



STRATEGIC OPERATION PLAN

FOR ICF CANOE MARATHON

2014-16

A. CAM OPERATIONS

- a. CAM member profile*
- b. CAM meetings*
- c. CAM communication*

B. DEVELOPMENT OF CANOE MARATHON COMPETITIONS

- a. Plan to improve the quality of events*
- b. Plan to help develop Continental Championships*
- c. Plan to develop the Classic Series*
- d. Plan to develop the World Cup Series*
- e. Plan to increase the number of NFs in World Championships*

C. INTERNATIONAL OFFICIALS (ITO'S)

- a. Plan to improve conditions for ITOs at competition*
- b. Plan for education of ITOs*

ICF Canoe Marathon Committee
March 2014



MEETING IN MECHELEN
1-2 FEBRUARY 2014
AGENDA ITEM 5a

CANOE MARATHON COMMITTEE

CAM MEMBER PROFILE

STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: CAM OPERATIONS | | | |
|------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------|-----------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan for the continuity of a high quality committee. | Define a profile of a CAM member. | Draft a profile for the 2013 September meeting | Gustafsson |
| | | Prepare the operation plan to CAM spring 2014 meeting for decision. | Laws, Cronberg |

1. RATIONALE

The committee sees the value of establishing a plan for the continuity of a high level quality committee in order to fulfill the tasks expected to be carried out by the committee.

It is understood that in any case it is depending on nominations coming from the National Federations and on the approval of the ICF Board when composing the committee. However, rather than being reactive to nominations coming in we should be proactive by keeping our eyes open for potential candidates and encourage such to seek nomination via their respective National Federation.

The back ground for the work as a member of the ICF Canoe Marathon Committee is defined in the ICF Statutes, byelaw to article 33:

Each ICF Standing Committee is obliged to draw up and submit the following documents to the ICF Executive Committee for submission of the ICF Board of Directors;

- a) The draft of its working plan and budget for four (4) years;*
- b) An annual report on its activity, with accounts, and any other reports required*

The duties of the ICF Standing Committee of the competitive disciplines are:

- a) To prepare the ICF Competition Rules of their discipline in a ready-to-print form;*
- b) To issue regulations for the enforcement of the ICF Competition Rules and submit proposals for their changes, including the setting of standards for the organisation of international competitions, for boats, courses etc.;*
- c) To express an opinion on the applications for World Championships submitted by National Federations;*
- d) To express an opinion on the motions submitted by National Federations concerning their Competition Rules;*

e) To help the preparations, and organisation of World Championships (and of Olympic Games in the case of Olympic disciplines);

f) To make proposals to the ICF Board of Directors as to the programme for World Championships (and for Olympic Games in the case of Olympic disciplines);

g) To approve competition courses;

h) To establish an International Competition Calendar for each year;

i) To submit proposals for the officials of World Championships (and of Olympic Games in the case of Olympic disciplines);

j) To propose and help the organisation of international coaches' and officials' seminars and courses;

k) To organise and conduct examinations for International Officials candidates in their disciplines;

l) To submit proposals for the development of their discipline;

2. PROFILE OF A CAM-MEMBER

The ICF will benefit from having Canoe Marathon Committee members of all kinds that are dedicated to canoe sport.

The strength of CAM is the knowledge and experience that its members bring to the problems of development of the discipline.

Their ability to apply this knowledge and experience is essential to gaining the trust and support of federations worldwide.

The CAM member should have the motivation to put in the time and effort necessary to contribute to the intense work of the CAM. This motivation must be accompanied by the member having the time and facilities to complete the work effectively.

Competence

The CAM member needs a range of abilities.

Language skills are important. All ICF officials must have a sufficient understanding of English that makes it possible to understand and participate in spoken and written discussions.

Experience

The CAM members need to have an international canoeing background in marathon.

This will have come from a number of activities. All of these are not essential, but some must be there in the persons CV:

- Team Leader
- ICF Official
- Experience of organising international marathon competition
- Officer in national federation with relation to the international arena
- Paddler at high level
- Experience from leadership in a business arena.

3. RECOMMENDATION

1. The work description and profile suggestion should be used by committee members towards people who stand out as potential candidates for becoming members of the committee when time is appropriate.
2. Advice should be given to those identified persons on what the work involves and how to seek nomination. Contact might be made with the appropriate person in that identified persons federation on a personal level to try to achieve the objective more easily.



MEETING IN MECHELEN 1-2 FEBRUARY 2014 *AGENDA ITEM 5b*

CANOE MARATHON COMMITTEE

CAM MEETINGS

STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: CAM OPERATIONS | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> | |
| Establish a plan for time and cost effective meetings. The plan will include consideration of combining meetings with major events. Using electronic communication. Maintain the normal early year meeting. | Define the number and method of meetings. | Draft a suitable and flexible method of operation on 1/9-2013. Prepare the operation plan to CAM spring 2014 meeting for decision. | Laws Laws, Cronberg |

1. RATIONALE

The back ground for meetings of the committee is defined in the ICF Statutes, byelaw to article 32:

2. For the sake of fulfilling their working plan the ICF Standing Committees shall hold at least one session a year.

Meetings face to face allow for detailed debate and to a large extent make sure that there is no disagreement or misunderstandings, especially those that might come from the fact that English is not the first language of most of the members. To this end there is a real need to make sure the meetings take place.

Meeting functions are;

- Competition planning
- Rule planning
- Calendar planning
- Development planning
- Reaction to problems.
- Co-ordination with the ICF

Traditionally there have been two meetings each year. The first in the spring to make preparation prior to the ICF Board meeting that also takes place at that time. The second meeting of the year usually takes place at the World Championships. With the work that has to be done there is no need to have more than these two face to face meetings.

Consideration should be given to use Skype meetings to deal with specific items. This should be used for small group discussions for dealing with delegated tasks or meeting preparations, not full committee meetings. More use to be made of e mail on single subjects (i. e. based on the above mentioned type of group work/delegated tasks) with the Chairman controlling the debate to arrive at a decision. In this case it would normally be from a paper issued with a choice of decisions to be taken.

The inspection of courses at the same time as meetings has not always proved useful and should only be done if CAM is controlling the agenda and time set for the inspection.

For the meetings to be effective there is an obvious need for effective preparation. To enable the debate to proceed effectively, all papers being prepared by the members should be sent to the chairman at least three weeks before the meeting. The chairman should send out the papers and agenda at least one week before the meeting.

2. RECOMMENDATION

1. There should be a main planning meeting in the early part of each year.
2. Meetings should not usually be connected to venue inspections.
3. There should be a meeting the day after the World Championships each year where there will be an agenda of the calendar and any emergency items that cannot wait.
4. More use to be made of e mail on single subjects with the Chairman controlling the debate to arrive at a decision. In this case it would normally be from a paper issued with a choice of decisions to be taken.
5. All papers to be dealt with at a meeting should be sent to the chairman at least three weeks before the meeting. Such matters should be presented with an explanation of the case and with a clear recommendation for decision. If more than 3 pages it should conclude in a short resume before the recommendation.
6. The chairman should send out the papers and agenda at least one week before the meeting.



international
canoe
federation

MEETING IN MECHELEN

1-2 FEBRUARY 2014

AGENDA ITEM 5c

CANOE MARATHON COMMITTEE

CAM COMMUNICATION

STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: CAM OPERATIONS | | | |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan for using modern electronic media communication, website and Facebook. | <p>Define how CAM wants to communicate its plans to the Canoeing World.</p> <p>Define how the Canoeing World communicates its ideas and needs to CAM.</p> | <p>Draft a plan of suitable methods on 1/9-2013.</p> <p>Prepare the operation plan to CAM spring 2014 meeting for decision.</p> | <p>Gustafsson</p> <p>Laws, Cronberg</p> |

1. RATIONALE

Canoe Marathon needs to use the full range of communication opportunities to assist its development. These will include

- Websites. Not only those of the ICF but those of National Federations that are influential around the world.
- Social media. Many are wary of the use of these sites but many members of the canoeing public use them extensively. They can be used to good effect to promote the work of CAM.
- Email in the form of regular news communications.
- Forums at major events where many nationalities are gathered together. World and Regional Championships are examples. There is a cost implication to making the time available to those people but face-to-face meetings are usually very effective.
- Athlete Commission opinions add to the range of expertise available and its dissemination.

Language is always a challenge for worldwide communication. Consideration needs to be given to the cost and effort of communicating in all the ICF official languages. English remains the most widely used at the moment.

2. RECOMMENDATION

1. Increase the level of use of the ICF website.
 - a. Continuous updating
 - b. Adding our documents for ICF competition organisers
2. Increase the use of social media such as Facebook. Monitor social media to gain opinions and changing requirements.
 - a. Seek to establish a Facebook group for Canoe Marathon within ICF
3. Increase connections with the Athlete Commission.
4. Increase the frequency of newsletters.
5. Arrange forums at World and Regional Championships.
 - a. CAM to present issues for discussion when appropriate
 - b. Invite National Teams to present issues for discussion
 - c. Presenting such issues in writing to the National Teams before the occasion



MEETING IN MECHELEN
1-2 FEBRUARY 2014
AGENDA ITEM 6a

CANOE MARATHON COMMITTEE

IMPROVE THE QUALITY OF EVENTS
 STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: DEVELOPMENT OF CANOE MARATHON COMPETITIONS | | | |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan to improve the quality of ICF events | Define how CAM: Ensures the implementation of the Competition Operational Requirements Document | Draft a plan to accomplish the requirements set out in the achievement column on spring meeting 2014 | All CAM members |
| | Updates and improves event documents, guidelines and manuals for the use of event organisers | | |
| | Establishes course approval deadline | | |
| | Improves the course concept | | |
| | Implements and improves Sports Presentation | Agree the plan on spring meeting 2014 | CAM |

1. RATIONALE

Improve documents and Manual for use of Events Organisor.

1. This is an on going task to make the manual better and keep it up to date.
2. We have the current manual in a website format but it has never been added to the website.
3. It can be improved and updated and some sections may have already been updated. It needs to be reviewed to make sure the sections that have been updated are added.
4. Now as we can control the website content we need to have the key documents available from there.

Establish Course Approval Deadline

With the ICF approval system of working 4 years ahead for World Championships and 2 years for World Cups we should add a section in the manual or in the ICF Application Guideline on the timelines for obtaining course approval

Implements and improves of Sports Presentation

The Sports Presentation Manual covers most of the domain and is still not considered well enough during the planning phase of an event. As discussed during our Copenhagen meeting, there needs to

be a Local Sport Presentation Officer appointed early on to assure a good enough support from CAM during preparations to build a good structure for Sport Presentation for each specific event.

Some items necessary to push forward, out from experiences from recent events is (they are all covered in the manual, but needs to be addressed and developed further, not only in the document):

1. Web-TV (Web Stream): Very high rate of spectators if done with quality. Such quality is decisively dependant of:
2. Dedicated Camera Man / Men
3. A specific commentator for the Web TV, or adjustments of how to carry out the event commentatorship, as we did in Portugal during the Europeans
4. Preparations together with the company, f.i. to prepare the producer's for Canoeing.
5. Time Track and the web-layout of results, lap-times and so on (you will see in Copenhagen).
6. A database with all the athletes, their biographies and previous results, available to us and to the media wherever the media is. We need to create our own sport-profiles / heroes, why these tolls are really important.
7. All the practical details regarding speakers, internet links and so on
8. After finishing interviews and attention as well as sponsor-attentionship
9. Social Media – rapid providing of results, as well as comments during the race for instance on twitter and on an interactive tool linked to the web-TV.
10. Cooperation on, or information of, the TV set up and possibly help / guidelines to create international TV links, f.i on the Sports TV commercial spot-market.
11. And, then, the issue of cooperation / support from the ICF office remains, but I think they have done quite a good job sometimes over the recent years, f.i. in Singapore.
12. Each event is different with a slightly home grown structure and approach for media. This will probably remain, but we need to get closer to the organizers, already from one year prior to the event. To avoid travel costs and time-consuming late efforts, he coming organizer should send their appointed local sport presentation officer to the world's the year before their own event.
13. Finally, there is a positive trend out there now, with a rapid development. Sport presentation success is linked to how we develop Marathon and our events as a whole, a real integrated part of pour sport. We should continue to consider it this way and let attraction to media influence how we develop for the future. To implement the Manual is important and needs to be done throughout Local Sport Presentation Officers and by CAM consider these items a specific but integrated part of preparations, exactly as agreed upon in our meeting in Copenhagen.

2. RECOMMENDATION

1. The ICF Canoe Marathon Competition Operational Requirements document is the key document to improve and secure the quality of our events.
2. It will have guidelines/manuals indicated at the various operation sections.
3. This document must be made available for download at the website.
4. The document and guidelines/manuals will be subject to a yearly update if necessary.



MEETING IN MECHELEN
1-2 FEBRUARY 2014
AGENDA ITEM 6b

CANOE MARATHON COMMITTEE

HELP DEVELOP CONTINENTAL CHAMPIONSHIPS

STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: DEVELOPMENT OF CANOE MARATHON COMPETITIONS | | | |
|--------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan to help develop continental championships | Define the requirements and objectives of current Continental Championships. | <ul style="list-style-type: none"> ▪ Draft a plan to establish co-operation with current championships on spring meeting 2014 | Cornish |
| | | <ul style="list-style-type: none"> ▪ Agree the plan on spring meeting 2014 | CAM |

1. RATIONALE

We have an interest in working with the Continental Associations to help the development of Canoe Marathon in their region.

Also, the ICF Board of Directors has expressed that the discipline committees should seek increased collaboration.

2. RECOMMENDATION

1. Establishing contact in the Continental Associations with the person responsible for Canoe Marathon to discuss inclusion of Marathon or at least a 5000m event at Continental Sprint Championships or hosting of a separate Marathon Championships.
2. Continue with the success of Singapore of combining World Championships with continental Championships when World Champs is held outside Europe. 2014 will be Pan American Championships as well.
3. Encourage the hosts of World Championships to invite and support the attendance of developing marathon nations.
4. Actively market and promote marathon participation amongst teams that attend the sprint world championships.



MEETING IN MECHELEN
1-2 FEBRUARY 2014
AGENDA ITEM 6c

CANOE MARATHON COMMITTEE

DEVELOP THE CLASSIC SERIES

STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: DEVELOPMENT OF CANOE MARATHON COMPETITIONS | | | |
|--------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan to develop the Classic Series | Define the requirements and objectives of a Classic Series. | Draft a plan to achieve requirements and objectives on spring meeting 2014 | Cornish |
| | | Agree the plan on spring meeting 2014 | CAM |

1. RATIONALE

We agree that the introduction of the Classic Series was a good step to meet and acknowledge the interest of many paddlers for that type a racing (as an alternative to the ICF "Olympic style" events).

We have however realised that the concept has not been the success we would like to be.

There is a significant promotion problem, and not all organisers do their part of the promotion and follow up work.

Prize size may not be interesting enough.

2. RECOMMENDATION

1. We still have to work with organisers concerning promotion, and from 2014 we will be stricter that they stick to the conditions for being part of the series. If that means that we will have less races for a while that is what we have to accept.
2. We need to define a way to seek sponsorship for the series.
3. The Classic Series will be included in the new individual ranking system to see if that can improve the situation, see later section for World Cup/Individual Ranking.



MEETING IN MECHELEN
1-2 FEBRUARY 2014
AGENDA ITEM 6d

CANOE MARATHON COMMITTEE

DEVELOP THE WORLD CUP SERIES
 STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: DEVELOPMENT OF CANOE MARATHON COMPETITIONS | | | |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan to develop the World Cup Series | Define the objectives and rules for World Cups competition paying special attention to the costs involved. | Draft a plan to achieve this on spring meeting 2014 Present a plan for CAM decision ult. 2013. Confirm the plan on spring meeting 2014. | Heijselaar Heijselaar, Cronberg CAM |

1. RATIONALE

For many years we have discussed the need for finding a better concept for our World Cups than we have to day, and we have also several times discussed with team leaders how we could change the situation, however without finding a way forward.

So far the principle has been a national team competition with team trophies. The impression is that this is not very attractive to the majority of national teams apart from a few of the very strong teams.

The ICF committee has recently been discussing to moving the focus to individual racing and combining this with a focus on individual ranking.

Parallel to this the racing programme has been discussed. The competition concept at the World Games this year received a lot of positive comments from participants and team officials. From this has come the decision for this concept to be used as the basis for World Cup events.

The conclusion of these thoughts is that CAM has decided to try a new way, and will introduce this in 2014. It has the following elements:

1. The classes in the World Cup are K1 Men, K1 Women, and C1 Men, senior and junior classes. There will be no limitation in the entries that will still have to come from National Federations.
2. The new programme will be
 - Day 1: Short distance Canoe Marathon with heats and finals. The qualification for finals will be based on the best positions in the heats plus "lucky losers", based on time.
 - Day 2: Normal distance for Canoe Marathon

3. The individual ranking system that we have today will be updated to match the concept and will produce individual winners of the World Cup.
4. The ranking process is to give status to the winning paddlers so they may use it to promote themselves for sponsorship and also to promote canoeing within their nation.

2. CONFIRMATION OF PREVIOUS DECISION

DAY 1: SHORT DISTANCE EVENTS

Classes:

- Junior Men's K1
- Junior Women's K1
- Junior C1
- Men's K1
- Women's K1
- Men's C1

Course:

Distance: 3 laps and 2 portages of a course with a portage producing a total distance of between 3.2km and 3.6km with a minimum distance of 500m from the last portage to the finish.

Competition concept:

There will be 2 heats provided entries are more than 10 boats, with 10 or less direct final. The first 3 from each heat go through to final automatically plus the 4 next best times from the two heats.

Provisional time schedule:

08.30 Heats

08:30 Jun C1 Heat 1
 09:00 Jun C1 Heat 2
 09:30 Jun Women's K1 Heat 1
 10:00 Jun Women's K1 Heat 2
 10:30 Jun Men's K1 Heat 1
 10:50 Jun Men's K1 Heat 2
 11:20 Men C1 Heat 1
 11:40 Men C1 Heat 2
 12:00 Women's K1 Heat 1
 12:20 Women's K1 Heat 2
 12:40 Men's K1 Heat 1
 13:10 Men's K1 Heat 2

14:00 Finals

14:00 - Junior C1 Final
 14:30 - Junior Women's K1 Final
14:50 – Prize Ceremony JC1
 15:00 - Junior Men's K1 Final
15:20 - Prize Ceremony JWK1
 15:30 - C1 Final
15:50 - Prize Ceremony JMK1
 16:00 - Women's K1 Final
16:20 - Prize Ceremony C1
 16:30 - Men's K1 Final
16:50 - Prize Ceremony WK1
17:00 - Prize Ceremony MK1

DAY 2: NORMAL DISTANCE EVENTS

Classes:

- Junior Men K1
- Junior Women K1
- Junior C1

- Men K1
- Women K1
- Men C1

Course:

Distance: Length of each lap is approx. 3.75km. The number of laps and portages will be according to the table below. The distance from the last turn will be a minimum of 300m and a maximum of 500m to the finish.

There will be a portage on each lap except the first.

| NUMBER OF LAPS | Junior | U23 | Senior |
|-----------------------|------------|------------|------------|
| Women kayak | 5 (18.7km) | 6 (22.5km) | 7 (26.2km) |
| Men Canadian | 5 (18.7km) | 6 (22.5km) | 7 (26.2km) |
| Men kayak | 6 (22.5km) | 7 (26.2km) | 8 (30km) |

Provisional Time schedule:

- 09:15 Junior Men K1
- 09:18 Junior Women K1
- 09:21 Junior Men C1
- 11:25 *Prize Ceremony junior classes*
- 11:45 Women K1
- 11:50 Men C1
- 14:25 *Prize Ceremony women K1 and C1*
- 14:45 Men K1
- 17:00 *Prize Ceremony men K1*

3. NEW RANKING SYSTEM

RATIONALE

So far the principle has been a national team competition with team trophies. The impression is that this is not very attractive to the majority of national teams apart from a few of the very strong teams.

CAM has recently been discussing to moving the focus to individual racing and combining this with a focus on individual ranking.

We have decided to introduce a new World Cup basis and consequently need to update the ranking system to fit the new focus.

RECOMMENDATION

1. PURPOSE

- a) The ICF World Marathon Series Rankings will be used to determine the best overall performance of all Marathon paddlers only in single boats [K1 and C1] during the season.

- b) The ICF Series Rankings will be established at the end of the series year that starts and ends with the World Championships.
The rankings will be distributed to all ICF Federations.

- c) The ICF World Marathon Series Rankings will be used to determine the first priority list for the places on the starting pontoon for singles events in the next World Championships.

Note

It was considered to include Continental Championships but the decision was that they were not sufficiently developed at this time. It is intended to include them when their development has reached a point where this is possible to be fair to paddlers over the whole world.

d) The current team trophies for the overall series world cup team will be changed to the three overall ranking winners.

e) The “Bull” trophy will be presented to the nation with the total best score from all 15 events at the World Championships.

2. POINTS AND SCORING

a) Scoring events:

(i) There will be 3 levels of events included in the ICF World Marathon Series Rankings:

- The ICF World Marathon Grand Final, [World Championships]
- The ICF World Marathon World Cup events
- The ICF Marathon World Classic series

(ii) The points earned by the best athlete for each event will be:

- 200 points for the ICF World Marathon Grand Final
- 100 points for World Cup series
- 50 points for Classic marathon races

(iii) The points table for each level of event will be from:

- 1st to 30th (paddler) for the ICF World Marathon Grand Final
- 1st to 20th for the World Cup series
- 1st to 10th for the Classic marathon races

The points will be according to the table below.

a) *Races that will score:* The final score will be obtained by adding the points gained as follows

ICF World Marathon Series Grand Final

Plus

The best single score in World Cup races [total of both short and long races]

Plus

The total of the best 3 scores in Classic Marathon Series races

Note; If a paddler was not selected for his national team at the world championships in a singles class then he/she could add a fourth classic score of a race already completed.

b) *Minimum ICF World Canoe Marathon Series events to score:* Athletes must score points in a minimum of 3 ICF World Canoe Marathon Series events to be eligible among the top 20 final rankings.

c) *Season:* The ICF World Marathon Series season starts immediately after the ICF World Marathon Grand Final and finishes with the ICF World Marathon Series Grand Final.

| FINAL CLASSIFICATION | World Championships | World Cup events | Classic marathon series |
|----------------------|---------------------|------------------|-------------------------|
| 1 | 200 | 100 | 50 |
| 2 | 180 | 90 | 45 |
| 3 | 170 | 85 | 40 |
| 4 | 150 | 75 | 35 |
| 5 | 140 | 70 | 30 |
| 6 | 130 | 65 | 25 |
| 7 | 120 | 60 | 20 |
| 8 | 110 | 55 | 25 |
| 9 | 100 | 50 | 20 |
| 10 | 90 | 45 | 15 |
| 11 | 85 | 43 | 0 |
| 12 | 80 | 40 | 0 |
| 13 | 75 | 38 | 0 |
| 14 | 70 | 35 | 0 |
| 15 | 65 | 33 | 0 |
| 16 | 60 | 30 | 0 |
| 17 | 55 | 28 | 0 |
| 18 | 50 | 25 | 0 |
| 19 | 45 | 43 | 0 |
| 20 | 40 | 20 | 0 |
| 21 | 35 | 0 | 0 |
| 22 | 30 | 0 | 0 |
| 23 | 28 | 0 | 0 |
| 24 | 26 | 0 | 0 |
| 25 | 24 | 0 | 0 |
| 26 | 22 | 0 | 0 |
| 27 | 20 | 0 | 0 |
| 28 | 18 | 0 | 0 |
| 29 | 10 | 0 | 0 |
| 30 | 5 | 0 | 0 |



MEETING IN MECHELEN
1-2 FEBRUARY 2014
AGENDA ITEM 6e

CANOE MARATHON COMMITTEE

INCREASE THE NUMBER OF NF'S IN CHAMPIONSHIPS

STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: DEVELOPMENT OF CANOE MARATHON COMPETITIONS | | | |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan to increase the number of NFs participating in World Championships | <ul style="list-style-type: none"> ▪ Define the ways to increase the numbers of federations paying special attention to the costs and fees involved. | <ul style="list-style-type: none"> ▪ Draft a plan on spring meeting 2014. ▪ Agree the plan on spring meeting 2014. | <p>Laws</p> <p>CAM</p> |

1. RATIONALE

This problem has been made much worse than years ago by two things. The first is the world financial crisis whose effects are still being felt and the preference that most governments show for Olympic disciplines. CAM cannot do anything about either of these things except to lobby the appropriate people wherever possible.

Apart from these the main problem is one of money. The only ways that organisers have of raising the budget necessary for a proper and successful event would seem to be;

- Accreditation fees.
- Government grants.
- Local Authority grants
- Grants from Charities
- Sponsorship from national and local companies.

All these things are the normal way to obtain funding for events. The more funding available has an effect on the costs applied to the teams. If the event is badly funded then the only way to balance the accounts is to charge the teams more. This obviously has an adverse effect not only on the number of team that will enter but the size of their teams.

The main costs for the teams are their travel and accommodation. Any way found to keep these down should assist the situation. Sponsorship from hotels and airlines are the ways to ease that position therefore.

Benefits in kind from local companies, such as equipment, are often easier to obtain than cash.

Many federations enter sprint championships. The boats and equipment are mostly the same for Marathon. Identifying those people who are marathon orientated but also linked to the sprint scene in that federation might make additional team entries possible.

Some areas of the world are interested in regional championships and linking these with World Championships can bring additional entries.

2. RECOMMENDATION

- 1.** Make contact with as many sprint federations as possible to persuade them to enter marathon.
- 2.** Ensure through our liaison contact with organising federations that as much use is made of the funding that can be raised to keep costs to teams down.
- 3.** Include regional championships where applicable.



MEETING IN MECHELEN

1-2 FEBRUARY 2014

AGENDA ITEM 7a

CANOE MARATHON COMMITTEE

CONDITIONS FOR ITO'S

STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: INTERNATIONAL OFFICIALS (ITOs) | | | |
|--------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan for improving conditions for ITOs at competitions | Define what conditions are required. | Draft a plan to identify the financial and practical conditions items involved by spring meeting 2014. Agree the plan on spring meeting 2014. | Laws, Gnocchi, Heijselaar CAM |

1. RATIONALE

ITOs face three main difficulties

- The costs of accommodation and travel
- The need to have time away from their work
- The need for time to attend training seminars.

Help for these three items could come in the form of;

- Assistance from federations and OCs in asking for help from employers to recognise the benefit ITOs bring to international sport.
- Assistance from federations to reduce the cost of travel to competitions.
- Assistance from organisers in reducing accommodation costs for ITOs.
- Assistance from organisers in allowing ITOs to be included in any travel sponsorship arrangements.

Plan of Action

- CAM to make contact with federations to ensure that the maximum assistance is given to federations by requesting their help for the ITO once the appointment is made.
- CAM liaison officer to request what assistance can be made by organisers for the ITOs.
- CAM to support ITOs to try and get support from their employers wherever possible.
- At events ITOs need rest and refreshment facilities to be provided by organisers especially in difficult weather conditions.
- Accommodation in the same hotel for all ITOs is to be required wherever possible.
- ITOs shall have a discounted or free accommodation as agreed by CAM with organisers.

- Free shuttle travel between the hotel and the course to be provided by organisers taking into account the time schedules of the ITOs work.
- ITO's transport to and from airports and to and from the hotel event venue shall be free.
- There will be no accreditation charge for ITOs.

2. RECOMMENDATION

1. The plan details as above should be included in the ICF Canoe Marathon Competition Operational Requirements document for implementation for all World Championships effective from 2015.
2. The application of these conditions must form part of the agreement with all major international marathon events as defined by CAM on an annual basis in their calendar.



MEETING IN MECHELEN

1-2 FEBRUARY 2014

AGENDA ITEM 7b

CANOE MARATHON COMMITTEE

EDUCATION OF ITO'S

STRATEGIC OPERATION PLAN FOR ICF CANOE MARATHON

| Operation: INTERNATIONAL OFFICIALS (ITOs) | | | |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------|
| <i>Programme</i> | <i>How to achieve</i> | <i>Time frame</i> | <i>Responsibility</i> |
| Establish a plan for education and training of ITOs | Define what is required to correctly educate and train an ITO on a continuous basis to take account of rule and format changes. Define the requirements of a new examination format. | Draft a plan to educate and train ITOs by meeting spring 2014. | Laws, Gnocchi, Heijselaar |
| | | Agree the plan by meeting spring 2014. | CAM |
| | | Draft a plan to create a new examination format by meeting spring 2014 | Laws, Gnocchi, Heijselaar |
| | | Agree the plan by meeting spring 2014. | CAM |

1. RATIONALE

The new examination format will include the existing "multi question" format for knowledge of the ICF Statutes.

There will be a formal verbal examination as now on the Marathon rules and most importantly on their practical application.

There will be a practical period where candidates will be given a post during an event "mentored" by an experienced ITO.

Confirmation of reaching ITO status will not be confirmed until all three of the above are completed. It may be that the practical examination at an event will be before the formal part of the tests. There will be a requirement to attend one of the ITO seminars before taking the other parts of the test.

Organise a general training seminar at suitable venues, at least one per year for new candidates. Organise a training seminar as a "refresher" course for existing ITOs.

Organise a training seminar when there are rule changes to ensure ITOs are kept informed of the changes and how to apply the new/changed rules.

Use e mail to send a special newsletter to all ITOs.

Use e mail incorporating the documents and information of each seminar to send to all registered ITOs.

Use the experience of existing ITOs to ensure that the rule changes and application of rules remains effective and up to date. This would be done through a meeting at major events and any specific correspondence controlled by the ICF CAM Chairman.

Final Notes

Many of the points included in these notes are not new. The essence seems to be that we need to bring a new level of more insistent activity to make sure that when events are attended we do not find they fall short of what has been promised.

Bringing in more and possibly younger people into our work for specific single tasks will bring more success and also have the benefit of giving these people more experience of the wider picture that has to be seen by a world sporting discipline.

Making sure that ITOs have different and challenging roles will bring a greater depth of quality to their work as long as they have received the right training.

In all this work there must be the flexibility to change this process to suit special circumstances.

NEW EXAMINATION FORMAT

First step

CAM will nominate the official for examination in conjunction with their National Federation.

The candidate will then take the examination during the weekend of the World Championships or other place and time as agreed by the CAM Chairman. If they are successful they will then go to a Masters event as a trainee.

There is a need to cater for those candidates from places in the world where they cannot go to a masters world cup, and it might have to be at the place of a masters world championships.

Second step

Nomination by their NF for a World Cup Masters event as an Assistant ITO.

A senior ITO will accompany the Assistant/Trainee ITO at a World Cup Masters race

The senior ITO will help to educate the Assistant/ Trainee ITO at the World Cup, giving them several jobs during the Masters competition.

Third Step

Complete and maintain the training by attending seminars

2. RECOMMENDATION

1. Establish the materials needed to put the training set out in the rationale into place.
2. Establish a process for a regular review of the ITO's performance.
3. Establish the materials needed to train and review ITO's
4. Establish the above process to train officials in more than just one position.