) must be at their positions at least 1 hour before the start of the first race and make a full test of the entire equipment. All other race officials in the Start Tower must be in position at least 30 minutes before the start of the first race and must test the equipment again upon their arrival.

Officials requiring access to the Start Tower are as follows:

- Starter –appointed from the International Jury.
 He is in radio communication with the President of the Jury.
- Starter's Assistant
 The Starter's Assistant is appointed by the Organising Committee. He supports the Starter to carry out his duties.
- Technicians for the timing system, traffic light system and automatic start system (where provided).
- The TV camera operator (if applicable).

START PONTOON

For National level events, a start pontoon is not obligatory, and can be replaced with small Dinghies located behind the start that allow Boat Holders to move the boats forward and back for alignment.

Location of Start Pontoon (ideal)

The Start Pontoon (or small Dinghies) should be approximately 21 - 22 meters behind the Start line.

- The start pontoon is a floating bridge structure connecting the start fingers. It can be:
 - o Fixed on piles in the lake or canal
 - o Anchored to the bottom of the lake or canal
 - Attached to cables across the lake or canal
- Where the start is close to the land for lakes and artificial courses –the Start structure can be
 constructed on the land behind the Start line, the start fingers then can slide into tunnels (ideally
 covered), constructed into the land behind the Start area.

Construction of Start Pontoon

Information regarding the construction of a start pontoon can be found in the FISA Manual (FISA Website: http://www.worldrowing.com/fisa/publications/fisa-manual

Equipment on Start Pontoon

The Start can be given either by flag or by "traffic lights". **In both cases,** a loud speaker system for the starter to give instructions to crews is required. (A high-powered megaphone is acceptable as back-up.)

- Traffic lights starting system (optional) provides the visible start signal and the audible start signal. There must be one set of lights behind each start finger, positioned 2.5 metres to the side nearest the Starter.
 - o Specification:
 - The visible signal comprises a red and green light and must operate in only three positions:
 - A neutral position (no light signal)
 - A red light signal
 - A green light signal (go)
 - The order of the signals:
 - Neutral (no signal),
 - Red light signal, (if necessary, return straight from red back to neutral)
 - Green light signal and a simultaneous sound signal audible to crews to indicate the start
 - Both the red and the green light signals must be clearly visible to the bow person in an Eight, even in conditions of bright sunlight.
 - The electrical system must be provided with a duplicate, back-up system.

Additional Traffic Lights boxes must be located so that the Starter and the Judge at the Start can see them during the start procedure.

- Lane Number signs each start finger should have a large 3 or 4 sided lane number sign (located on the front side of the start pontoon) with the Lane Number clearly showing in three directions:
 - o At one side visible to the Aligner
 - o At the front visible to the crews
 - At the back visible to the Starter

The numbering of lanes should normally be from left to right for the Starter. For 6 lanes, the numbering is 1-6; for 7 lanes, numbering is either 0-6 or 1-7; for 8 lanes, numbering is 0-7.

Loudspeakers for the Starter

- These will normally be located on the side of the Start Tower (one or 2 speakers) for communication from the Starter to the crews in the Start area (instructions and the start procedures). A large megaphone is sufficient if powerful enough.
- o For the warm-up area if required for communication to the warming up crews. This loudspeaker should be located in the most appropriate position so that crews in the warm up area can hear the Starter. Usually such loudspeakers will only cover the area of the warm up closest to the Starter and where crews are likely to be waiting for their race. A switch should divert the Starter's microphone to this loudspeaker.

'Yellow/Red Card' Marker

- O A 'Yellow/Red Card' marker for each start finger. The 'cards' should be approximately 20cm x 30cm in size and made of material which is waterproof (plastic or metal). Alternatively, a round disk or "traffic cone" would be acceptable. The colour must be bright enough to be clear to crews on the start. When a crew is awarded a Yellow/Red Card by the Starter an official on the Start pontoon should display the Yellow Card (or Red Card as applicable) so that it is clearly visible to all members of the crew concerned at the Start, to the Judge at the Start and to the Starter. For the purpose of correct display of Yellow/Red Cards, a suitable card holder should be installed at each start finger.
- Boat Holder **Headsets** For the wireless radio communication from the Aligner to the boat holders for the alignment of boats the following headsets should be provided:

- One for each boat holder
- One for the coordinator in charge of the start bridge
- o Minimum of two spare sets in case of malfunction or loss

Alignment may be carried out by megaphone if wireless sets are not available but this is disruptive to crews and limits the ability of the aligner to give instructions after the roll call starts.

- Spare bow numbers a minimum of two full sets of bow number plates should be kept on the start pontoon (or at the repair pontoon at the start) in case crews lose their bow number on the way to the start.
- Walkie talkie —on the Organising Committee channel and held by the official in charge on the start pontoon
- Megaphone for urgent communications within the start area
- **Life jackets** to be provided for all juniors working on the start pontoon and for any others requesting them

Operations on the Start Pontoon

There must be strict security enforced and limited access to the start pontoon during racing. Access of photographers to the start pontoon during racing should be welcomed. The TD/CM will advise on the number of photographers allowed on the pontoon but it should be remembered that such photographs do a lot to promote the sport of rowing. All photographers should be sitting down once the roll call begins. They should not position themselves too close to the traffic lights.

• The boat holders – For International or large or long regattas, 2 teams of 12 boat holders and their coordinator are provided by the Organising Committee. Smaller regattas may require less based on lane use and the length of the regatta or the length of each day's racing.

Requirements:

- Normally there should be two boat holders allocated to each start finger. One will hold the boat and the other will move the start finger forward or back if additional adjustment is needed and placing the Yellow or Red Card markers when required.
- o The boat holders work under the instructions of the Aligner sitting in the Aligner's Hut. He gives them their instructions using the wireless headsets in the language of the host country.
- o The boat holders must be well-trained and disciplined, responding immediately to the instructions.
- They should be physically capable of holding the biggest boats in position until the start is given, even in difficult wind conditions.
- o They must place the Yellow or Red Card markers as instructed.
- o The boat holders should be adequately dressed for the weather conditions.
- Boat holders who are juniors should wear life jackets. Others should be given the option to wear one.
- The coordinator must control the photographers on the start bridge.
- The coordinator may also undertake repairs if required

THE ALIGNER'S HUT

Location of Aligner's Hut

Placed exactly on the start line.

- EITHER On water fixed on piles to the bed of the lake or canal.
- OR On land

Construction of Aligner's Hut

Information regarding the construction of a new Aligners Hut can be found in the FISA Manual (FISA Website: http://www.worldrowing.com/fisa/publications/fisa-manual

Layout of Aligner's Hut

- The Judge at the Start sits at the front of the Hut, exactly in line with the start line.
- In International regattas, the Aligner sits behind the Judge at the Start, also in line with the start line, seated on a higher (minimum 30 cm higher) chair or platform, looking over the head of the Judge at the Start.

Equipment in Aligner's Hut

- Power (mains power or generator)
- A video camera filming the start is recommended but the picture must include a live view of the traffic light or of the Starter's flag, so that the instant of the start is captured, together with the movement of boats over the start line. This allows the Judge at the Start to review any False starts. This video camera is fixed as described above and behind a vertical wire marking the start line.
- A table for the Judge at the Start and 3 chairs.
- A separate communication link between the Starter and Judge at the Start is recommended (radio or mobile telephone).
- White flag and red flag (to indicate to the Starter good alignment or a false start).
- Vertical Wire marking the start line, directly over the surveyed start or '0' line. Maximum 1 mm thick and colour black. This wire has to be fixed absolutely firmly and taught, placed between the start line video camera and the start line and fixed in two sections:
 - The upper part of the wire (which is immediately in front of the start line video camera) is used for checking the exact correct position of the video camera. It then has to be removed during racing and easily fixed back again in order for the position of the camera to be checked at any time.
- Megaphone as back-up and to give instructions to crews in special cases.

Operation in Aligner's Hut

Access to the start area and in particular to the Aligners Hut should be restricted.

All race officials in the Aligner's Hut must be in position at least 30 minutes before the start of the first race and test all the equipment upon their arrival.

- The Judge at the Start at continental championships from the international Jury.
 - o The Judge at the Start controls the aligning procedure according to the FISA Rule Book.
 - o He should have direct communication with the Starter.
- The Technical Aligner
 - o Is provided by the Organising Committee.
 - o Communicates to the boat holders in the host country language to conduct the aligning procedure under the instructions from the Judge at the Start.
 - Should be very experienced and have good communication and understanding with the boat holders.
 - o Ideally there should not be more than two Technical Aligners working throughout the regatta, thus ensuring continuity and consistency in this critical operation.
- Two volunteers provided by the Organising Committee with basic computer knowledge for assisting the Timing system in the Aligner's Hut and for the backup timing at the start..

OTHER FACILITIES AND EQUIPMENT

- Spare bow numbers
- Portable toilet
- Service shuttle boat if there is no land or pontoon access to the Start Tower or the start pontoon.
- Tent for the boat holders, officials, volunteers and media at the start (tables, chairs, drinking water) providing protection against sun and rain.

THE FINISH TOWER

Location of the Finish Tower

The Finish Tower will be exactly on the finish line, as close as possible to the course but not less than 27m from the racing lanes, not obstructing the view from the grandstands towards the finish line.

Construction of the Finish Tower

Information regarding the construction of a new Finish Tower can be found in the FISA Manual (FISA Website: http://www.worldrowing.com/fisa/publications/fisa-manual

- Ideal Layout (Regional of Major National events):
 - Level 1 (Ground floor)
 - Regatta control, Technology
 - toilet
 - Storage
 - o Level 2
 - Judges & Timing officials seats (3 seats at 3 levels exactly on the finish line)
 - Timing equipment and Data processing
 - Photo-finish viewing and printing equipment
 - Score board operation (optional).
 - o Level 3 (optional)
 - Commentary (soundproof room)
 - Public address system
 - Score board operation (optional).
 - Photo finish camera
 - On the Roof (optional)
 - Enclosed support structure for the Photo-finish cameras
 - A platform for a TV camera and/or a VIP terrace.

Note: For a Regional Championships it would be sufficient to have a Finish tower of 2 levels plus roof top. In such cases, the photo finish camera should be installed at the appropriate height to give an angle of between a minimum 6° and maximum 12° to the centre of the course

Equipment in the Finish Tower

- Power (either mains or generator)
- Wire marking the finish line, maximum 2 mm thick and black colour. This may either be steel, or a non-stretch nylon cord type material.
 - The vertical wire in the Finish tower in front of the photo-finish camera and in front of the judges and timing officials, must be in line with the horizontal finish line in accordance with the course survey.
- The wire must be vertical and fixed absolutely firmly and tight and divided in two (vertical) sections:
 - The upper part of the wire, which is in front of the video cameras, has to be removed during racing and easily fixed back again in order for the position of the camera to be checked at any time.
 - o The lower part of the wire is in front of the Judges and Timing officials who will sight the wire against the finish line marker on the far side of the course.
- Photo-finish system, plus desktop colour copier for printouts (high quality paper)
- Timing system
- Results system
- Commentary and Public address system
- White flag for the Judge at the Finish to acknowledge the signal from the race Umpire. Note: Instead of the white flag a white light can be used, as long as it is clearly visible to the Umpire. The White flag

or white light will be operated by the Judge at the Finish. The white flag should still be provided as back-up.

- Megaphone to make emergency contact with crews on the water or the race Umpire
- Hooter/horn operated by the timing button, producing a signal clearly audible to the crew in the furthest lane, to signify when each crew has finished the race.

Operations in the Finish Tower

- There must be limited access to the Finish Tower.
- All Race Officials in the Finish Tower must be in position at least 30 minutes before the start of the first race and must again test the equipment upon their arrival.
- During racing the results and timing contractor (if applicable) overseeing all the timing procedures will be in the Finish Tower and is in direct radio communication with the President of the Jury and TD/CM.

All Results and Start Lists must be checked and approved by the Responsible Judge at the Finish before being passed to the Results Distribution Service. Start lists should be checked for correctness and signed off by the TD/CM before distribution.

ANNOUNCING, COMMENTARY AND PUBLIC ADDRESS

General

Experienced Announcers and Commentators greatly enhance the atmosphere at an event and provide valuable information to spectators and teams within the venue during racing. Generally at regional or national championships events, there should be at least two Commentators/Announcers.

Location of Announcers and Commentators

- Announcers should be located in the Finish Tower on the top floor. Good visibility of the entire course and the finish area must be provided.
- Commentators should, where possible, follow races either by car or in a catamaran. In such cases, consideration should be given to having two commentary teams, to allow time for every race to be followed and the commentary team to return for the next following race. High quality communication equipment is essential to provide a clear voice signal to the PA systems. FISA can provide advice on such equipment. ALTERNATIVELY, if there is no possibility for Commentators to follow the races, then commentary can be made at points along the course or by the Announcers in the Finish Tower, either by binocular observation or TV monitor (where TV coverage is provided).
- Announcers and/or Commentators may alternatively be located in a facility outside the Finish Tower.
 In this case, suitable communications and technology to connect to the Finish Tower shall be provided.

Equipment

- High quality equipment with a backup system
- The Public Address System (PA).
 - o Ideally, it should be possible for messages to be announced only in the boathouse area by having separate switches for the PA system to this area.
 - In order for the Announcers, Commentators and the PA operator to be able to co-ordinate their functions, it is essential that the PA facilities and the PA system are located in the same room. Where Commentators are following the races then a Director should be stationed in the PA area to coordinate the functions.
- A microphone (wireless with stand and lectern) for the official opening/closing ceremonies and medal ceremonies should be located close to the presentation stage.

PONTOONS AT THE FINISH

Victory Ceremony Landing Pontoon (ideal)

- This pontoon is to allow the three medal crews to row to the victory ceremony after their race and get out of their boats close to the victory ceremony area.
- Normally located in front of the VIP, Media and Team Grandstands
- 3m wide and 54m long (if coxed eights (8+) events are included in the regatta). If there are no 8+ events, the minimum length of this pontoon can be 45m.
- Where Para-rowing events are included, there must be wheelchair access from this pontoon to the Victory Ceremony Stage.

The Victory Ceremony Stage (optional)

- Options:
 - A pontoon on the water 3 m wide and 20-25m long attached to the landing pontoon, This length will accommodate 3 x fours quite comfortably.
 - o On land in front of the main grandstands.
- When Para-rowing events are included in the event program the Victory Ceremony Stage must be accessible for wheelchairs.

TECHNOLOGY

TIMING

At Regional or National level events, the Timing equipment may be provided by various contractors. The coordination with the Results computer system, the delivery of information to the internet (If possible), and overall control of the timing system and equipment should be coordinated by the Timing and Results Operator. This Operator might be a Contractor appointed by the OC for the event or, the OC might provide the Operator for the OC's own system.

The most important thing to remember is that 'placings/rankings' in rowing races determine progression to the next round, not times. That means that accurately recording the finishing order of each race is more important than the overall or interval time(s).

Minimum Requirement

Accurate recording of the finish ranking/placings in rowing races is critical. On the finish line, it is important to provide as a minimum, a portable video camera able to see each lane across the finish line. Of secondary importance is the time of each race. This can be taken by a stop watch if required.

Equipment and Requirements (ideal)

- The ideal system must be able to:
 - Record all times to 0.01 second and give the order of all 6 racing boats at the 500 m, 1000 m, 1500 m marks and Finish.
 - o Indicate the difference from the best time for each following boat at each point.
 - o Ideally be able to time two races on the course simultaneously including the intermediate times at each 500m.
 - o Take all the times, even when there are 7 or 8 boats in the same race (in cases of contingency scenarios).
- The main system must be provided with a reliable backup system. This can be a stop watch and video camera.
- The timing positions:
 - o The Starter's button in the Start Tower
 - o The timing buttons in the timing huts at the 500 m, 1000 m, 1500 m and in the Finish Tower.
- The timing system should ideally also be able to time the racing boats when the race is in the form of
- The timing button in the Finish Tower records simultaneously the finish times of the racing boats and sounds the audible signal.

Communications

- Radio communication (on a separate channel) between all the locations as listed above or mobile phone as a backup
- Computer links to the Internet (high speed) for the timing services.

Note regarding Time Trials

Time trials measure the elapsed time between 2 fixed points. Generally, this is between either the 100m and Finish, or from a fixed start (the start line) and the Finish. They may be conducted in cases of adverse weather conditions or other contingency scenarios as provided in the FISA Rules of Racing. Margins between crews can often be very small (hundredths of a second). As with normal racing, Time Trials are run in 'packets' with each heat run in lane order, then a slight pause before packet 2/heat 2 is run. In some contingency scenarios, a time trial might include all the crews in an event rather than divided into heats. A **minimum** of 3 people are needed to accurately record the start details, and 3 people at the finish. Ideally, a photo finish camera at the finish will

give the highest level of accuracy if linked to the start impulse. If started from a fixed start, timing will be taken automatically from the Starter's start signal. In such case the timing system must be able to cope with the time trial format.

Time Trials Process using simple stop watches (100m start)

- Zero all watches. That means start all watches to be used for timing, at the same time. The watch should then be 'locked' to avoid stopping the watch. Mistakenly stopped watches can not be further used under any circumstances.
- 3 timing personnel are required at the start, and 3 at the finish.
 - o Pushing the buttons on the stop watch
 - Writing down the bow number and recorded time
 - Using binoculars to assist in identifying the crew's bow number or identity.
- 20-30m before the line, the starter will call go. The crew crosses the start line in a 'flying start' (racing speed).
- As crew one crosses the 100m line, the 'split' button is pressed
- The 'recorder' records (writes down) the crew name and number and split time for later reference
- Continue on in the same way with all crews
- As crews cross the finish line, the same procedure occurs
- After racing, the difference between the start time and finished time (elapsed time) of each crew is calculated. There are several simple Excel programs available to calculate these times.

START LISTS AND RESULTS LISTS

The Summary Start List for the Heats will be produced immediately after the official Draw.

The official results of each race are processed by the Computer System to produce the Start Lists for the **next** round of each event, in accordance with the requirements of the FISA Progression system.

All Start Lists, results and Official Communications must be checked and approved by the President of the Jury (PoJ) before being published and should be signed off by the TD before distribution.

COMMUNICATIONS AT THE COURSE

The Organising Committee is responsible for the provision of all telecommunication facilities. That may mean as simple as radios or mobile phones, or via land lines in a permanent venue.

Media

At a regional or even national championship, different media will require different facilities. Most media will rely totally on a quality wireless or wired internet network to upload their photos and stories. It is likely that local media will have their own telephones and often their own internet USB facility to load pictures and stories - but they might still require access to the OC system.

WALKIE TALKIES (RADIOS)

Walkie Talkies should be tested prior to the event on different dates and times to make sure that they cover the whole facility and that there is no outside interference.

Numbers

- A detailed plan of the walkie-talkie requirements, their allocation and disposition should be prepared
 in advance by the OC. It is important that separate channels are available for at least regatta
 operations and rescue/medical.
- The number of walkie-talkies depends upon the course (a natural lake or an artificial channel), the number of control points necessary to ensure the safe and smooth operation of the event.
- TV trailers and equipment can cause serious problems with the reception of radio signals and this has to be taken into consideration.
- Regional or large National Championships require approximately 30-40 x Walkie-talkies (with at least two to three separate channels) as follows:
 - Starter (1)
 - Aligner (1)
 - Finish Tower (1)
 - President of the Jury (1)
 - Control Commission (2) Scales, Pontoons
 - T.D. (1)
 - Each Umpires Catamaran (4 6)
 - Rescue boats and Safety Coordinator (minimum 5)
 - Timing & Results contractor (1)
 - Medical Director & Medical Centre (2)
 - Marshal boats (3)
 - Organising Committee (10-15)
 - Competition manager (1)
 - Field of Play (1)
 - Hospitality (1)
 - Staffing (1)
 - Admin (1)
 - Logistics and Boat park (2)
 - Transport (1)
 - Finance (1)
 - Course and Venue management (1)
 - Spare (1)

MOTOR BOATS

It is vital for the safe and fair operation of any major rowing event, that the **appropriate** motor boats are provided for each of the different functions during a regatta.

The movements of motor boats must be strictly and well controlled. Most 'washes' that disturb racing are caused by OC work boats or Rescue boats moving too late into position, or moving uncontrolled to work areas or when they fail to see they are causing washes for upcoming races. Boat drivers should be selected who are familiar with rowing if at all possible. A full briefing of ALL motor boat drivers before the competition will minimise the risk. The President of Jury should attend this briefing. If they are not on duty at the time, motor boat drivers should attend at the beginning of Jury meetings each day.

UMPIRES' CATAMARANS (ideal Umpires boats)

Number

- At Regional or National championships, catamaran-design umpire boats are ideal in order to minimise wash.
- Depending on the race intervals, a minimum of 4 5 boats and 1 reserve are required.

Equipment in each boat

- 'Kill cord' or emergency stop cord to automatically stop the motor if the driver falls out.
- Life vests (minimum one for each passenger)
- 1 or 2 paddles
- Red flag (60 cm x 40 cm)
- White flag (60 cm x 40 cm)
- Bell
- Megaphone
- Walkie-talkie on the FISA & OC channel
- Cool box for water and food (if long racing sessions are planned with no break)

OPERATION – UMPIRES BOATS

Operation

- The President of the Jury will determine the traffic pattern for all motor boats.
- The allotment of the motorboats and duties to the Boat drivers should remain unchanged (as much as possible) throughout the event.
- The OC official in charge of the motor boats is responsible for:
 - Working closely with the President of the Jury.
 - o Providing the drivers (who should be experienced in driving at National Championships or similar big events) and the proper operation of the launches.
 - o Ensuring that the launches are maintained and prepared for use daily, including refuelling.
 - o Ensuring that standby launches (motors) and drivers are available in the case of emergencies or breakdowns.
 - o Ensuring that the approved boat movements, driving methods and traffic rules are understood and obeyed by all launch drivers.
 - o Ensuring that drivers are trained and quickly react to the Umpire's instructions.
 - Ensuring that a representative of the drivers attends all the FISA Jury meetings.
- The motor boats controlling the traffic rules, operate in the neutral lane during the training sessions. They should be driven very slowly, making as little wash as possible so as not to disturb crews training.

- The Umpires and TV catamarans, after finishing a race, must first slow down and stop the boat before turning, turn around and proceed back to the Start in accordance with the instructions given by the President of the Jury. Options are:
 - o Drive back at high speed towards the Start, in the middle lane, OR
 - O Drive very slowly outside the racing lanes towards the Start, creating no wash and stopping each time a race is approaching.
- If the Drivers are instructed to drive fast towards the Start, when the next race is approximately 250
 meters away they must first slow down, stop before turning, and then turn at 90 degrees and leave
 the course driving very slowly to one side so as to create no wash down the course for the
 approaching race.
- After the boats in the approaching race have passed, the catamaran should move slowly back to the middle of the course, turn at 90 degrees and then continue driving at high speed towards the Start. Approaching the Start area they must proceed the same way as described above.

RESCUE & MARSHAL BOATS

Number

- The number of boats required depends on the nature of the rowing course for example, a large lake
 with separate arms for warming-up and cooling-down or if the course has an artificial channel and
 road access parallel to the race course.
 - Minimum 1-2 boats during quiet training periods.
 - Minimum 3 boats during busy training periods and racing (Start-750m, 750m 1500m and 1500m to finish).
 - o 5 boats during racing is optimal. Start-500m, 1000, 1500m & 2 at the finish line.
 - Rescue boats should always be referred to by their position. They are numbered from the start to the finish. For example: Rescue 1 (500m area), Rescue 2 (1000m area) and Rescue 3 (finish area). This makes communications simple and error free.

Requirements

- Type ideally, inflatable zodiac boats with inflatable sides and uppers with suitable outboard motor. Boats with metal sides are not ideal as rescued athletes are likely to be injured further on hard metal surfaces if it is necessary to pull them into the rescue boat.
- Enough space for a rescued athlete to lie down on the floor
- Good maneuverability
- Manned with a driver and at least one proficient 1st aid qualified person

Equipment

Per boat:

- 'Kill cord' or emergency stop cord to automatically stop the motor if the driver falls out.
- Life vests (minimum one for each passenger. Extra recommended)
- Paddles
- Set of resuscitation equipment (highly recommended)
- Walkie-talkie on medical channel
- Megaphone
- Thermal blanket
- Small bottles of bottled water (race days only)
- Life ring with suitable attached rope
- Other safety equipment as may be required by local regulations

Operation

Rescue - On Water Operation - During Training

- Prior to the 'official' opening of the Regatta Venue rescue services will not be provided by the OC.
 This must be clearly stated by the OC in any Regatta Bulletins/Information.
- From the official opening of the venue and according to the operational plan, rescue boats should patrol in the neutral lane (vacant lane between crews travelling to the start, ad those travelling to the finish). The same boats should be observing and enforcing the Traffic rules. Umpire catamarans can also be used for this purpose during training. (The Rescue Coordinator in consultation with the FoP Coordinator may remove these boats from operation if there are no rowers training on the water provided that they return as soon as athletes start training on the water.)
- Locations: One rescue boat will patrol from the Start area to the first 1000m, and one will patrol between the 1000m and the Finish in busy periods, 3 boats should be used. The boats should coordinate their patrol.
- Special attention to training of rescue personal should take place if Para athletes are competing. If this is the case, clear focus should be placed on:
 - Paying close attention to all AS1x boats on the water, and the speed of attending any AS1x capsize
 - o In the case of any capsize, maintaining a para athletes head above the water
 - Paying close attention to all para athletes training or racing in temperature extremes (body heat regulation is often an issue for para athletes)

Rescue - On Water Operation - During Racing

- If the Warm up/Cool down areas are organised on a separate area, away from the rowing course (eg a separate return lake), at least one *marshal* boat must also be provided in these areas. One *Rescue* boat will have a clear understanding that they will divert to any accident in that area if requested by the Marshall boat. Normally, this is the rescue boat nearest the warm up lake access route.
- The rescue teams should be highly alert at all times during the racing periods. At the finish of the race, the rescue boat(s) at the finish should circulate slowly behind the crews to see whether assistance is required. The life-savers in the launches should all understand the importance of instructing competitors "sit up and keep moving" after the finish of the race. Athletes should not be allowed to lie down backwards in the boat immediately after the race, as this does not assist recovery and is potentially life threatening should the boat capsize.

Note: The rescue teams must be trained to be 'always ready to move' at a moment's notice but to avoid creating large waves when they are required to act. Once a rescue has been completed it is equally important that they 'clear the rescue' over the radio (indicating the rescue is over) and return carefully to their original position, not disrupting other races on the course.

Note: re Para athletes:

Many Para rowers have a good sense of safety and will be able to train without causing safety issues. However, some (eg ASM1x/ASW1x) will be substantially slower on the water. Depending on the venue layout, the PoJ may advise to allocate a separate training time for some or all para boats.

Marshall boats (traffic control)

Marshal boats are primarily used to patrol 'danger' areas that have high potential for collisions or traffic violations. They work in coordination with any rescue boats.

- The role of a Marshall is to provide command and control of crews and athletes on the water in strategic locations deemed to be at risk of accidents (eg: warm-up/ cool-down zones, or at turning points).
- Officials in a marshal boat must be ready to rescue athletes in need of assistance

•	All Marshals shall be in radio contact with other rescue and medical staff and carry a megaphone or whistle to attract attention. Marshals should <i>ideally</i> have some basic First Aid training. They must be ready to shout warnings and instructions to crews at risk. In international regattas, some basic English ability is recommended.

BOATHOUSE AREA - TEAM FACILITIES AND SERVICES

BOATHOUSE BUILDING AND BOAT STORAGE

Boathouse Building – permanent

- Usually one or two of the permanent boat hangars are used as a workshop and storage area for motorboats and equipment. This has to be considered when planning the size, layout, and cover of the floor of the permanent boathouse building.
- During major rowing events one of the permanent hangars is recommended to be used for boat weighing. An alternative is for a tent, but in such case a solid base must be provided for the scales and the interior of the tent must be protected from wind.
- Containers or other lockable area for storage of Teams' equipment and some spare parts should be provided in the hangars for example, large boxes fastened to the walls or at another place close to the boathouse area.
- Good drainage is essential for the ground around the permanent boathouse buildings and in the temporary boat racking area.
- When the terrain is not levelled, then an adequate levelled area (approximately 400 500m2) must be provided for rigging the boats.

Further information on the design and specifications of permanent boathouse facilities is available in the FISA Event Manual.

Boat Racking Numbers

- At a Continental or Regional Championships:
 - o the number of athletes expected should be obtained by reference to previous championships and with advice from the Continental Confederation
 - The number of outdoor temporary racks required should be carefully planned. These racks will generally be in pairs, each pair having 2 sides of 4 racks high per side.
 - o These supplement any indoor racks provided in a permanent boathouse
- An estimate of the likely boat numbers at the proposed event should be made for each boat type.
 Boat racks should normally be allocated by boat type and not by team. Racks should have identification on them to indicate which team/boat is on each rack. An overall plan showing all rack allocations should be available in Control Commission.
- A sufficient number of trestles must be provided by the OC for the waiting area near boat weighing or for emergencies at the start etc. and for teams rigging or repairing their boats

Temporary Racking Construction

Outdoor storage of boats:

- Temporary boat racks should be constructed in front or alongside of the permanent boathouses.
- A simple Scaffold solution is best as it allows for flexible designs
- If racing for para-rowers is included in the program the boat racks for the para boats should be located near to the pontoon that is going to be used for the para rowers.
- The boat racks must be fixed firmly to the ground in case of very strong winds.
- The minimum required space between the axis of the boat racks is 6 meters (recommended 8 meters).
- The boat racks are usually made of steel.
- Rubber ties or lengths of rope should be provided and teams should be instructed that all boats be tied down at all times when on the racks in case of strong winds.

The Oar Racks

- Indoor in the permanent boat hangars, located near the doors of the building.
- Outdoor if provided, they should be placed near the launch pontoons.
- A simple Scaffold solution is best as it allows for flexible designs
- The oar racks must be fixed firmly to the ground.
- They should provide safe storage for the oars, even in strong winds.

Notice Boards

• A minimum of two Notice Boards (ideally 2m x 1.5m) must be placed (i) in the boat house area (for results, start lists, and other important information to teams) and (ii) near to the OUTGOING pontoons (to display Traffic Rules for Racing and Training).

CHANGING ROOMS

Requirements

Separate changing facilities for men and women should be located in the boathouse area and should be provided with:

- · Benches or seats for clothing
- Lockers (ideal)

Temporary Changing Rooms

• If the permanent changing facilities are not sufficient for the projected number of users at the event, additional temporary facilities must be provided.

TOILETS AND SHOWERS

Toilet Numbers

- Generally, local government regulations will determine how many toilets should be provided at a sporting event.
- Provision of accessible athlete toilets and showers is required if para events are included. Accessible toilet(s) for spectators are mandatory.

Toilets Operation and Cleaning

- Directional signs and toilet signs must be well marked
- Toilets must be regularly serviced, cleaned and restocked with liquid soap, paper towels and toilet paper
- conveniently placed to allow service vehicle access to the toilets
- Ideally, hand Disinfectant should also be provided.

Showers (ideal)

The provision of showers for athletes must adhere to local health guidelines. This is a very important service and has a critical impact on the overall impression of the event. The number of showers depends on the number of rowers using the venue on a permanent basis. Temporary shower blocks are suitable if permanent showers are not available or not sufficient.

BOATING PONTOONS

If constructing a new venue, there ideally should be 4 separate pontoons for crews going on and off the water if large numbers of crews are to use the venue for competition or training. For a regional or national championships event, two pontoons may be sufficient. These pontoons should be placed perpendicular to the bank in front of the rowing boathouses and the boat racks. Two (or one) pontoons for going onto the water (OUTGOING) and two (or one) pontoons for coming into the land (INCOMING). If para-rowing is included in the event, at least one of the pontoons must be accessible for wheelchairs.

A separate dock or pontoon should be provided for motor boats. However, if this is not available, motor boats can be moored against the IN/OUT pontoons at night.

Construction

- The pontoons should be fixed at one end to the bottom of the lake or canal and the other end to the land.
- The land connection should be 'flexible' so as to allow the pontoon to raise or lower when the water level changes.
- Made of wood, steel, polyester, concrete, etc. The surface should not be slippery in any weather conditions and should not become too hot in hot conditions.

Dimensions

- The recommended dimensions for each pontoon are 6m wide X 20 30m long.
- The minimum size of pontoons can be 4m wide X 18 m long. (Any proposal for pontoons less than these dimensions could be a safety risk.)
- Ideal distance between parallel pontoons is 16m.

Operation

- Two (or one) of the pontoons are used for crews going out (OUT) onto the water.
- Two (or one) of the pontoons are for crews coming back into the land (IN).
- Each pontoon must have displayed a clear sign marked with traffic ARROW signs <u>only</u> (not with words) to indicate the use of the pontoon (going out to the water or coming back in to the land). On the reverse side of each sign must be a "No Entry" symbol.
- During competitions, officials from the Organising Committee must control the traffic on the pontoons from the first day that the venue is officially open.

CONTROL COMMISSION

Facilities

 A container(s) or tent, in the boathouse area from which Control Commission officials (Jury members and national technical officials) can base their operation and with good visibility over the water and the pontoons.

Construction

 A covered facility opened from two sides – towards the boathouse area and towards the pontoons, with covered floor. It should be weatherproof in case of adverse weather conditions. Construction may be permanent or temporary.

Location

• Usually located near the waters edge *between* the 'OUT' and 'IN' pontoons or if there is not sufficient space, the location should be nearer to the "IN" pontoons.

Equipment in the Hut

- Electrical Power (ideally)
- Telephone line (this can be replaced with mobile phone or radio if necessary)
- Diagrams showing the colours of the blades and the uniforms of the participating teams
- Sufficient sets of bow numbers 1-6 plus 6 sets of numbers 7-8 for contingencies. Bow numbers are provided by the OC.
- Measuring instruments metal tape measures in centimeters (one for each pontoon) for checking the thickness of oar blades, for checking the identifications on uniforms and equipment, etc.
- Good quality black or white duct tape for covering unauthorized identifications on equipment and uniforms, white paint for discoloured bow balls
- Tables, chairs.
- Notice Board for Entry list, Start lists and Results lists.
- At least one large clock, clearly visible to all the crews displaying official regatta time.
- Traffic Rules Boards (Training, Racing) approximately 70 x 150 cm placed near the 'OUT' pontoons

Operation

- The Control Commission are members of the Jury supported by other national technical officials (NTO) and appointed by the OC. The senior (Responsible) member of the Control Commission during competition hours will be appointed by the President of the Jury from the Jury members.
- At large events, the Control Commission should be in operation a minimum 1 day before the first racing day.
- The Control Commission should be manned during all the times that the course is officially open.
- The senior member of the Control Commission must be provided with at least radio communication.
- The principal task of the Control Commission is to ensure that all crews compete in their races under equal conditions and in accordance with the Rules of Racing. This includes checking the following points:
 - o Identification of crew members before the race (by checking photos against the official Start list). The weight of coxswains
 - o Any dead weight carried by coxswains, before and after the race.
 - The weight of lightweight crews. Correct strapping and other requirements for para-rowers (in consultation with classifiers or other para-rowing advisers)
 - o Licenses, Identity cards, Proof of age, or passports of junior, U-23 and masters competitors.

- Crews that are returning late from training before racing (and notifying the President of the Jury). In such cases the President of Jury will decide if a Yellow card should be issued by the Jury member at Control Commission.
- o Recording the crews that leave the pontoons for for their race.
- o Recording the crews that return after racing and "Cooling down" so that at all times there is a record of crews which are on the water.
- Boats and equipment, including:
 - provision of a white ball on the bow of each boat.
 - lane numbers (normally issued and collected by volunteers).
 - Any possible use of unauthorised radios or other electronic devices.
 - possible use of water soluble chemicals on the boats.
 - minimum weights of boats.
 - identifications on equipment.
 - correct painting on both sides of oar blades.
 - Heel strings or similar "quick-release" safety mechanism for shoes.
 - minimum thickness of the blades of oars and sculls.
 - Safety floatation compartments
- Uniform clothing of competitors and the rules regarding identifications.

Crew Changes

General

- At the event, crew changes and corrections such as spelling errors may only be accepted at the official Regatta office.
- o Crew Changes for medical reasons must be approved by the regatta doctor before medical substitutions are agreed to.

After the first racing day

- o All crew changes must be submitted on the official Crew Change Form by the Team Manager concerned to the Regatta office for approval in accordance with the Rules.
- o Changes once approved, must be immediately notified to Control Commission. Changes must also be notified officially to the Finish tower officials (if related to the current racing session).
- o The President of the Jury will decide if new (Revised) Start Lists should be prepared or if the crew change can just be reflected in the Results List.
- * If a withdrawal causes a change in the progression system the President of the Jury will decide if a new Draw is required under the Rules.
- Any new lists must be clearly marked as 'REVISED' with a time/date stamp.

ATHLETE WEIGHING

It is the Organising Committee's responsibility to provide the facilities, the equipment and the Officials for Athlete weighing. The scales may be provided by a local supplier; however, the scales must be calibrated and a certificate of accuracy produced – that must be displayed at the weigh-in venue. The OC is responsible to arrange for their secure storage, set-up, calibration and supervision at the venue.

Location

- In one of the permanent Boathouse facilities, or
- In a temporary tent (but on a solid floor under the scales) or container in the Boathouse area

Requirements

See the latest edition of the FISA Rule Book

- The OC is responsible that the scales are supplied and installed and are accurate and checked prior to the official opening of the athlete weighing area (at least 24 hours before the first race).
- The scales must be placed in a covered facility on absolutely level, solid ground.
- The athletes weighing facility shall be divided into two areas separated by a wall or privacy curtain or screens:
 - o Waiting area –a calibrated test scale should be available in the waiting area.
 - o Official weighing area
- The scales must ideally be calibrated each day at the time the course opens, using gauged calibration weights.

Equipment

- The official scales are placed in the official weighing area.
- A clock showing the official regatta time
- The scales should read increments of 0.1 kg.
- Start lists used by the weighing officials to check athlete names.
- 2 Tables, 4 chairs for the official weighing area
- Chairs or benches (for 50% of the number of athletes to be weighed
- Posters showing the weight limits for the athletes posted at a visible place near each scale, including the test scale
- Ideally, calibration weights (to be kept in the official weigh in area), so that at any time, the scales' accuracy may be re-checked.

Operation

The scales must be checked at the beginning of every day with gauged weights.

BOAT WEIGHING (ideal)

Responsibilities

See the latest edition of the FISA Rule Book for guidance.

At National level events, it is recommended to randomly weigh a selection of boats. It is the Organising Committee's responsibility to provide the facilities, the equipment and extra Officials to supervise the weighing of the boats. However, if there is no facility to adequately house the scales and conduct the weigh-in, then the operation is flawed. For example, if there is inadequate wind and rain protection.

- If scales are provided, it is the Team's responsibility to check the weight of their boats before racing. For this purpose the weighing scale(s) shall be available to the crews at least 24 hours before the first race of the regatta for the test weighing of their boats.
- On racing days the weights of boats are checked, normally on a random basis as instructed by the
 President of the Jury after each race under the direction of a member of the International Jury. Crews
 can check the weight of their boats during training times but not during the hours of racing.

Location

- Close to the (IN) pontoons
 - \circ In one of the permanent boat hangars
 - Or
 - o In a temporary tent

Dimension

- Minimum space/tent required is approximately 4m x 18m (if the largest boat at the regatta is an 8+).
- The recommended height requirement for this facility is 3m. Where existing boat storage bays are
 used, sufficient space must be created (perhaps resulting in the removal of existing boats stored) to
 allow for the easy handling of boats being weighed

Equipment

- The scales should read in increments of 0.1 kg. with a central read-out from the two scales showing the weight of the boat
- Posters showing the weight limits for each boat type and the –weighing requirements under FISA Rules should be posted at a visible place near the scales.
- Gauged 'Test' weights for calibrating the scales.
- Trestles 1 pair fixed on the scales to hold the boats during weighing.
- 2 Table and 2 chairs
- Electrical Power points, Telephone line or radio communication.

BOAT REPAIR AND BOAT WASHING

At National Championships level, local boat builders and oar makers should be encourage/invited to be present to provide repair services to teams. Repairs should be at the teams cost.

BOAT WASHING

FISA has developed guidelines regarding safeguarding the environment – in particular the use of detergents and chemicals close to water bodies. Generally, the use of detergents at regattas is to be discouraged.

Find the Guidelines at: http://www.worldrowing.com/environment/fisa-environmental-policy

TEAM INFORMATION CENTRE

The Team Information Center is an important part of the venue, providing all required event information and services for Team Managers. In smaller regattas this will be the Regatta HQ or similar. Great care should be taken to ensure it is staffed by experienced rowing volunteers. The Team Information Centre should only provide information to the teams.

Operation

- The Centre provides the following services:
 - o Team Managers information
 - o Crew changes
 - o Distribution of all the Regatta information, bulletins, Start lists, results etc.
 - o Transport information and advice
 - o Accommodation information and advice
 - o Answers all the other problems posed by the Team Managers and Coaches
- Operation times at all times that the Venue is officially open for use
- The OC staff in the Information Centre must be very well prepared and well informed.

OFFICES AND MEETING ROOMS

MEETING ROOMS

General Requirements

- Meeting rooms should wherever possible be in a permanent building to provide a quiet environment. At a Continental or Regional Championships, Meeting Rooms must be provided for:
 - o The Draw*
 - o Team Managers Meetings*
 - Coordination Meetings (President of Jury, OC, Federation)
 - OC Meetings
 - o Jury and Technical officials (NTOs) Meetings
 - O Umpires' Seminar (if applicable)*
 - Athletes' Meeting (if requested)*
 - o Other Meetings (as requested)

Note: With good planning, those meetings marked * can be held in the same room, because they will normally be held at different times.

THE DRAW AND TEAM MANAGERS MEETINGS

The Draw Operation

- For an international regatta, the DRAW will take place at the first Team Managers Meeting usually one day before the first day of competition. At a national regatta, if required by the OC, the President of the Jury may supervise the conduct of the draw before the event.
- The DRAW may be conducted either by computerized random draw (where the PoJ is satisfied that the proposed system is acceptable) or by manual draw. The TD/PoJ should check and approve the start list before it is circulated
- Immediately following the DRAW, the Team Managers Meeting will provide important information for the Teams regarding training/racing, transport, catering, accommodation, safety, etc.
- Copies of the DRAW and the start list should be distributed immediately after the Team Managers
 Meeting by the Print Distribution system and posted on the various locations in the venue and team
 accommodations and on the Event and Continental Confederation websites.

Team Managers Meetings (recommended)

- Team Managers Meetings should be held 30 minutes after the start of the last race on each day of competition (except on the last day of competition).
- Under FISA Rules, all Teams must appoint a Team Manager attendance at Team Managers Meetings is compulsory for all Team Managers.

SPECIAL NOTE-

At a National Championships or similar event, it is also recommended that the President of the Jury and Competition Manager conduct a direct briefing for Athletes and Coaches on the day before the first racing day. The purpose of the briefing should be general education of coaches and athletes in the requirements of the event.

The briefing (approximately 45mins) should brief athletes and coaches on a range of matters, including:

- Traffic rules including training and racing differences
- Emergency evacuation procedures (adverse weather/electrical storms, etc)

- Special requests related to the venue (eg: cycling rules, accredited areas, athletes seating in grandstands, likely media interview requests, etc.)
- Crew change rules
- Rules on no withdrawals except for medical reasons after the heats
- Drinking water (also water distribution procedures during competition)
- Racking and boat storage and washing requests
- Boat and athlete weighing locations, times etc
- Confirm venue open and venue close times
- Confirm 'last bus' transport times
- Other important information as required
- Questions from coaches and athletes

MEDICAL & RESCUE

General Aim

The aim of this section is to provide a practical guide to OCs in quantifying and providing medical, rescue and safety services at a Regional or National Championships. It takes into account relevant factors and the 'intensity' of international level racing. In addition to these guidelines, national or local regulations should be fully understood and met by the OC. This document may be updated from time to time to cater for changes in current trends, needs or standards.

Making a situational assessment.

A rowing regatta is a unique event in comparison to other sporting and non-sporting events in relation to the need to provide adequate levels of rescue and medical coverage. The potential for drowning following collapse and/or capsize during or after training or racing is of primary concern. However, in considering the level of service for the whole event, the OC must take into account a range of factors – as well as those that are unique to the location of the venue and type/size of the water body available for training and racing. Some considerations are:

- The proximity in distance and travel time of the venue to hospitals and medical services
- Is the water body limited to the rowing course itself (2,300m long & 120m wide), or is it connected to a separate warm-up lake. This impacts in the proximity of warming-up and cooling-down athletes to those crews who are racing
- Are the warm-up and cool-down areas adjacent to the racing lanes, or even within the racing course itself
- Is the racing course located on a lake or man made channel (ease of medical access to water areas / access by ambulance at all points of the course)
- The likely weather conditions at the time of the regatta (noting extremes of hot/cold weather or electrical storms)
- What is the standard and experience of all crews racing and the general demographics of competitors Juniors / Seniors (at a national regatta there might be young juniors and old masters rowers also competing and this is a further consideration all of varying fitness and ability).
- Are the 'outcomes' of the competition rated as 'high' for athletes (eg Continental or Regional Championships) – indicating the high level of commitment of athletes – and noting the ability/likelihood to 'push themselves to the limit, particularly in repechages, semi-finals and finals
- Are experienced and less-experienced crews on the water at the same time (large differences in boat speeds, awareness and ability)
- Are para-crews competing at the event —an increased risk during weather extremes and the potential for life threatening on-water incidents (eg capsize of 'AS Single Sculls athletes and extreme differences in boat speeds)
- Is there vehicle and cycle access to warm-up / cool-down / racing areas during training and racing. Careful consideration must be given to the interaction of coaches/athletes on bicycles and vehicles moving around the venue and the potential for accidents between the two
- Are athletes and teams self catered (meals), or under the 'control' of a general caterer for all meals (hotels or venue). This will impact in the potential for the outbreak of food poisoning, cross infections and gastro-intestinal issues during the regatta. Any such cases must be dealt with as the absolute highest priority to prevent any cross infection and limit the number of persons affected. Local health officials should immediately be informed of any such cases.
- The number of expected spectators
- Are there VIP's attending the event
- Is official anti-Doping Control in operation (anti-doping officials should be fully separate from medical staff at the venue to ensure that rescue and medical services are always given priority.
- Are teams accommodated in a multiple of locations
- Is there other 'entertainment' happening during or post racing (Note: at any farewell party, alcohol should be very strictly limited)
- Is parking and vehicle access in close proximity to athletes/spectators. This impacts on the safety of pedestrians around or inside the venue

- Is the venue equipped with adequate hazard and warning system (evacuation for lightning, public emergencies, etc)
- Are there zoned areas (fences) or natural geographical barriers that may limit access for medical staff to operate effectively or hinder venue evacuation in emergencies
- Are there public liability insurance implications

As outlined above, international rowing events are multi-faceted and potentially high risk given that rowing is a water sport and the wide range of interacting factors.

General over-view - Planning required

- Develop a phone contact list posted of all emergency numbers
- Notify local hospital / health care provider
- Minimal prior notification period of the event to all agencies (police, hospitals, fire services, etc)
- Provision of emergency and other transport arrangements for athletes to hospital if required
- Provision of first aid personnel
- Provision of first aid points and medical centre
- Provision of fully manned on-water rescue services with qualified personnel
- Provision of paramedics
- Provision of on-site regatta doctor
- Public information and health notices

MEDICAL FACILITIES AND SERVICES

General requirements

Taking into account the issues above, the overall medical services are the responsibility of the Organising Committee, these should include:

- An appropriate level of medical services for all the competitors and a general medical service to all
 officials.
- A First Aid service and emergency care for all competitors, officials and spectators.
- An on-water rescue service and traffic control and marshalling operation.
- A special arrangement to allow participants in the Championships to have access to the nearest hospital.

Minimum Requirement

It is recommended that as a minimum, an Ambulance be in attendance at all time the venue is open for training or racing. Should this not be possible, and subject to safety/risk assessment, a dedicated vehicle with medical staff trained to respond to emergencies and return the athlete(s) to the main Regatta Center (whilst Emergency services are called) is a workable option. In this case, prior arrangements should be made with the nearest hospital notifying them of the event and the number of athletes. In any cases a properly equipped and manned ambulance should be in attendance on all racing days. Having local emergency contact numbers on hand is essential in all cases.

Ideally, the Organising Committee will appoint a Medical Director and a Regatta Doctor (may be the same person). Ideally the doctor should be a specialist in sports medicine and will work closely with other medical service providers to ensure the delivery of quality medical services at the event.

* The Insurance conditions have to be clarified with the teams in advance. Provision of emergency medical care is the responsibility of the Organising Committee. The local medical staff is also responsible for provision of primary medical care for athletes, accredited team officials and officials. All teams should carry their own medical and travel insurance to cover their medical costs in addition to this primary care.

DOPING CONTROL (Anti Doping Agencies)

In the case of National Championships, the National Federation should liaise closely with the National Anti Doping Agency for testing at the event.

Location (if required)

The anti-Doping Control Testing Centre could be located either:

- In a permanent building in the Boathouse Area.
- In a prefabricated, air-conditioned container, located in the Boathouse Area.
- It must be accessible by one door only and that door should be kept locked and secured when testing is not being conducted or when doping control officials are absent.
- A sign outside of the anti-Doping Control Centre should provide a clear description of the facility.

Facilities and Equipment

The OC must liaise with the relevant accredited National Anti Doping Agency (NADA) to ensure the facility provided at the regatta (and procedures) will fully meet their requirements.

SPECTATOR FACILITIES AND SERVICES

General

Often local authorities re able to provide guidance in this area. Minimum requirements for food and catering, environmental safety (lightning etc), toilet numbers, transport, etc are extremely useful. If this information is not available or not applicable for te level of event, then the key principles when planning for spectators are:

- To ensure a simple, low cost, low maintenance solution.
- To provide the appropriate conditions for staging a quality sporting events (not just for rowing).
- Clear and simple signage around the venue (and how to get to the venue)
- Safe sheltered areas for extreme weather (heat, rain, lightning)
- Access for persons with disabilities
- Adequate Toilets
- Water and Food requirements
- Parking facilities
- Any VIP's planning to attend (and appropriate level of service for these)
- OC Regatta Souvenirs (optional)

EVENT OPERATIONS

GENERAL

FISA oversees and provides advice and expertise for the organisation of international rowing regattas. For national or invitational regattas, National Federations may choose to follow the FISA Rules of Racing, with or without local adjustments to suit the local environment.

Note: OC's can view the latest digital version of the FISA Rules at: http://www.worldrowing.com/fisa/publications/rule-book

EVENT TIMELINES (suggested)

- Close of Entries: determined in accordance with the Rules of racing under which the event is being conducted. The list of entries and provisional program should be available soon after after the closing of entries in accordance with the relevant Rules. (Note: after the closing date for entries, any withdrawals or substitutions must be strictly in accordance with the Rules.)
- Official Opening of the Regatta Venue
 - The OC in consultation with the TD/CM will determine the date and time the venue will
 officially open for training. For a Regional Championships this should generally be at least 3
 days before the first day of racing but can be less if so agreed.
- **Technical Delegate (TD) arrival:** usually 2 to 5 days before the first day of racing or earlier if requested by the CM.
- CM/TD final inspection of all facilities and equipment two days before the first day of racing.
- **Technical Dress Rehearsal** At least one day before the first day of racing all technical equipment and facilities for racing must be tested. The entire regatta equipment and installations must be in operation. All officials from the OC who will be involved in the rehearsal must be available 1 hour before the beginning of the test. The preliminary training of the Timing officials must be co-ordinated with the Timing provider if applicable or person responsible for timing.
- Practice Starts should take place 1 day before the first day of racing
- The Official opening and closing times of the venue. These will be determined by the TD/CM in consultation with the OC for each day of the event both on training days and on racing days.
- Meetings
 - TD/CM and OC meetings (Coordination Meetings)
 begin on the day of TD's arrival and then daily. On competition days, the Coordination Meeting will be held directly after the Team Managers Meeting but should be held urgently if any major issue arises
 - o First Jury Meeting usually 1 day before the first day of racing
 - o Preliminary Team Managers meeting (if held) 2 or 3 days before the first day of racing
 - Team Managers Meeting and DRAW usually 1 day before the first day of racing
 - o Jury Meetings on racing days 75 minutes before the start of the first race of the day
 - Team Managers meetings 30 minutes after the start of the last race each day (except the last day)
 - Coordination meetings (TD/CM, President of Jury, Continental Confederation representative, Competition Manager, OC officials) – directly after the Team managers meeting on each racing day.
- Team Information Centre to operate from the official opening day of the venue.
- Transport service team transport to operate from the official opening day of the venue.
- **Control Commission** must be manned by national technical officials (NTOs from the official opening of the venue.
 - Athlete Weighing (test scales) 1 day before the first racing day.
 - \circ Boat Weighing (scales) 1 day before the first racing day and supervised by a national technical official (NTO) from the OC
- Rescue and Marshal boat service will begin from the first official training day.
- **Medical service** will begin operating from the first official training day.
- **Confirmed racing schedule** available following the DRAW and the printing of the Start list of the first day of racing.

METEOROLOGICAL INFORMATION (WEATHER FORECASTS)

The following information/resources must be accessible for the duration of the competition:

Website: The best local weather website for online weather information that is actual and constantly updated. Often this will be the Airport nearest the venue.

Printed weather reports (to be provided to the TD/CM and President of Jury and posted on Notice Boards and at Sports Information Centre). The forecasts should as far as possible relate to the local area at the venue.

Ideal weather reports

- Daily general forecast (posted in the evenings and updated daily)
- Three-hourly weather forecasts for the current day and the following day if possible
- Hourly weather forecasts for the current day if possible
- Emergency weather warnings (posted as needed) updated hourly

These forecasts should be provided at least daily and preferably at 07:00hrs, 12:00hrs and 17:00hrs each day from the day of arrival of the TD and should show the following information:

- Maximum and Minimum temperature
- Humidity and rainfall
- wind strength maximum wind gust, average wind speed
- wind direction
- risk of electrical storms
- extreme weather (should immediately be brought to TD's and President of Jury's attention)

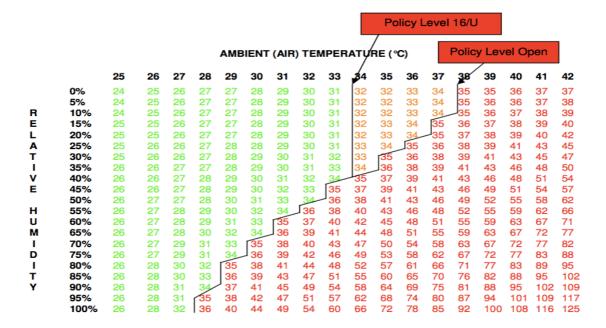
Apparent temperature (Wet Bulb temperature)

High intensity exercise in a hot / humid environment, with the associated fluid loss and elevation of body temperature, can lead to Dehydration, Heat Exhaustion and Heat Stroke. Racing in hot weather will result in extra fluid loss (dehydration). Even small degrees of dehydration will cause a decrease in performance and this can occur at any stage of a competition, particularly in hot conditions. Dehydration contributes to fatigue and may make you more susceptible to cramps, heat stress and heat stroke. Children are at a greater risk of heat stress than mature adults.

Apparent temperature (AT), or "wet bulb temperature" is a mix of both humidity and temperature (normally taken in the shade). This AT is how the athletes perceive or feel the temperature. A higher AT is more challenging for athletes and is harder to perform. Past a certain point however (often very individual), it becomes unsafe to compete or train.

The most current FISA Guidelines on hot weather are available from FISA and should be referred to.

Another simple guide, is the Heat Index Table included below. This simple table is an adaptation of the Australian Bureau of Meteorology guide to AT. The staircase line marks the suggested cut off point where racing or training should stop for the welfare of the athletes. Younger children 16yrs or under should also be given special attention. The cut of level for them is higher. For Open level athletes, the concern is somewhat reduced but can still be critical.



Note: Different countries have differing levels of heat and humidity. Often humidity is the limiting factor to safe competitions. The OC should seek guidance from local health professionals and event experts before planning each competition.

Lightning

During a thunderstorm, each cloud to ground strike is potentially lethal. Although some victims are hit by the main strike, many are hit as current moves in or along the ground, or jumps sideways from other objects. This characteristic of lightning creates potential for groups of people to be hit at the same time.

When to stop training or racing (The 30/30 Rule)

Lightning can strike more than 10km from the edge of a thunderstorm. It is generally agreed that 10km is the minimum safe distance from a storm. The 30/30 rule is used to serve as a guide for the suspension and safe resumption of activities.

The first part of the 30/30 rule is determined by counting the seconds from when the lightning flash was seen to when the thunder is heard. Sound travels at about 1 kilometer every 3 seconds, so a 30 second interval means the storm is 10km away.

Staff should be monitoring the storm's approach and as the time between lightning flash and sound of thunder nears 30 seconds, people at risk should already be seeking safe shelter. A time of 30 seconds or less requires immediate and urgent evacuation to safety.

The second part of the 30/30 rule provides the criteria for resuming activities. It is recommended that the storm be 20km away before it is considered safe. A typical storm moves at 40km/h, so waiting 30 minutes after the last thunder is heard or lightning seen provides the 20km safe distance.

It is important to emphasize that blue sky and the absence of rain are not adequate reasons to ignore the 30/30 rule. Many victims are struck before the storm actually arrives because they wait too long to seek shelter.

The 30/30 rule is not an absolute rule. Local conditions and terrain play a big part. A storm may move very quickly, or not generate any lightning or thunder until it is very close, or topographical or wind conditions may prevent sound from traveling to your position. These conditions are especially common in mountain areas. It

is important that staff observe weather conditions and be alert to the possibility of the above occurring, including the monitoring of real-time official weather forecast data.

PARA ROWING - SPECIAL LOGISTICAL CONCERNS

- Training The TD/CM in consultation with the OC will decide the training timetable for para athletes. It is likely that para training will be at a different time from other training to ensure safety of para crews which are sometimes considerably slower than other crews. Additional safety boats are also likely to be required during para training.
- Para rowers classification (if applicable) to be clarified with FISA Classifiers responsible, but usually starts two days before the first racing day.

INFORMATION & PUBLICATIONS

EVENT WEBSITE

Prior to the actual competition each Organising Committee is required to inform Team Managers and Athletes regarding relevant information required to enter and attend the event. In the past this information has been provided in 'hard copy' Team Managers Manuals and Bulletins.

At the Regional or National level it is recommended to provide this info in 'soft copy' electronically or via an up to date and 'live' website. This will save much effort for the OC, however the information must be constantly updated and live, with all links and on-forms actual and working. NOTE: keeping hard copies of financial transactions made on-line for Hotels, transport etc are recommended.

The website should be operational and fully functioning at least 4-6 months before the event.

Content

 The Event logo approved for use (and the governing body logo where applicable) must appear on the bulletin cover.

General Information will include:

- o Welcome messages from the Government or Host City representative and from the Chairman of the OC
- the regatta dates and the official venue opening date and time
- o list of events, specifying Groups A & B events entry deadlines and entry process
- general map of the venue and the city
- o plan of the course and venue layout
- o boat rental costs and booking arrangements
- o expected weather conditions
- o preliminary information on travel to the host country and city
- information on official hotels, including star rating, half board and full board costs including tax and a contact for making reservations
- information on import and re-export of boats and oars for the regatta and contact details of the person responsible to assist with logistics, together with details of any appointed agent.
- information on obtaining entry visas (if international regatta) and contact details of the responsible person in the OC who can respond to questions and provide invitation letters where necessary
- Latest contact information of the Organising Committee.
- O Address, telephone and fax numbers, e-mail address, web site address, contact person.
- Information for spectators
- o Tourist info

• Team Information should include:

- Arrival information at airport or train stations
- o Transport arrangements to accommodation upon arrival, including transport of oars
- o Official Venue open date and time
- o Date, place and arrangements for allocation or draw for rental boats
- o Team registration requirements upon arrival at venue
- o Training times
- Toilets and showers
- o Catering
- o Team tents location arrangements
- o Team Information Centre
- Medical and Emergency details
- Team Managers Meeting and Draw details
- Ergometer use
- Boat storage and racking
- Boat washing

- o Equipment repair
- Security and bag storage (bag drop)
- o Boat trailer/ containers unload/load details
- Venue parking
- o Accommodation arrangements and hotel contact numbers and addresses
- Meal arrangements (hotels and/or venue)
- Shuttle Bus (accommodation venue) information and schedule for Teams and Media
- o Traffic rules (including para training) maps and explanations
- Accreditation process
- o Coaching information during training and racing
- o Bicycle hire
- o Expected weather conditions
- Statement that FISA Rules and Progression system is used (if applicable)
- Results where to collect, any website or apps
- Boat weighing/Athletes weighing
- o Crew changes
- Bow numbers
- Para Boats information, including training times for para crews
- o Para Classification sessions
- o Racing Uniform and blade colours requirements
- o Media coverage
- o Medal Ceremony details
- Anti-Doping information
- As in all official publications, sponsors (Government and commercial) should be acknowledged.

ENTRIES AND ACCREDITATION

BEFORE THE CHAMPIONSHIPS

- The OC should set clear guidelines with the National Federation and the TD/CM regarding the arrangements for accepting entries electronically.
- The 'entries close' date must be clearly shown.
- The OC must decide prior to the close date, the exact procedure for 'late entry requests'

ATHLETE ACCREDITATION

General

- The entire accreditation system must be well prepared and agreed in advance. There are several options that will suffice. The OC may consider to provide accreditation cards with with/without photographs, or to require athletes to present their passport or official identity document.
- Accreditation zones should be agreed with the TD/CM and the OC. Generally, at a National or Regional level, the only areas with restricted entry will be VIP areas, Anti Doping/Medical areas, or specific areas related only to team preparation (athletes rest area).
- Team Accreditation takes place at a dedicated accreditation center. The TD/CM will advise the OC on the most suitable location.

Facilities

- A separate area for the team registration and photographing the athletes should be identified in the Accreditation Centre.
- There should be two tables and three chairs for the persons organising the team registration and the crew photographs.

Equipment (provided by the OC)

- Photographic equipment including cameras and lighting or flash if required
- Printer for printing photographs on accreditation cards (if required)
- Laminator for laminating accreditation cards
- Ideally, three sets of Crew Photo Albums (to be compiled by the OC two full sets and one set with the lightweight crews and coxswains only, for athlete weighing). Once compiled these will be given to the Control Commission. The crew photos must be placed in event order, with all crews in an event being grouped together in alphabetical order of national federation within that event.)

Operation

- For an international regatta, at least one month before the accreditation deadline, the OC should send Accreditation forms to the national federations. The forms must be returned to the OC by email.
- Team Managers of large teams should make a reservation time at the accreditation centre for the accreditation process.
- Upon arrival at the venue, teams should report to the accreditation centre, all team members together with their passports or official identification document
- Athletes will have their photographs taken at the time of their accreditation. These individual photographs are used to compile the crew photographs (team identification forms).
- Copies will be taken of all passports and eligibility will be checked for junior or U-23 rowers
- Identity of athletes will be checked against the official entry forms

Note: For the Crew Photo Albums to be used at Control Commission and Athlete weighing, the OC can EITHER arrange to compile the individual athlete photos into their crews for printing each crew photo, OR arrangements should be made to take crew photos on the two days before the first racing day.

RACE ORGANISATION

TECHNICAL DELEGATES (TD) or COMPETITION MANAGERS (CM) INSPECTION

The TD will usually arrive at the venue between 5 days and 3 days before the first day of racing. Two days before the first day of racing **all** the installations and equipment must be ready and operational in accordance with the FISA Rules of Racing and this Manual. The TD will check all areas for compliance and readiness. In this regard the TD will work in close collaboration with the OC. The TD's checklist will include:

- The 'Albano' system of buoys including buoy colours and accurate layout
- The Traffic Rules, including buoy lines, turning buoys and accuracy of the agreed layout
- The Course installations, including sight markers, distance markers
- The Start installations Start Tower, Start pontoon, Start fingers
- the Aligner's Hut
- All equipment at the Start
- Start area communications
- The Finish Tower
- Timing and photo-finish equipment and procedures
- The scoreboard operation (if applicable)
- TV arrangements land, water location of cameras, movement of TV boats and/or car (if applicable) if TV coverage refer to FISA/Continental Manual
- The arrangements for Para classification, training and racing (if applicable)
- Arrangements for weather forecasting and reports
- The arrangements for adverse weather conditions
- The work areas for TD/CM, Jury and other groups, including the confederation or other responsible body where appropriate
- Accreditation arrangements
- The communications at the course (fixed line phones, walkie-talkie radios, mobile phones)
- Team Information Centre
- The Boathouse area facilities
- Boat storage arrangements
- Allocation of rental boats
- Team Facilities, including rest areas and bag drop
- Athlete weighing and Boat weighing, including set-up and calibration of boat scales and athlete scales
- Transportation and parking arrangements
- Advertising around the course
- Meeting Rooms
- Arrangements for Team Managers Meeting and Draw
- Arrangements for crew changes, including Crew Change Forms
- Control Commission
- Distribution of bulletins, information, start lists and results
- VIP and Hospitality arrangements
- The Commentary and Public address system
- Arrangements for Photographers, including transport to Start
- The arrangements for the Victory Ceremony
- Boat repair facilities
- Arrangements for Boat Builders and Oar Makers
- Medical Centre set-up and operation
- Anti-Doping control facilities and arrangements
- First Aid and Ambulances
- Rescue services and Marshals, including equipment and boats and rescue plans
- Umpires catamarans and equipment
- Hygiene check of the Team Facilities
- Food vendor arrangements

- Media centre facilities and arrangements
- Internet arrangements

Upon arrival, the **President of the Jury** will check:

- Umpires' launches (check instructions)
- Safety launches (check instructions)
- Facilities and equipment for Jury meetings
- Facilities and equipment for Umpires seminar
- Equipment for Control Commission
- Check the correct application of the Advertising rules

Note: Prior to the event, it is wise that the OC work closely with the TD/CM to address each of the areas outlined above. Proactive communication with the TD will clarify and quantify what is *actually* required, where costs can be minimised and overcome any issues the OC is facing. Clearly also, the expense associated with last minute planning can be avoided.

TECHNICAL DRESS REHEARSAL

At least one day before the first day of racing all technical equipment and facilities for racing must be tested. The entire regatta equipment and installations must be in operation. The TD/CM will oversee the rehearsal. Representing the OC, the Competition Manager and other key personnel must be available 1 hour before the beginning of the test. The training of the Timing officials/volunteers must be coordinated with the Timing provider or responsible person *before* this rehearsal and usually this can be arranged one or two hours before the rehearsal.

Operation

- To be a full test of the following:
 - All the equipment at the Start, including the Aligning Equipment, full movement of start fingers, Traffic Lights, Telephone lines, Starter's p.a., false start alert and yellow cards/red cards, all back-up systems.
 - o Timing, including intermediate times if applicable, full simulation of two races on the course at the same time.
 - o Photo-finish, examples, quality of picture, accuracy of cameras, etc.
 - o Results producing a series of result sheets, a summary results sheet, demonstrate the distribution system.
 - o Commentary communication with Finish tower, checking volumes, quality and areas covered, etc.
- All the equipment should be tested live, ideally under simulated race conditions (no boats will be used in this simulated test).

JURY DUTIES ON RACE DAYS

Composition of Jury

For a Regional Championships, the Jury may be appointed by the Continental Confederation or the OC and will comprise of between 8 and 18 international umpires, including President of Jury, depending on the size of the regatta (number of events, number of athletes)

ORGANISING COMMITTEE (OC) DUTIES

From the first moment of the official Opening of the Venue, the OC is required to provide a number of personnel to conduct certain event operations and to supplement the technical operations of the Jury. The OC is required to:

- Provide a sufficient number of suitably experienced national technical officials (NTOs) to assist the
 Jury and control the Boathouse Area, boarding pontoons, boat storage area, Athlete Weighing, Boat
 weighing, etc.
- Provide sufficient number of Marshals to control the Traffic Rules on the water as agreed with the TD/CM.
- Ensure there are adequate numbers of Rescue Boats on the water during all the official hours of training and racing, as per the Rescue Plan agreed with the TD/CM.
- Provide experienced boat drivers for all Umpires catamarans, Marshall boats and, where relevant,
 Rescue boats. A representative of boat drivers should attend all the meetings of the Jury.
- Every morning, 30 minutes before the start of the first race, the President of Jury or his delegate will check and confirm the official regatta time over the Jury radio channel. All clocks showing the official regatta time must be checked and synchronised.
- The key members of the Organising Committee must attend the Team Managers meetings
- The OC shall provide an updated weather forecast for the venue three times per day in accordance with the requirements in this Manual.
- The OC officials/staff/volunteers must be on duty during all the times the Venue is officially open for use (the OC Management will control the scheduling of all personnel a shift system may be required for long days).

Note: The TD/CM will assist the OC in outlining roles to be conducted by various OC personnel, NTOs and Volunteers.

SECURITY

General

- One of the most important issues facing the OC is the security of the Championship Venue and control of access. This requires careful thought and planning during the months leading up to the event and should be planned in consultation with the TD.
- The entire access and control system must be well designed and properly controlled during the event.
- The main aim should be to have regulations which are easy to understand and which make the minimum restrictions consistent with an efficient but safe event.

Note: The OC must ensure that the Local Police, Fire and Ambulance Services are consulted at an early stage in the event preparation. Failure to do this at an early stage can cause delays and incur large financial costs for the OC. In particular, the OC needs to plan and discuss:

- Access Control
- Venue security
- Fire and Evacuation procedures
- Major incident/ safety plan
- Health and Safety issues
- Security and cash handling arrangements
- Structures safety
- Traffic Management and Parking

Note: city or local government authorities may have their own regulatory requirements and they should be consulted as part of the planning for the event.

OFFICIAL CEREMONIES AND SOCIAL EVENTS

CEREMONIES

Authority in Protocol Matters

The Executive Committee of the Continental Confederation will decide all matters of protocol arising at events and competitions under their control. Decisions of the Executive Committee are considered final.

The recommended protocol ranking within a Federation is as follows:

- President
- Senior Vice President
- Vice Presidents
- Secretary-General
- Treasurer
- Commission/Committee Chairs
- Committee Members

OPENING & CLOSING CEREMONIES

At Regional or National Championships, having an Opening and or Ceremony should be carefully considered. Costs can be large and the turnout from teams problematic. Often, an informal welcome by the local Mayor is a suitable option that is quick and easy to arrange. Transport to and from the venue is a key concern if the event is planned at official offices.

THE VICTORY CEREMONY

The Victory Ceremony is an important occasion. Media and VIP's will often be in attendance. As such, attention to detail and practice is critical. Each Victory Ceremony is important to every athlete. The ceremony must be dignified and 'professional' in appearance.

The ceremony can either be held after each Final A, or after each second Final A, or in total at the end of racing. The TD/CM should discuss the most workable option taking into consideration the event schedule, race intervals, weather and logistics concerns (eg flights home after the regatta). It is often not satisfactory to hold all victory ceremonies together after the last race, because most spectators and other competitors will have left the venue and this creates a poor environment for these important ceremonies.

The OC Victory Ceremony Coordinator and all ceremony staff should be well dressed. If there are no official OC 'Ceremony uniforms', then it is recommended that:

- Men: When weather permits, a Navy Blazer or Suit jacket with beige or beige trousers and white shirt
- Women: as per men, but with Skirt or Slacks as desired.
- Sponsors Polo shirts are able to replace the above, however, trousers/slacks/skirt are required.

Procedures

Outlined below are the step by step procedures that refer to a victory ceremony to be held after every race, but delayed by one race, i.e. victory ceremony for Race 1 will follow Race 2, for race 2 will follow Race 3, etc. This allows crews time to come to the ceremony area after their race, be interviewed, and then be ready for their ceremony.

On the Water

- The Victory Ceremony of each event will take place after the end of the next following race.
- The Ceremony involves the three medal winning crews only.
- The crews placed 4th, 5th and 6th should return to the cooling down area or proceed directly back to the IN pontoon.
- The medal crews are marshaled by an Umpire from a motorboat, with a summary start list, a walkie-talkie and a megaphone
- As soon as the official results have been determined by the Finish Judge, the marshaling Umpire must be told (by walkie-talkie) the finishing order of the medalist boats.
- The marshaling Umpire should then control the medal winning crews and send them to the victory ceremony pontoon.
- The three crews shall land their boats at the Victory Pontoon with care being taken by volunteers to ensure they do not interrupt another victory ceremony in progress.

The marshaling Umpire, should pay close attention to the safe movement of ALL boats on the water near the finish line and ceremonies area.

Para athletes: Medal presentations for para events should be done in the same manner as for other events. However, some additional volunteers might be needed to assist with transfers from the boats. Coaches should be allowed onto the pontoon area to assist with wheelchairs, prostheses, aids and transfers. A level of dignity when alighting from the boats onto the pontoon is extremely important and athletes should only be assisted if they request assistance

In the Victory Ceremony Area

- * An OC medical officer should be in attendance at the Victory Ceremonies (Doctor or Paramedic) at all times.
 - The OC will provide 6 8 volunteers as boat holders on the Victory ceremony pontoon to hold the medal boats while the crews are attending the ceremony. These volunteers shall be at their positions on the Victory pontoon when the first final race of the day crosses the Finish line.
 - Small bottles of water (sealed) should be available to athletes at all times in the Victory ceremony area, both on the pontoon and in the waiting area.
 - The medal crews shall be led from their boats to the athlete waiting area where they should be allowed to sit down (ideally in the shade), provided with water (and warm blankets if the weather is cold). Authorised media may interview the medalists in the Mixed Zone adjoining the waiting area.
 - The OC Protocol person leading the Victory Ceremony procession, followed by the three medal bearers, then the medal presenter (and the flower or souvenir presenter if appropriate) and the National Federation medal carrier will wait near the assembly point as the next race reaches approximately the 1800m point.
 - Three flag bearers should be ready to take their place in the procession as instructed by the OC Victory Ceremony Coordinator.
 - The 6 8 boat holders will hold the boats at the pontoon. As soon the official part of the Victory Ceremony begins, the boat holders should kneel down while holding the boats so as not to distract attention from the ceremony.

Preparing for the March-in – arrangements of position

The Presentation Manager should:

- Ensure that all athletes are correctly dressed. Racing uniform must be worn unless the weather is cold in which case official team tracksuits or tops can be worn.
- Clothing items should strictly comply with the Rules governing the competition and must not conflict with event or OC sponsorship commitments.
- ensure that the crews are all standing in the right place in the right order i.e. the Gold medal crew should take the centre position of the stage, the Silver medal crew on the left (as viewed from the Grandstand) and the Bronze medal crew on the right. The rowers within each crew should be lined up

so that when they are on the Victory Stage, they are in the order they crossed the finish line in the boat..

How to move into position for the Victory Ceremony

Medal Party (minimum required):

- Organising Committee Presentation Manager
- 3 Medal Carrier(s) (Gold, Silver, Bronze) are provided by the OC
- 3 Flower or souvenir carriers (if provided) are provided by the OC
- Medal Presenter
- Flower or Souvenir presenter (if provided)
- in addition, the flag raising party, who will march directly to the flag poles

As soon as the Commentator announces the official results of the last race:

- the 3 medal crews should be instructed to move into position in the Victory Procession with the Medal Party, as per the arrangements described above
- the Presentation manager will instruct the music to begin and the Victory Procession shall march in to the Victory Stage, (positions as seen from the grandstands):
- Athletes in the centre,
- Presentation Manager and the Medal Carriers on the left,
- Medal and Flower/Souvenir Presenters on the right,
- The Medal Carriers and Presenters should stand in a line diagonal to the grandstands and crews.
- once the athletes are correctly placed on the stage then the Presentation Manager should move to one side, out of the picture of the photographers, but continue to monitor the crews constantly for any sign of distress, provide water or medical assistance if necessary.

Note: All rowers should stand at the same level for the medal presentation. There should not be any 3-level podium.

The Victory Ceremony

Once all people are in position, the Ceremony Fanfare is played.

- The Announcer introduces the Ceremony, and the FISA Medal Presenter, by saying the following:
- "Victory Ceremony of (the <Federation>)" for the (Event)
- "The medals will be presented by (name), (position in the Federation)"
- (if provided) "The flowers/souvenirs will be presented by (name), (position/title)"
- (Pause) –
- "The Bronze Medal (Country/Club name!)"
- The medal Presenter presents the bronze medals to the crew, beginning with the bow rower, at the same time as the announcement of the name of each rower. He then returns to his position.
- "The Silver Medal (Country/Club name!)"
- The medal Presenter presents the silver medals to the crew, beginning with the bow rower, at the same time as the announcement of the name of each rower. He then returns to his position.
- "<< The Gold Medal and (Year) (Federation) Champions (Country/Club name!)".
- The medal Presenter presents the medals to the crews, beginning with the bow rower, at the same time as the announcement of the name of each rower. He then returns to his position.

**If National Anthems are played at a Regional regatta (only where all crews are national crews and where the playing of anthems has been specifically agreed by the relevant body – as strict protocols apply to the playing of anthems and use of national flags).

After the last gold medal has been presented and the Medal Presenter has returned to his position, the Announcer says:

- "Please rise for the national anthem of (the gold medal country)".
- The Anthem is played (60 seconds) and the three flags are raised on the flagpoles.
- The Regatta Commentator then announces:
- "Ladies and Gentlemen, the (year) (Continent/Nation) Medalists".
- This marks the end of the Victory Ceremony.
- The Regatta Commentator begins to introduce the Start of the next race, (the TV also moves down to the next start if applicable).
- The Presentation Manager invites the crews to have photos taken and the OC Media person responsible controls the photographers who are allowed to come forward to take photos.
- The Medal Party moves off the Stage.

After the Ceremony

• The crews, with their medals, are then available to the photographers or may move to the Flash Interview Pontoon (where in place). This should be kept to a maximum of 2 minutes so that they will remove their boats from the Victory Pontoon to make room for the boats from the next race.

Notes:

The Presentation Coordinator should take overall control of the Ceremony in consultation with the TD/CM and National Federation officials - and should liaise with the relevant media and presentation providers to deliver a simple, yet tasteful and professional production.

If the medal ceremony runs late for any reason the following protocols should be followed:

- If the race has passed the 1000m mark (1000m to race) the medal ceremony should not begin otherwise the race will cross the finish line as the ceremony is underway. This means either the race will be commentated, or the ceremony, but both are not possible.
- Following the Ceremony If the next race has already crossed the 1500m mark (, the crews must remain in their boats at the medal pontoon, then row away after the race has crossed the finish line
- If any athlete is unable for medical reasons to take part in the ceremony, the presentation will not be rescheduled
- Note: Anti-Doping authorities understand the requirement to attend medal ceremonies and should
 make provisions for athletes to take part in good time. In cases where they have not yet provided a
 sample, the athlete should be accompanied by an anti-doping chaperone to the ceremony and
 afterwards return directly to the Anti-doping room.

SOCIAL EVENTS (optional)

The extent and format of the social program depends upon a number of factors:

- Budget
- Age of the athletes Number of persons
- Number of other functions
- The time available during the event

Sponsors, Governments, Local Municipalities, other National Federations, etc. will often request the right to host social functions for visiting teams and officials or to support some social functions. The occasion of a Regional Championships is also an opportunity to promote friendship between national teams, develop cooperation between countries and to expose visiting teams and officials to local or national culture and experiences.

Requirements

As a guide below, the following events might form the basis of the social program at a Regional Championships:

- **Welcome reception** After the Draw and before the first racing day simple welcome reception for all visiting officials, Jury and OC officials.
- Nations Dinner On Friday or Saturday evening (in a 2 or 3 day regatta), this can take one of several forms EITHER a sit down dinner or buffet dinner at a hotel or restaurant (cost can be a limiting factor); OR an informal barbecue type dinner at a suitable location. Invited guests could include: representatives of each visiting Team, plus local officials and other invited guests and special VIPs, International Jury, OC and host national federation officials plus any sponsor or supporting organization representatives which the OC wishes to invite.
- Farewell Party for all participants. A very relaxed and informal event organised at the venue, approximately one hour after the Finish of the last race in the form of a simple BBQ or just some snacks, and sandwiches and non-alcoholic drinks. There should be plenty of suitable dancing music. Special attention should be paid to the security of the party, particularly if the event is a Junior Championships.

LOGISTICAL ASPECTS

ACCOMMODATION

General

- At an international regatta the Jury, VIP invitees and other visiting regatta officials and personnel should if possible be located in the same Hotel. This makes communication and transport arrangements easier
- The accommodation should be located as close to the course as possible. Ideally, travel time should be less than 20 minutes.

Facilities and Services

- There will be a requirement for:
 - Single rooms for visiting VIPs/ officials
 - o Single or twin rooms for the Jury (upgrade to single at own cost)
- Generally, the OC should arrange a full and ½ board option with the hotel
- A notice board should be placed in a clearly visible position in the Reception Area of the accommodation for information on transport timetables, racing timetables, start lists, results lists, weather forecasts and any other important information.

Costs

Generally, the OC should aim to supplement or even pay in full the costs of the Jury to attend the event. This may include for example, a transport subsidy and full/part coverage of room and food during the regatta. At an international regatta, the OC should provide accommodation and all meals for the jury and also local transport,.

Should FISA or continental confederation officials or other VIPs attend the event, the payment of these costs should be agreed well in advance of any visit.

FOOD SERVICES

MEAL ARRANGEMENTS AT THE COURSE

General (athletes/coaches and officials)

If relevant, all local health permits related to food handling should be obtained and publicly displayed at all sale points. Likewise anti-bacterial gels of hand lotion should be freely available at the entrance and exit to all food areas. At the beginning of the event as teams become accustomed to the venues schedules, an OC volunteer should be stationed at these two locations to encourage people to sterilize their hands. Cross infection (transfer of viruses between people via food utensils, or plates and glasses etc) is one of the greatest dangers to a successful event and the OC – especially when all teams eat at the same location.

Athletes' food options at an event should generally focus on a simple balanced Carbohydrate diet. There will of course be local differences. However, a balanced food mix with a range of juices and water should always be the first option rather than aerated drinks. The internet provides many options for food suggestions at events.

Food should be low cost but good quality and quantity.

TRANSPORTATION AND PARKING SERVICES

General

At National level regattas, a transport shuttle is not obligatory, however the quality of the travel and transport arrangements for the Teams, spectators, OC volunteers and OC staff are key parameters for judging the success of any major event. A transport shuttle is essential for international regattas.

Where needed, a shuttle service from any official hotels to the venue (and return) should be provided. The shuttle is run at set intervals throughout the day. Peak periods generally occur before and after racing and during the lunch breaks. This may incur a cost for each passenger.

A separate shuttle bus system may be required where parking restrictions and parking capacity near the venue are an issue. Each venue is different and access to parking areas may change, depending on the 'profile' of the event. A Shuttle-Bus system is often used to shuttle spectators and others between a train station or carpark and the venue, for those people who arrive in their own vehicles and if the carpark is located some distance from the course.

There are several key issues to consider when planning transport arrangements:

- No smoking should be allowed on any event buses/vehicles.
- Any bus transportation service must be very reliable and must run strictly on time.
- There must always adequate planning to cater for the peaks in the regatta program.
- All drivers must have either radios or mobile phones for direct communication.
- Teams with their own vehicles, should be allocated vehicle parking slots at or near the venue
- Allocate an area for any VIP vehicles that may arrive, before they arrive.
- Vehicle parking areas should ideally be monitored at all times by staff/volunteers.

FINANCE

FISA has developed a budget template that can assist OC's in ensuring that all normal costs are anticipated and budgeted for. This can also be applied to a National Championship.

Note: Some key details pertaining to budget income and expenditure should also be be noted in the budget. In particular, these relate to:

- Any sponsorship revenue
- Any 'in kind' revenue (payment in goods or services, rather than sponsor income)
- Expectations for payment of certain duties / roles (eg travel costs or allowances for the Jury)
- Any payments to government agencies for venue hire etc
- Other items of note pertaining to the event

The costs of any event will be negotiated by the OC and third parties and committed appropriately in order to ensure the smooth running and success of the event. Details of these costs should be outlined in the budget. Where ever possible costs should be known well prior to any event, with income already 'in' the accounts. For this reason, the Finance Coordinator is a key member of the OC and should be well informed and attentive during the preparation phase of the event.

Unexpected costs can affect greatly the success of an event. These can include items such as:

- Extra infrastructure needed due to failure of crucial field of play items (lane cables etc)
- Bad weather means that large amounts of dry flooring materials are required (eg; muddy grassed areas in the car park)
- Extra transport costs (are expensive and very seasonal)
- Extra technology items (expensive and often need to be ordered especially in)
- Too great a reliance on 'last minute' ticket sales for income (bad weather for example can greatly affect spectator numbers)
- Weather delays or postponement of racing will add extra costs
- Traffic construction in the area could delay athletes from arriving at the venue in time for races
- Local Protestors against the Regatta (may incur extra security personnel costs)