



ACA Board Meeting
[Video Conference]

Tuesday, April 16, 2024
[Draft]

Prior to the formal meeting, there was a 30 minute video social beginning at 7:00 p.m. David Lumian opened the formal meeting at 7:30 p.m. The published agenda formed the general format for the minutes (Appendix A).

Attendance. Attendance was taken from the video logins. **BOD Present:** Hunter Branstetter, Suzanne Britt, Beverly Cosslett, Thom Crockett, Kenny Kasperbauer, Robert Kauffman, Anna Levesque, Dave Lumian, Risa Shimoda, Jack Wallace, Andrea White.

BOD Not Present: Zach (Bud) Lokken,

Staff Present: Beth Spilman

Other Attendees: Marsh Jones,

APPROVAL OF THE MINUTES

A motion was made to approve the February minutes. It was seconded. The minutes were approved.

REVIEW OF CONFLICT OF INTEREST

The conflict of interest forms were completed at the February board meeting or emailed to the office prior to that meeting. As is customary, the board members reviewed and acknowledged potential conflict of interests. The following staff and board members participated: Beth, Andrea, Anna, Beverly, Dave, Hunter, Risa, Robert, Tom, Jack, Kenny, and Suzanne. Potential conflicts were noted by Anna and Beverly: Teaching courses and owning their own businesses, and Dave: Service on other boards. Other members indicated no obvious conflicts or incidental possibilities.

EXECUTIVE DIRECTOR UPDATE

Beth provided the following updates.

Membership System Transition (Appendix B). Beth provided an update on the progress with the new membership system. She noted that they will have an MVP (Minimally Viable Product), which is they will then build upon and add things to the system to address the specific needs of the organization. She noted that the new system will add considerable flexibility and will work well with both individual and organizational memberships. As noted in the report, the goal is to have the system working by October 31st.

Sugar Island and the Schad Foundation. The Schad Foundation, an environmental education foundation for children in Canada, contacted the national office with an offer to perform an environmental assessment of Sugar Island. They proposed bringing in an environmental scientist during June to assess the flora and fauna. Beth noted that it was not clear what they wanted, but she indicated that they may want to buy a portion of the island or place it in a conservation easement. Sugar Island is one of the few islands in the 1000 islands that has not been extensively developed. The discussion focused mainly on notifying the Sugar Island trustees and including them in the decision-making process regarding the assessment and whether it should be done. No motions were made regarding this item.

NASBLA Ad Hoc Committee (Appendix C). The main purpose of this new addition to the agenda was to approve an updated version of the Ad Hoc Committee. There was discussion regarding the purpose of the ad hoc committee, the listening sessions, and the implementation of the MOU. **A motion was made and seconded to approve the revised ad hoc committee** (see Appendix C). The motion passed.

COUNCIL UPDATES:

Safety Education and Instruction Council (SEIC) (Appendix D). Anna presented the SEIC report and the motions for approval by the board. At their March 25th meeting, Motions #1, #2, #3, and #7 were approved by SEIC and passed on to the board for approval. At that meeting, Motions #4, #5 and #8 were withdrawn and not advanced. There was no Motion #6.

There was some discussion, mainly involving Motion #2, and the recommendation was made to refer Motion #2 back to committee for further discussion. The following motion was made, seconded, and passed.

Motion: Approve Motions #1, #3, and #7 and return Motion #2 back to committee for further discussion (see below).

Motion #1: Update Coastal Kayak Sit-On-Top Documents (CKC)

Exact wording of the motion: Update the L2 Essentials of Sit-On-Top Kayak Touring Skills Assessment and Instructor Criteria
Update the L3 Coastal Kayak Sit-On-Top Coastal Kayak Skills Assessment and Instructor Criteria

Motion #2: Update General Requirements of ACA Instructor Criteria (Ryan Rushton)

Exact wording of the motion: Update the General Requirement section of ACA Instructor Criteria which states candidates must "Demonstrate the ability to appropriately perform, model, and teach all the following material, unassisted, in the appropriate venue" during an Instructor Certification Exam or Workshop to the following language: "Demonstrate the ability to perform, model and teach content from the Instructor Requirements sections of this document in the appropriate venue."

Motion #3: Code of Conduct (ACA Office)

Exact wording of the motion: Add the following to the "Course Prerequisites" section of all ACA Instructor Criteria: Understands and acts in accordance with ACA's Code of Conduct (Will be linked).

Motion #7: IPC Restructuring (SEIC Executive Committee)

Exact wording of motion: IPC Restructuring - Discipline Committee Chairs may appoint a member of their respective committees to sit upon the IPC.

COMMITTEE UPDATE:

ED Review and New Position Sub-Committee. Robert gave a brief summary of the committee's progress. Due to time constraints, this was an informational update with little discussion. No motions were made regarding this item.

NEW BUSINESS

Grievance Policy (Appendix E). Hunter presented the revised Grievance Policy to the board for approval. It has been two years in the making. There was a brief discussion. **A motion was made and seconded to approve the revised Grievance Policy** (see Appendix E). The motion passed.

There was a question when the new procedure would take effect. Hunter noted that the new policy was in effect beginning at the time of its passage (i.e. April 16, 2024). Any grievance received after this date would be heard under the new policy.

Sprint Club Development Proposal (Appendix F and Appendix G). Beth introduced Marsh Jones to the group. Marsh was involved with the Competition Council when the ACA became the NGB again. He was involved with the \$150,000 donation and is here tonight regarding the deployment of that donation. He is seeking board approval of the Youth Paddling League (Appendix F). Marsh discussed the history leading up to his proposal and outlined it in his power point presentation (Appendix G). Marsh requested that the board approve the Youth Paddling League Committee with him as the chair. There was considerable discussion regarding the proposal, mostly regarding process. The issue was whether the board should approve the committee or whether the committee should work with Sprint Committee of the Competition Council. **A motion was made to refer the proposal to the Sprint Committee with the support of the board.** The motion was seconded. It passed.

EXECUTIVE SESSION

The board went into executive session at 9:15 p.m.

ADJOURNMENT

A motion was made and seconded to adjourn at 10:00 p.m. The motion passed.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Robert B. Kauffman". The signature is stylized and cursive.

Robert B. Kauffman
Secretary

American Canoe Association
Board of Directors Meeting Agenda

Appendix A

April 16, 2024

Welcome: Dave

approximately

7:30 - 7:35

Review of Conflict of Interest Forms: Dave

7:35 - 7:45

OLD BUSINESS

Executive Director Update:

7:45 - 8:00

- Membership system transition
- Sugar Island and the Schad Foundation

Council Updates:

In the interest of time, we will rotate council updates at different meetings.

Safety Education & Instruction Council - Anna

8:00 - 8:20

- Discussion and vote on SEIC motions passed at the last SEIC meeting
- Clarification on funding and IT staff for the Regional Updates

Committee Updates: (5 minutes each)

In the interest of time, we will rotate committee updates at different meetings.

ED Review and new Position SubCommittee - Robert

8:20 - 8:25

NEW BUSINESS

Grievance Policy - Hunter

8:25 - 8:35

Sprint Club Development proposal - Marsh Jones

8:35 - 8:45

CLOSED SESSION

8:45 - 9:00

Appendix B

Transition of Membership Database from Your Membership to Sport 80

Status Report

Beth Spilman

April 14, 2024

On April 4, Beth and Kelsey met with S:80 project manager to begin scoping the transition. Since then, we have had 3 additional meetings to specifically discuss membership, event sanctioning and insurance, and event registration.

We are shooting for a “go live” date in October, but will have a better handle on the transition timeframe when we finish up with the remaining scoping meetings in mid-April.

We are super excited about the possibilities for more member-friendly processes, more efficient use of staff time, and better marketing capabilities.

A few features that we are excited about:

- The opportunity to create a new membership type to accommodate partner organizations like government agencies and USCG Aux, Boy & Girl Scouts, etc.
- S:80 currently has the capability to allow affiliated organizations and clubs to use its registration system and direct the funds collected from the customer directly to the organization.
- Features that will allow us to more fully “automate” many of our insurance processes - making them more efficient and less resource intensive.

Appendix C

MOU AdHoc Committee Proposed Members

Brett Mayer

Jeff Atkins - SEIC

Jake Vitak - SEIC

Brian McGorry - RAC

Bill Caruso - RAC

Robert Kaufman

Robin Pope

Appendix D

March 25, 2024 SEIC Meeting

[Link to the Meeting Minutes & Video Recording](#)

Motion #1: Update Coastal Kayak Sit-On-Top Documents (CKC)

Exact wording of the motion:

Update the L2 Essentials of Sit-On-Top Kayak Touring Skills Assessment and Instructor Criteria
Update the L3 Coastal Kayak Sit-On-Top Coastal Kayak Skills Assessment and Instructor Criteria

Need for change: The Coastal Kayak Committee updated the all our curriculum documents in the fall of 2023 with the exception of the Sit-On-Top curriculum documents. We have updated the sit-on-top skills assessments and instructor criteria, so they match the rest of the CK curriculum.

These changes were unanimously approved at the February 2024 CKC meeting.

This motion passed unanimously within the SEIC meeting, 16-0-0.

Motion #2: Update General Requirements of ACA Instructor Criteria (Ryan Rushton)

Exact wording of the motion:

Update the General Requirement section of ACA Instructor Criteria which states candidates must "Demonstrate the ability to appropriately perform, model, and teach all the following material, unassisted, in the appropriate venue" during an Instructor Certification Exam or Workshop to the following language: "Demonstrate the ability to perform, model and teach content from the Instructor Requirements sections of this document in the appropriate venue."

Need for change: It is impractical and not useful to observe every candidate teach and demo all of the content from a Criteria document. This statement burdens Instructor Trainers with observing all candidates perform every skill listed in criteria. This does not leave the adequate amount of time for focus on teaching and assessing content and courses become de-facto skills assessments as each candidate is observed not only teaching but performing the skills. Trainers should be able to evaluate a candidate's teaching, course delivery and leadership without having to observe them demonstrating/teaching every skill on the criteria.

Note: This motion is being proposed by Ryan Rushton, L5 Coastal Kayak Instructor Trainer Educator. It is not proposed by a committee.

This motion passed with a vote of 10-6-0. This motion had the most discussion and contention of all motions within the SEIC meeting.

Motion #3: Code of Conduct (ACA Office)

Exact wording of the motion: Add the following to the "Course Prerequisites" section of all ACA Instructor Criteria: Understands and acts in accordance with ACA's Code of Conduct (Will be linked).

Need for change: Be in alignment with SEIC policy.

This motion passed unanimously within the SEIC meeting, 16-0-0.

Motion #4: Name Change L2 and L3 Surf Kayak Classes (SKC)

Exact wording of motion:

Change "L2 Essentials of Sit-on-Top Surf Kayaking Skills' to "L2 Intro to Kayak Surfing Skills"
Change the "L3 Essentials of Kayak Surfing Skills" to "L3 Surf Kayaking Course "

Need for change: The Surf Kayak Committee has recently been reconstituted with the goal of fully fleshing out the efforts of previous teams. We have begun a more in-depth dive that will focus on the full spectrum of the curriculum including instructors, with a target date of Fall. However, we thought course name changes at the L2 and L3 student level were important in signaling our commitment to being as inclusive at the entry level as is safely possible.

This motion was withdrawn.

Motion #5: Including Tandem Kayak L2-L5 River Kayak Skills course and Skills Assessment (RKC)

Exact wording of motion:

L2 example:

Solo: 5 participants : 1 Instructor; with an additional instructor or qualified assistant, the ratio can be 10 : 2.

Tandem: 6 participants : 1 Instructor; with an additional instructor or qualified assistant, the ratio can be 10 : 2.

The maximum number of participants permitted is 10.

This skills assessment may be used for solo and tandem spray skirted kayaks as well as non-spray skirted kayaks. Skills not applicable to non-spray skirted kayaks are followed by the notation: *.

Need for change: Clarity of Tandem Kayaks being included in River Kayak Courses.

This motion was withdrawn.

There was no Motion #6

Motion #7: IPC Restructuring (SEIC Executive Committee)

Exact wording of motion: IPC Restructuring - Discipline Committee Chairs may appoint a member of their respective committees to sit upon the IPC.

Need for change: Disc. Committee chairs overworked and cannot all assume responsibility for IPC initiatives.

This motion passed within the SEIC meeting, 14-1-0.

Motion #8: Change the naming of a successful result on a Skills Assessment or Trip Leader Assessment to "Award" (Ryan Rushton)

Exact wording of motion: Change the naming of a successful result on a Skills Assessment or Trip Leader Assessment to "Award."

This motion was withdrawn.

Appendix E



POLICY TYPE: *Governance*
POLICY TITLE: *Grievance*

POLICY NUMBER GOV-013
REVISION: 6
REVISED: March X, 2024

This Grievance Policy sets forth policies for addressing grievances and disciplinary actions within the American Canoe Association (ACA).

SECTION 1. DESIGNATION OF GRIEVANCES

The Grievance Committee addresses concrete and particularized grievances. The following grievances shall be within the jurisdiction of the ACA Grievance Committee:

- a. Administrative Grievance. Any grievance filed by a member of the ACA pertaining to any matter within the cognizance of ACA, including but not limited to any alleged violation of: (i) any ACA rule or regulation; (ii) any provision of the ACA's or a committee's, council's, or other subordinate body's rules, regulations, or stated practices; or (iii) alleged non-compliance by the ACA with the United States Olympic & Paralympic Committee ("USOPC") Bylaws or the Ted Stevens Olympic and Amateur Sports Act.
- b. Disciplinary Proceeding. Any grievance filed by a member of the ACA against another member of the ACA, or former member of ACA if the action occurred while the individual was an ACA member, regarding any alleged violation of the [ACA Member Code of Conduct](#), [U.S. Center for SafeSport Code](#) (except as set out below) or any other rule or regulation relating to an individual's conduct.
- c. Right to Compete. Any grievance filed by an athlete, coach, trainer, administrator or official pertaining to any alleged denial of, or alleged threat to deny, that individual's opportunity to compete in an ACA sanctioned competition.
- d. Instruction-related Grievance. Any grievance filed by a member of the ACA involving the conduct of a certified Instructor, Instructor Trainer, Instructor Trainer Educator, Paddlesports Safety Facilitator, or Community Paddlesports Leader acting in their capacity as a certified Instructor, Instructor Trainer, Instructor Trainer Educator, Paddlesports Safety Facilitator, or Community Paddlesports Leader, subject to referral to the ACA Safety Education Instruction Council ("SEIC") under Sections 10 or 11(d) herein, and/or any grievance or report submitted to the SEIC and thereafter referred by the SEIC Chair to the Grievance Committee.
- e. Any grievance or report referred to the ACA by the U.S. Center for SafeSport.

SECTION 2. JURISDICTION AND STANDING

- a. Jurisdiction. Any member of ACA, by reason of membership (including event membership), agrees to be subject to these procedures and agrees to be bound by any decision rendered pursuant to these procedures. Former ACA members whose membership was current at the time of the actions

or events giving rise to the grievance shall be subject to these procedures and shall be bound by any decision rendered pursuant to these procedures.

- b. Standing. Any member of ACA who has suffered harm as a result of any matters noted in Section 1 above shall have the right to file a grievance with the ACA. Standing for any grievance or report referred to the ACA by the U.S. Center for SafeSport shall be determined by the rules and regulations of the U.S. Center for SafeSport.
- c. The U.S. Center for SafeSport has the exclusive jurisdiction to investigate and resolve alleged SafeSport Code violations involving or related to child abuse or sexual misconduct. Any report received by the ACA of an allegation that falls within the Center's exclusive jurisdiction will be referred to the Center immediately and not later than within 24 hours of receipt.
- d. The U.S. Center for SafeSport has concurrent jurisdiction to investigate and to resolve certain other alleged SafeSport Code violations. If the Center elects to exercise its discretionary jurisdiction, the Grievance Committee shall have no power to investigate or adjudicate the grievance.

SECTION 3. MANNER OF FILING

A complainant must complete and submit an electronic Grievance Form ([insert link to Grievance Form...but needs to be updated to add more details per this section and anti-retaliation statement](#)). This form is automatically transmitted to the Chair of the Grievance Committee and the Executive Director of the ACA. The grievance shall set forth in clear and concise language, preferably in numbered paragraphs:

- a. The full name of the complainant and ACA membership number. If the person filing does not have an ACA membership number, such person must include an explanation of the standing to file a grievance under this policy including a statement of harm experienced by the person filing the grievance.
- b. The alleged violation, grievance, denial or threat to deny, or failure to meet instructional standards, including a citation to each specific rule, regulation, policy, or other code that is alleged to have been violated.
- c. The remedy or relief requested. A Grievance can include multiple or alternative requested remedies or relief.
- d. Any supporting evidence and/or documentation supporting the grievance which can be uploaded via a link on the electronic Grievance Form, including a list of individuals (including contact information if known) whom the complainant believes has information concerning the alleged violation.

SECTION 4. CONFIDENTIALITY

All grievances under this policy and all procedures on those grievances shall be confidential. Aside from the Grievance Committee, the Hearing Panel to which a grievance is assigned, and relevant members of the ACA staff on a need-to-know basis, disclosure shall not extend beyond Affected Parties as defined below in Section 11(b), and potential witnesses contacted to participate in a hearing, unless information is requested by law enforcement, a child protective services organization, or another authority that has the power to compel disclosure. In addition, information may be disclosed as required for the purposes of reporting to or being audited by the USOPC or the U.S. Center for SafeSport. All persons involved in the investigation and hearing shall maintain the confidentiality of the proceedings. At the discretion of the Executive Director or the Grievance Committee, decisions by a Hearing Panel shall be made available to ACA members upon request and/or published on the ACA website.

SECTION 5. STATUTE OF LIMITATIONS

A grievance filed under this Policy shall be filed within 180 days of the occurrence of the alleged actions giving rise to the grievance. This Statute of Limitations does not apply to allegations or grievances filed with the U.S Center for SafeSport and referred to the ACA.

SECTION 6. DOPING DECISIONS

An allegation of a violation of anti-doping rules within the jurisdiction of the independent anti-doping organization designated by the USOPC to serve as the U.S. National Anti-Doping Organization (currently the United States Anti-Doping Agency) shall not be within the jurisdiction of the Grievance Committee or subject to these procedures.

SECTION 7. SAFESPORT DECISIONS

A decision concerning a SafeSport violation adjudicated by the independent SafeSport organization designated by the USOPC (currently the U.S. Center for SafeSport) shall not be reviewable through, or the subject of, these procedures.

SECTION 8. FIELD OF PLAY DECISIONS

The final decision of an official during a competition regarding a field of play decision (a matter set forth in the rules of the competition to be within the discretion of the official) shall not be reviewable through the procedures for, or the subject of, these procedures unless the decision is: (i) outside the authority of the official to make, or (ii) the product of fraud, corruption, partiality, or other misconduct of the official. For purposes of this Section, the term “official” shall include any individual with discretion to make field of play decisions.

SECTION 9. ADMINISTRATION

The Grievance Committee shall generally administer and oversee all matters subject to this policy. ACA will provide fair notice and a reasonable opportunity to be heard to any participant, athlete, coach, trainer, Instructor, Instructor trainer, Instructor Trainer Educator, manager, administrator, or official participating before declaring any final decisions, remedies, or remediation. The Grievance Committee shall ensure that all grievances are heard in a timely manner and that all grievances are reviewed in a fair and impartial manner. Following any matter that comes before a Hearing Panel, an order shall be issued pursuant to Section 14 (Decision) below. The Grievance Committee may promulgate procedures in addition to those set forth in this Policy for the effective administration of grievances and may otherwise provide support to Hearing Panels.

SECTION 10. INITIAL REVIEW OF GRIEVANCE

Upon receipt of a grievance, the Chair of the Grievance Committee or the Chair’s designee—in consultation with the Executive Director—shall review the grievance and shall notify the complainant of any issues that, on their face, could result in dismissal of the grievance, such as failure to comply with the applicable statute of limitations or procedural defects. For those procedural defects that can be cured, the complainant shall be given the opportunity to cure the defects before the grievance is dismissed.

For submitted grievances that are subject to dismissal because they are outside of the Grievance Committee’s jurisdiction or because a more appropriate forum for resolution exists, the Chair of the Grievance Committee or the Chair’s designee, may, in their discretion, refer the grievance to the

entity, organization, or body that has jurisdiction to hear the dispute or that is better suited to provide a resolution. Such referrals include but are not limited to referrals of SafeSport complaints as provided in Section 2(c), referral of anti-doping related complaints to the U.S. National Anti-Doping Organization, referral of instructional-standards related complaints to the SEIC, or referral of alleged violations of the Ethics and Conduct Policy (Board Policy ENC-001) to the Executive Committee of the ACA Board of Directors.

In the case of a properly filed grievance, the Chair shall acknowledge receipt of the grievance and, as appropriate, will notify the complainant whether the Grievance Committee has jurisdiction over the grievance.

Upon determination that the Grievance Committee will exercise jurisdiction over the grievance, the Committee shall timely give reasonable notice to the responding party after receipt of the grievance. This notice shall set out the proposed action, charges, or alleged violation in writing with the supporting documentation filed by the filing party, and potential consequences or remedies requested if a violation is found.

SECTION 11. CONDUCT OF THE PROCEEDING

a. Appointment of Hearing Panel.

A Hearing Panel shall administer and oversee matters referred to it under this Policy according to the procedures set forth below and will ensure that all Grievances are heard in a timely manner.

Within 20 business days after receipt of a dispute, the Chair of the Grievance Committee, or the Chair's designee, shall appoint a Hearing Panel consisting of three disinterested and impartial individuals to hear the grievance. For all grievances involving an athlete, coach, trainer, competition, or official or field of play determinations that are within the purview of this policy, at least one member of the Hearing Panel shall be an athlete meeting the definition for "Elite Athlete" as set forth in the ACA Bylaws.

If the grievance includes instruction-related concerns involving the competence of a certified Instructor, Instructor Trainer, or Instructor Trainer Educator, including concerns or Grievances that involve the ACA Code of Conduct or other rule or regulation relating to the conduct of the Instructor, Instructor Trainer, or Instructor Trainer Educator during an organized ACA registered instruction, then the Hearing Panel shall include the SEIC Chair or the SEIC Chair's designee.

Members of the Grievance Committee may serve as members of a Hearing Panel. Members of a Hearing Panel (other than the Athlete Representative or SEIC designee as discussed above) need not be members of the ACA or involved in paddling.

The Chair of the Grievance Committee or the Chair's designee will also name one of the individuals of the Hearing Panel as Hearing Panel Chair. Once appointed, the Grievance Committee will timely disclose the names of the hearing panelists to the identified reporting party, the Adverse Parties, and the Executive Director.

All members appointed to a Hearing Panel shall disclose in writing any facts or circumstances that may give rise to a conflict or to an appearance of impropriety in their service as a member of the Hearing Panel. The identity of the Hearing Panel members and facts that may give rise to conflicts or appearances of conflicts shall be disclosed to all parties as soon as practical after receipt of conflict information from the proposed members of the Hearing Panel. If any party with a direct interest in the outcome believes that a Hearing Panel member is neither disinterested nor impartial, that party may challenge the participation of that Hearing Panel member to the Chair of the Grievance Committee in writing not more than five business days after receipt of the Hearing Panel member information. The

Hearing Panel member in question shall thereafter be presented with the challenge and may, upon review, voluntarily recuse. If the Hearing Panel member in question does not voluntarily recuse, the Chair of the Grievance Committee, or the Chair's designee, shall review the objection to, and comments of, the Hearing Panel member in question. The Chair of the Grievance Committee, or the Chair's designee, has the sole discretion to determine that the Hearing Panel member's service on the Hearing Panel may pose an appearance of impropriety, and if so, the Chair of the Grievance Committee may replace that member. The Chair of the Grievance Committee, or the Chair's designee, has the sole discretion to determine that there is not an appearance of impropriety and may dismiss the challenge.

b. Affected Parties.

Affected Parties include the identified complainant(s), the individual(s) or entities that are named in the grievance, and those who will be directly impacted by the outcome. After the appointment of a Hearing Panel, the Hearing Panel shall determine which persons are Affected Parties, and upon such determination, shall offer the Affected Parties the opportunity to participate in the adjudication of the grievance as parties and shall be provided all materials as any other party. An Affected Party who elects not to participate shall nonetheless be bound by any final decision.

c. Documents Provided to Panel

After the appointment of the Hearing Panel, the Executive Director or Chair of the Grievance Committee will promptly provide to the Hearing Panel Chair a copy of each of the following documents: (i) the Grievance Form as submitted; (ii) all materials provided with the Grievance Form, if any; and (iii) any additional relevant documents known to be in the possession of the ACA. The Hearing Panel shall ensure that all Affected Parties have copies of all materials and relevant documents.

Parties to the process may communicate with the Hearing Panel by emailing the Hearing Panel Chair with a copy to the Chair of the Grievance Committee. Evidentiary materials may be submitted to the Hearing Panel by emailing the Hearing Panel Chair with a copy to the Chair of the Grievance Committee.

d. Dismissal of Grievance (Basis for a Motion to Dismiss)

The Hearing Panel has the authority to dismiss a grievance if it determines that the underlying matter is not appropriate for the hearing process, including but not limited to a lack of jurisdiction, inappropriate subject matter, or the presence of a forum for resolution that is more appropriate for the dispute.

In addition, any Affected Party may file a motion to dismiss based on such grounds, which the Hearing Panel will decide upon after receiving written arguments from the complainant, other Affected Parties, and, if requested by the Hearing Panel, oral arguments.

e. Response

The Respondent shall have 20 business days from receipt of the grievance to respond or file a motion to dismiss. Respondent may request additional time from the Hearing Panel to file the response. The Hearing Panel shall send the Response and all included documentation to all Affected Parties.

f. Discovery; Exchange of Documents, Witness Lists and Evidence

The Hearing Panel shall determine whether, and to what extent, discovery and exchange of documents will be allowed or required, subject to the understanding that the hearing process is meant to be efficient and streamlined. The Hearing Panel shall also set the deadline for the exchange of witness lists and evidence to be presented at the hearing, which shall be exchanged directly between the parties and which shall be simultaneously provided to the Hearing Panel Chair with a copy to the Chair of the Grievance Committee

g. Time and Place of Hearing

The Hearing Panel Chair will select the time and place/medium for the hearing so as to have the hearing occur at the earliest convenient date consistent with the need to provide the parties with adequate time to prepare. In any event, the hearing (unless waived by the parties) shall be scheduled not more than 60 business days from the last filing by either party unless the hearing is to be expedited or the Hearing Panel specifically determines that a longer period is necessary in the interest of justice. The Hearing Panel may also shorten all time periods as it deems necessary and appropriate in order to render a decision in a timely manner under the circumstance of the grievance and taking into consideration any related deadline(s), forthcoming competition(s), or other event(s).

h. Manner of Hearing

The Hearing Panel Chair will conduct the hearing in person, by telephonic conference call, video conference, or other similar electronic means whereby all parties participating may hear and speak to each other during the hearing. The Hearing Panel Chair will communicate information about the hearing schedule to all Affected Parties. An in-person hearing shall not be mandatory, unless the Hearing Panel, in its sole discretion, determines an in-person hearing is required.

i. Minimum Standards for Hearing

Subject to modifications by the agreement of the parties as approved by the Hearing Panel, the procedures to be followed at the hearing shall, at a minimum, include the opportunity for each party to (i) be represented by counsel (at that party's expense), (ii) present oral or written evidence, (iii) cross-examine witnesses, and (iv) present such factual or legal claims as may be relevant to their respective claim(s) or defense(s).

j. Conduct of the Hearing

The Hearing Panel Chair shall preside over the hearing and control the conduct of the hearing, including addressing evidentiary issues. The testimony of witnesses shall be taken under oath or affirmation administered by the Hearing Panel Chair (e.g. "Do you solemnly swear or affirm that the information you will provide in this proceeding shall be the truth, the whole truth, and nothing but the truth?"). The rules of evidence applicable to court proceedings may be used to guide the proceeding but shall not be strictly enforced; the Hearing Panel shall, however, consider and assess the probative value and reliability of any evidence presented, including hearsay testimony. The Hearing Panel Chair, in consultation with the other members of the Hearing Panel, shall set such timelines and such other rules regarding the conduct of the Hearing as deemed appropriate and/or necessary.

k. Recording the Hearing

Any party may have a record made of the hearing. A court reporter may be present at the hearing at the request of a party. The court reporter shall be paid for by the party requesting the court reporter, or if mutually agreed, the cost may be equally divided. Any transcript shall be paid for by the party requesting the transcript. Any party seeking to record a hearing should inform all other parties in writing before the hearing. No person may secretly record a hearing or cause a hearing to be secretly recorded, in any form.

l. Records Keeping

All documents, records, and decisions involving any grievance procedure shall be retained by the ACA National Office for a period of no less than five years.

m. Burden of Proof

In the conduct of a hearing, the burden of proof shall be upon the person(s) pursuing the

grievance to prove the allegations by a preponderance of the evidence, except in the case of a disciplinary matter that is being disputed by a member, in which case the burden of proof shall be on ACA to prove the allegations by a preponderance of the evidence.

n. Decision of the Panel

Decisions on the merits of the grievance and the form of remedies, including the nature and extent of discipline, shall be determined by a majority vote of the Hearing Panel.

The Hearing Panel shall report its decision on the merits, the consequences, and any prescribed remedial actions in writing to the Chair of the Grievance Committee, all Affected Parties, and the Executive Director within 30 business days of the conclusion of the hearing. Potential outcomes, consequences, or prescribed remedial actions may include, but are not in any way limited to, dismissal of the grievance without further action; documentation of findings to an Affected Parties' membership file either for a specific period of time or permanently; private censure; public censure; probation for a period of time and/or contingent upon completing required remedial training(s) before being able to participate in ACA events, appear on behalf of the ACA, or otherwise be affiliated with the ACA; temporary suspension of certifications or membership; permanent revocation of certifications or membership; and, if warranted, recommendations that the ACA take further legal action.

The Hearing Panel may extend the date for reporting its decision on the merits where necessary, and shall inform the parties of the extension.

o. Legal Fees

Every party has the right to be represented by an attorney or other representative of their own selection in any proceeding under this Policy. However, each party shall pay their own legal and/or representation fees in all proceedings, unless such fees are awarded by the Hearing Panel where the Hearing Panel determines that a party has committed abuse of process or filed a frivolous grievance. Without limiting the ability of a member who is claiming an opportunity to participate has been denied to avail themselves of the process set forth in Section 9 or 10 of the USOPC Bylaws or in the Ted Stevens Olympic and Amateur Sports Act, a decision made by the Hearing Panel shall be final and binding and may not be appealed except pursuant to this Grievance Policy.

SECTION 12. EXPEDITED PROCEDURES

Upon the request of a party, and provided that it is necessary to expedite the proceeding in order to resolve a matter relating to a competition that is so scheduled that compliance with regular procedures would not be likely to produce a sufficiently early decision to do justice to the affected parties, the Grievance Committee is authorized to order that the grievance be heard and decided within 48 hours of the filing of grievance. In such a case, the hearing panel is authorized to hear and decide the grievance and subsequent review by the ACA Board of Directors shall not be available. The expedited procedures shall be such procedures as are necessary but fair to the parties involved in the determination of the Hearing Panel.

SECTION 13. TEMPORARY MEASURES

The ACA may implement temporary measures at any time if an assessment of the allegations of a complaint determines that measures are necessary to mitigate risk, or to protect ACA members, athletes or the sport community. The Executive Director and/or the Grievance Committee may implement or modify Temporary Measures at any time. A Temporary Measure shall be effective immediately upon notice, unless stated otherwise. Temporary Measure(s) will remain in effect until the Executive Director and/or the Grievance Committee expressly removes the Temporary Measure(s). Any Temporary

Measure(s) imposed or modified by the Executive Director will be subject to review by the Grievance Committee as soon as reasonably practicable.

Temporary measures under these provisions may be imposed even if the underlying complaint is within the exclusive jurisdiction of the U.S. Center for SafeSport, in which case any temporary measures shall comply with the SafeSport Code.

When implementing a temporary measure, the Executive Director and/or the Grievance Committee must consider whether (i) the measure is reasonably appropriate based on the seriousness of the allegations and the facts and circumstances of the case; (ii) the measure is reasonably appropriate to maintain the safety or well-being of the complainant, ACA members, other athletes, or the sport community; or (iii) the allegations against the Respondent are sufficiently serious that the Respondent's continued participation could be detrimental to the best interest of the ACA and those participants.

Temporary measures may include, but are not limited to, altering schedules, providing or requiring chaperones, implementing contact limitations, implementing measures prohibiting one-on-one interactions, and suspensions from participation in some or all aspects of an ACA or sport activity. If measures require monitoring or chaperoning, the Respondent may be required to locate, arrange, and pay for some or all of those services as a condition of continued participation pending completion of the investigation.

Failure to comply with a Temporary Measure constitutes an independent violation.

SECTION 14. DECISION

As discussed in Section 13(n), a decision shall be determined by a majority of the Hearing Panel. The decision shall be included in a written order distributed to the Affected Parties. The order issued by the Hearing Panel will set forth the ruling body's understanding of the facts, analysis of the issues presented, and ruling on each issue presented. In the event that the grievance was referred to the Grievance Committee by the SEIC, the SEIC Chair will be informed of the disposition of the grievance.

Any order issued by the Hearing Panel shall be final, subject to the appeal pursuant to Sections 15 (Appeal to Board) and 16 (Arbitration) below.

Any sanctions applied should be appropriate and reasonable under the circumstances.

SECTION 15. APPEAL TO BOARD

Within no more than 15 business days after the issuance of a Hearing Panel's decision, an Affected Party may appeal to the ACA Board of Directors the decision of the Hearing Panel by making a request in writing to the Chair of the ACA Board of Directors, while also copying the Executive Director and the Chair of the Grievance Committee. The ACA Board of Directors shall within 45 business days of the request, and by majority vote where a quorum is present, review such decision and (a) affirm the decision, (b) reverse the decision, or (c) remand the decision to the Hearing Panel for additional appropriate action. If the Board of Directors elects to remand a decision to a Hearing Panel, it will provide a written decision identifying any applicable issues or errors warranting remand to the Hearing Panel and the Hearing Panel will, if necessary, conduct additional hearings and issue a subsequent decision considering the Board's decision.

SECTION 16. ARBITRATION

Either in addition to or in lieu of appealing to the Board, an Affected Party may seek independent

review of the final decision of any Hearing Panel by instituting a private, binding, and final arbitration before a single disinterested arbitrator by giving written notice within 15 business days from the later of receiving a written final decision by the Hearing Panel or the Board's vote on the appeal of the decision. The parties to the appeal shall agree on the arbitrator to review this dispute; to the extent that the parties are unable to mutually agree on an arbitrator, they will inform the Grievance Committee, and the Chair of the Grievance Committee, or the Chair's designees, then shall the sole authority to appoint the arbitrator.

Unless the parties otherwise agree, the arbitration will be governed by the American Arbitration Association's Commercial Arbitration Rules. The arbitrator may give whatever weight or authority to the decision of the Hearing Panel as the arbitrator deems appropriate. A decision rendered by the arbitrator will be considered binding, final, and not subject to any further appeal.

The party seeking and initiating this arbitration will solely responsible for the costs and expenses associated with initiating the arbitration, retaining the arbitrator, and any related administrative expenses unless or until the arbitrator ultimately opts to otherwise allocate the costs or fees.

Notwithstanding any provision herein to the contrary, ACA will submit to binding arbitration in any controversy involving the opportunity of any amateur athlete, coach, trainer, manager, administrator, or official to participate in amateur athletic competition upon the demand of the USOPC or any aggrieved amateur athlete, coach, trainer, manager, administrator, or official using an established major national provider of arbitration and mediation services based in the US and designated by the USOPC with the concurrence of the USOPC AAC and the National Governing Bodies' Council, as required by §220522(4)(B) of the Ted Stevens Olympic and Amateur Sports Act

SECTION 17. REPORTING RIGHTS AND ANTI-RETALIATION

It is the right of all covered persons to avail themselves of the protection of these procedures and to report violations or suspected violations in accordance with this policy. For purposes of this Policy, "violations" includes alleged violations falling within the Grievance Committee's purview as defined in Section 1 as well as any applicable state or federal laws.

No individual who in good faith reports a violation of the applicable provisions covered herein or who is protected by the policies listed (including individuals who participate in investigations) shall suffer harassment, retaliation or adverse membership consequences.

"Retaliation" as used in this policy means, but is not limited to, any adverse or discriminatory action, or the threat of an adverse or discriminatory action, including but not limited to removal from a training facility, reduced coaching or training, reduced meals or housing, and removal from competition, carried out against a protected individual as a result of any communication, including the filing of a formal complaint, by the protected individual or a parent or legal guardian of the protected individual relating to the allegation of physical abuse, sexual harassment, or emotional abuse, with (A) U.S. Center for SafeSport; (B) a coach, trainer, manager, administrator, or official associated with the corporation; (C) the Attorney General; (D) a Federal or State law enforcement authority; (E) the Equal Employment Opportunity Commission; or (F) Congress.

Retaliation may be present even where there is an eventual finding that no violation occurred, but Retaliation does not include good-faith actions lawfully pursued in response to a report of a violation. In addition, no Covered Individual nor the National Governing Body itself shall take or threaten to take any action against an athlete as a reprisal for disclosing information to or seeking assistance from the Office of the Athlete Ombuds as outlined in the Ted Stevens Olympic and Amateur Sports Act, Section 220509(b)(5). For purposes of this Policy, a report is made in good faith when the individual making the

report has an honest and reasonable belief that the misconduct being reported has occurred and is a violation (or may be a violation) of the applicable rules. A person who makes a report that is not in good faith, including a report that is knowingly false, violates this policy and may be subject to sanctions hereunder.

SECTION 18. RESOURCES

Additional information concerning the adjudication of rights to compete or other proceedings related to the adjudications hereunder may be available from the USOPC Athlete Ombuds at 1-888-ATHLETE.

Revisions:

Revisions to this policy shall be executed and be approved by the Board of Directors. All revisions must be consistent with the prevailing ACA Bylaws. The ACA Secretary shall maintain historical versions of this document. Revision History		
Rev	Description of Changes	Date
0	Original document – waiting USOC and ACA approval	7/30/2017
1	Changed “Athlete Member” to “Actively Engaged Athlete” per USOPC	7/18/19
2	Revised Section 13 to remove the reference to complaints “involving selection to participate in a competition” which makes this section apply to all types of complaints made to the Grievance Committee	2/1/2020
3	Revised Section 9 to add language regarding “Fair Notice and Opportunity for Hearing; revised Section 16 to add language regarding bind arbitration.	3/10/2020
4	Revisions to: §1 adding type of complaint; §9 explaining process when member of grievance committee has a perceived conflict; §10 clarifying language on timeline of proceeding. Addition of §16 Anti-Retaliation. Removal of Filing Fee.	9/23/2021
5	Many changes to broaden process to all types of complaints and to add detail to the process sections.	8/5/2022
6	Substantial revisions throughout to add more details and better align policy with governing law and best practices, including adding a new § 4 “Confidentiality”, new § 13 “Temporary Measures,” new § 17 “Reporting Rights and Anti-retaliation,” and a new § 18 “Resources.”	DATE/2024

Youth Paddlesport League

Governance Document

Executive Summary

This program is funded by a targeted gift of \$150,000 from the Roy B. and Barbara B. Adams Reminder Trust, with the deed of gift outlined in this document.

This document outlines a fully funded multi-year club development program (Club in a box) for Sprint paddling with the intent of introducing paddling to 800-1000 new participants over the next 4 years. The intent is to establish clubs in some of the more populous regions of the nation where the infrastructure and interest are suitable for a sprint club, with the goals of a) introducing paddlesports to a broader audience, and b) building a larger base of paddlers interested in Olympic flatwater sprint paddling by providing the equipment and coaching education needed to build an active and growing club.

Intent

This document outlines the intent and governance of the Youth Paddlesport League grant process and award provisions of the 2019 development grant. The grant's intent is to foster sprint racing, specifically sprint kayak racing in the United States, with a goal of growing the base of the sport to provide 250-300 additional new paddlers introduced into the sprint club system over the next 5 years. The grant is intended solely to fund the purchase of specific sprint boats, paddles and life jackets to provide a true "one design" entry level class that new youth paddlers can become successful without investing in personal equipment, travel teams or off-season camps.

The CDP will take advantage of existing clubs and programs, and utilize the concepts outlined in the American Development Model. The goal of the ADM is to build 'participants for life'. Young paddlers coming up in sprint programs often go on to paddle marathon, surf ski, dragon boat, wildwater and other disciplines that keep them engaged in paddlesports for life. The sprint discipline has been chosen for this program due to its club focus, existing cadre of coaching and leaders already participating in the program who are willing to assist in building new clubs, and the largest group of youth paddlers (300+ active paddlers 13-18).

Definitions

"Club" - In this document, "Club" refers to the grant applicant or grant winning organization. These may be existing ACA clubs, governmental organizations like Parks Departments, non-governmental 'charitable' groups, or other entities.

Conditions of grant

- Club must be 501(c)3
- Club must join as an ACA Paddle America Club (PAC) upon award of package
- Adult leaders of the Club must be ACA members
 - Youth who are participating in league/class only may be covered as part of course insurance as opposed to membership
- All adult leaders and coaches must be Safe Sport certified and pass background checks.
- Club must remain active for total of 5 years
- ACA retains ownership of all equipment for 5 years. If the club is still operational and thriving, title to all equipment will be transferred.
- If financially possible, agrees to return \$2000/year in years 2,3 and 4, and \$1/year for years 1 and 5. These funds will be used to extend the grant.
- Club agrees to maintain appropriate liability insurance covering the ACA.
- Club agrees to maintain equipment in good working order for life of the agreement and to store in a protected location, out of the direct sun.
- Club agrees to send coaches to ACA supplied training (fee based) and to continue to develop skills.
- Club agrees to meet negotiated goals for recruiting, classes and participation in regional and national events.
- Club agrees to operate within all applicable laws, and under ACA policies (SafeSport, USADA, etc)

Governance

Governance for this program is intended to ensure fair selection and distribution of equipment to successful nominees, and to ensure that nominees are equipped with adequate support from the ACA to be successful. The program model relies on some level of local funding and support to operate a successful program.

The governance committee shall consist of:

- 1 ACA member designated by Board Chair
- 1 ACA Competition Council member representing Sprint
- 1 Elite Sprint athlete (In accordance with ACA Bylaws)
- 1 recreation industry professional with paddlesport knowledge

This committee shall have a life of no more than 4 years, or until all monies are dispersed and a final report is presented to the ACA Board. Membership is permanent, unless a member chooses to resign, or is removed due to conflicts of interest or for cause. The ACA Board of Directors removal process shall be used.

No member of the committee shall have any direct or indirect financial interest in a program vendor or recipient. With ACA Board approval, a committee member may receive expenses for travel as part of the club/coach development process.

The committee may also enlist volunteers and/or ACA staff to fulfill specific tasks (recruiting, logistics, for example). The program has a small administration budget to assist with ACA staff time.

All funds will be managed by the ACA finance team, with monthly reporting of any funds expended or received.

Criteria

Selection criteria to be fully developed by committee and presented to the ACA Board for final approval. Some of the specific areas envisioned are:

- Demographic area
- Physical venue
- Support structure
- Volunteer cadre
- Stability

Operational process

The program committee will craft a “request for proposal” from a variety of international and domestic manufacturers. This bid will determine the exact number and makeup of the boat order.

The committee will consult with a number of resources (AORE, State Games, Parks and Recreation association, etc) and existing ACA PAC clubs to identify target candidates for the program, refine the offering and announce the program to as many channels as possible. ACA staff will engage with the ICF and USOPC to leverage their resources in this effort.

The committee will evaluate all proposals received, interview finalists, and award the first round of packages in accordance with documented procedures, to be finalized by the committee prior to program award.

After award and delivery, the committee will follow up with the Clubs to track the program outcomes, modify as needed and prepare for the next round(s) of awards, and review/present progress to the ACA Board at the Annual meeting.

Appendix G

American Canoe Association Developing Sprint Paddling

Youth Paddlesport League

The challenge

- 37 million paddlers
- 1000 racers
- 75 National team members
- 1 Olympic medalist in past 6 Olympiads

Track&field

- 50 million
- ~1.5 million race
- 700 National Team members
- ~150 Olympic medals in past 6 Olympiads

The Pyramid (we'd like to fill)

- 20 Olympians
- 40 National Team
- 1500 at Nationals
- 4000 in clubs
- 15000 in ACA
- 8 million supporters (30% of total participants)

Size of the market

- 37 million paddlesport participants (1)
- 11 million 'active kayakers' (2)
- Approx 20% are 17 and under ~2,000,000!!! (3)
- The *vast* majority of these paddlers are purely recreational
- Most do not know that 'kayak racing' exists!
- Active participation in sprint racing clubs ~350
- National team participation ~75 (all levels)

- By contrast, track has ~1.2 million youth, 700 National team

Youth Paddlesport League - Built on the LTAD/ADM model

- Sport for life
- Keep it fun
- Progressive engagement, effort, skills

Developing the pipeline

Traditional approach:

- Sprint club built on traditional North American/European model
- Progress from stable to elite boats
- Centered around existing clubs
- Racing opportunities are limited (cost, proximity)
- Boats are fairly expensive
- Traditional model is highly reliant on organic growth
- Expansion is incremental - less than 5%/year
- Highly reliant on maintaining club leadership

Goal of the *Youth Paddlesport League* program

Develop program that can be run by clubs, or city parks recreation staff that encourages participation in paddlesports by providing 'canned' equipment grants and structured program.

- Teaches basic technique, safety, and use of equipment
- Develops interest in, and awareness of, kayak racing by participation in local races.
- Builds engagement through organizational visibility within community
- Expands awareness of paddling and water activities in underserved communities
- Attracts new participants in existing and new sprint racing clubs.

Youth Paddlesport League - a different approach to filling the pipeline

- National program
- Exponential participant growth in limited number of communities
- Tightly focused program reaching specific groups
- Lower expertise requirement
- Lower cost, higher volume equipment
- Reliant on existing club infrastructure for 'next step'

Frequently Asked Questions

- Q. How is the program funded?
- A. Initial funding via a targeted gift, expansion will require additional funding
- Q. What does the program cover?
- A. 10 boats, paddles and life jackets. Recipients are responsible for getting equipment from distribution point, and upkeep/repair and storage of equipment.
- Q. Do we get to keep the equipment?
- A. Yes, provided the recipient organization is still meeting their annual goals.
- Q. What about leader/staff training?
- A. The ACA will provide will provide leader and staff training for recipients, program goals plus weekly objectives. We will also arrange mentorship from a racing club in the area and regular online coach mentoring.

ACA Youth Paddlesport League

- Youth program for ages 10-14
- Sponsored by local organization (Park/Rec, Boys/Girls Club, Community Ed Foundation, ACA club)
- Launch nationally, initial roll out in 1-3 geographic locations
- Inexpensive, One-design boat
- Structured program
- Provide grass-roots pipeline to existing clubs, or to form new racing clubs.
- Introduce youth to paddling in a community setting.
- Focused on participation and fun - not traveling league!

FAQs, continued

- Q. OK, you provide the gear, What do we provide?
- A. You provide the leaders and staff/volunteers, the location and the kids!
 - Leaders, staff and regular volunteers must be ACA members, SafeSport certified and background checks complete.
 - Program must join ACA as Paddle America club and carry appropriate insurance
 - If the program is successful, you are encouraged to donate to help expand the program.
 - All recipients are expected to provide regular updates on progress, coverage of in-house events/races, and submit seasonal reports on numbers, demographics and accomplishments.

ACA Youth Paddlesport League (cont.)

- Different approach - focus on regions with existing clubs or active paddling communities
- Racing league 6-10 week program, built around “one design sailing” concept, with opportunities for both “one season & done” and paddlers who want to pursue racing at a higher level.
- Meet 2x/wk for practice, race on alternate [Saturdays].
- High utilization possible - potentially 4+ paddlers per boat, and 2 sessions per year. Between racing leagues and community outings (rec centers), it is possible to engage 200+ youth in a single year.

Centers of Excellence (CoE) Program concept

First launch in a major metro with an existing sprint program

- Mentorship
- Junior coaches
- Recruiting

Target outreach to

- Community education
- Park and rec departments

Training format

- Group by ability, not just by age
- Controlled staff/paddler ratio for safety
- Program outline provided for each week
- Program includes paddling skills, safety, fitness, nutrition
- Session length appropriate for ages 10-14

Targeted Demographic programs

- No existing CoE
- Identified major metro targets - (NYC, Philadelphia, Boston, Chicago, Los Angeles, Oakland, St Louis, +++)
- Requires additional market development
- Requires additional leader training and coach development

Race format

First - why race? A: Most kids truly enjoy racing and competition. Winning is not the most important aspect. Racing provides kids with a fun outcome and a way for them to measure their own progress.

Different races every 2 weeks.

- Distances short enough to permit multiple races each session
- Formal course not required. (lanes, towers, measured distance)
- Can be mass start, zig zag slalom, out and back, even a LeMans start,
- Keep it fun, simple and visible
- Courses can reflect local environment
- Combine with family oriented bbq, etc.

Timeline

- Campaign launch - summer 2024
- Publicly solicit applications - 3Q2024
- Actively pursue target alliances (Seattle Parks, Minneapolis Parks, others)
- Committee evaluates bids - 4Q2024
- Notify winners - Jan 2025
- Arrange deliveries
- Train leaders - Mar-May 2025

2nd iteration in 2025 to additional markets

The gear

One design boat - (Plastex Guppy or similar)

- Widely available
- Stable for beginners
- Relatively inexpensive
- 4m (14') length
- Overstern rudder w/T-bar steering
- Pan seat, simple adjustment
- 'Bagged glass construction
- 10kg weight

Appendix/Errata Slides

Program Details

Program consists of:

- National campaign
- Promotional materials
- Boats, paddles, life jackets
- Week by week schedule with flashcards
- Coach education for program leaders
- Program website and social media

Middle school opportunities

Possible grants for health, fitness - this is a target age group for preventing obesity, self-image

Possible physical Ed modules for school districts/community ed

Middle school kids who are not on travelling teams often drop sports

Pair with swimming classes to provide new opportunities for African, Asian immigrant communities where water sports are not part of culture/history

Clustered operations

Much easier to coordinate leader/staff education with multiple cohorts in same community. A single weekend can reach 5-10 groups.

Build sense of community and competition