



# International Sailing Federation Goals and Priorities 2013 – 2016

## ISAF Goals and Priorities 2013 - 2016

Our Goals and Priorities focuses on positioning sailing as an attractive sport and as a successful sport on the Olympic Programme. This strategic focus has been made with the understanding that this is a plan for ISAF and for sailing in general with both the needs and well-being of the sailors in mind. The sailors are the heart of the organisation, and their participation in the sport is of the utmost importance to ISAF.

Priorities Summary	
<b>Objective 1</b> <i>Governance</i>	Strengthen governance structures for ISAF <ul style="list-style-type: none"> <li>• Establish a satellite office in Lausanne</li> <li>• Simplify election procedures and Committee appointment process</li> <li>• Professional Management ISAF (CEO)</li> <li>• Athletes participation in ISAF Governance</li> <li>• Merger of IFDS and ISAF</li> </ul>
<b>Objective 2</b> <i>Revenue</i>	Increase revenues through marketing, sponsorship and the ISAF Events. <ul style="list-style-type: none"> <li>• Develop the ISAF World Cup and ISAF World Championships</li> <li>• Commercial Strategy for ISAF Sponsorship</li> <li>• Partnerships with professional agencies assisting ISAF with Sponsorship sales</li> <li>• Partnerships with professional agencies assisting ISAF with delivery of the commercial aspects of ISAF events.</li> </ul>
<b>Objective 3</b> <i>Olympic Games</i>	<ul style="list-style-type: none"> <li>• Sailing to be a core sport in the Olympic Programme</li> <li>• Additional event(s) (medals) for the Games in 2020 and leave current events en equipment unchanged for the 2020 Games</li> <li>• Spectacular Games in 2016</li> <li>• Reach IOC category 'C' in the Games revenue categories</li> </ul>
<b>Objective .4</b> <i>Sports Development</i>	<ul style="list-style-type: none"> <li>• Narrowing the performance gap between nations</li> <li>• Strengthen the ISAF Development programme</li> </ul>



	<ul style="list-style-type: none"> <li>• Establishment of ISAF Academies</li> </ul>
<b>Objective .5</b> <i>Promotion and Sports Presentation</i>	<ul style="list-style-type: none"> <li>• Raise the profile of ISAF, Sailing as a sport and the ISAF Events</li> <li>• Communication strategy focused on Website and Television</li> </ul>
<b>Objective .6</b> <i>Events Strategy</i>	<ul style="list-style-type: none"> <li>• Develop the ISAF World Cup</li> <li>• Strengthen the ISAF Sailing World Championships</li> <li>• Improve the structure of the calendar of sailing events</li> <li>• Strengthen co-ordination of the (Professional) Oceanic Sailing events</li> </ul>

Focus Areas:

**Our Members** – Tailor our services to strengthen the performance of ISAF members

**Our Partners** – Develop brand awareness and the brand image to become more attractive

**Our Processes** – Simplify procedures to enable progress and foster involvement

**Our People** – Provide tools to build expertise among ISAF staff and volunteers

The objectives outlined in this document are a combination and synthesis of the original objectives that were set out in the first draft of the ISAF Strategic Plan 2009-2012 document.

This document will continue to be a living document and we must not hesitate to adjust it as needed. Reaching the measurable objectives laid out in this plan will allow us to monitor our progress and benchmark against other international sports organisations as we develop.

### ISAF Values

ISAF has a defined 4 sets of core values that guide us in undertaking all our activities:  
 Ethics, Fair Play and Sportmanship – Safe, Clean and Green – Excellence, Excitement and Challenge – Respect, Solidarity and a Lifetime Sport.

# Council Summary

This is a summary of the Council meeting held on Saturday 11 May at the Scandic Copenhagen Hotel, Copenhagen, Denmark discussing the priorities and direction of ISAF for the next four years by the Council of the International Sailing Federation.

The topics are in the following sections:

1. The Development of the sport;
2. Possible barriers to the growth of the sport;
3. The Major challenges facing the Member National Authorities;
4. Suggestions and ideas for the future.

Each Council member gave an overview of the information gathered for the MNA's of their particular group. Many issues were mentioned several times which is reflected in the 'Frequency column'.

<b>1. Development of Sport</b>	
<b>Frequency</b>	
8	<ul style="list-style-type: none"> <li>• Kiteboarding is growing.</li> </ul>
5	<ul style="list-style-type: none"> <li>• There is a lack of data with regard to the size of participation in our sport.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Youth:               <ul style="list-style-type: none"> <li>○ up to 18 has been quite stable for the last 8-10 years</li> <li>○ 18-25: number of sailors is too low among the largest MNAs.</li> <li>○ It is difficult for most sports to secure members in this age group, where the youth gets more and more focused on education and career</li> </ul> </li> <li>• One person dinghies: Optimist is still the most spread dinghy in the clubs, but decreasing a little, especially with fewer participants in the national rankings.</li> <li>• Other dinghies for youth are RS Tera, Zoom 8, Europe, Laser Radial and Laser.</li> <li>• Two person dinghies: Many clubs have now RS Feva dinghies supporting two person sailing.</li> <li>• Further 29er is the most popular two person dinghy in Denmark and Norway.</li> <li>• The younger male and female crews are primarily focusing on skiff classes.</li> <li>• Keelboats: up to the 1990'es keelboat sailing was quite strong in</li> </ul>

	<p>sailing clubs among largest MNAs.</p> <ul style="list-style-type: none"> <li>• Some MNAs see a strong society among single and double hand sailing.</li> <li>• Multihulls: relatively few crews in Hobie 16 Spi and SL16 (skiff sailing and kiteboarding is probably attracting these sailors more) in the group.</li> <li>• Windsurfing: Many clubs have good beginner courses, but racing is decreasing or stable in the Formula Windsurfing Classes. Quite few RS: X sailors in the group.</li> <li>• Kiteboarding: There has been growth in the organized part of kiteboarding; Now also more "Windsurfing &amp; Kiteboarding clubs".</li> <li>• Some MNAs have developed certified instructor course in order to raise the quality of education in Kiteboarding Schools.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Almost unchanged number of clubs and club memberships over the last twenty years.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Women and girl's participation is growing, compensating a slight decline in men's and boy's memberships.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Sailing is increasing in the developing world especially in countries with a rapidly growing 'middle class' but a challenge to keep new people in the sport after the first introduction.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Oceanic racing has a huge public interest and attractive for sponsorship [ISAF is neglecting offshore and keelboat sailing].</li> </ul>
2	<ul style="list-style-type: none"> <li>• Sailing is a priority sport in some countries; success in Olympic Games is more important; Sailors are national heroes and celebrities.</li> </ul>
1	<ul style="list-style-type: none"> <li>• Keelboat racing attracts about the same amount of people on less boats, because the boats tend to become bigger (= more crew on board).</li> </ul>
1	<ul style="list-style-type: none"> <li>• Due to the fact that the number of classes is growing, in most of the classes the number of participants in races is declining (smaller fleets).</li> </ul>
1	<ul style="list-style-type: none"> <li>• Actively trying to integrate Kiteboarding into the club- and federation structure, although the top level is primarily professionally organized.</li> </ul>

## 2. Barriers to develop the sport further

Frequency	
10	<ul style="list-style-type: none"> <li>Poor communications between the MNAs in the ISAF Council Groups.</li> </ul>
10	<ul style="list-style-type: none"> <li>Education of trainers needs more focus. Shortage of qualified coaches should be classified.</li> </ul>
8	<ul style="list-style-type: none"> <li>Sailing too expensive; Equipment is expensive. It is more and more expensive to run National Youth squads, training facilities and National Olympic Teams.</li> <li>It is difficult to get sponsors for all MNAs in the group.</li> <li>Sailing perceived as exclusive.</li> </ul>
7	<ul style="list-style-type: none"> <li>Declining level of volunteers and volunteer's population getting older.</li> </ul>
7	<ul style="list-style-type: none"> <li>The clubs will probably have to invest in more equipment, which can be used by the members for 1-2 hours; however the existing "old" members/sailors, who already have private boats, are not very willing to support club investments, therefore clubs need to develop alternative programs for investment in equipment.</li> </ul>
6	<ul style="list-style-type: none"> <li>Rising costs for travelling to races, accommodation and training sessions. It is more and more expensive to run National Youth squads, training facilities and National Olympic Teams.</li> <li>Concern over the cost of officials in the sport.</li> </ul>
5	<ul style="list-style-type: none"> <li>The tradition in the sport is both good and bad for the sport.</li> <li>We have to develop the sport and clarify and strengthen our rights to the sport. Strengthening the rights not only means possibilities of income but also make people understand the sport from the outside.</li> </ul>
4	<ul style="list-style-type: none"> <li>Too many classes fighting for same "souls", no clear path for an individual sailor development from junior sailor to Olympic sailor.</li> </ul>
3	<ul style="list-style-type: none"> <li>Youth Sailing must be stimulated further, especially by assisting the clubs in effectively recruiting new sailors by cooperation with schools and youth institutions.</li> <li>A challenge is that the youth probably in the future will have more hours in school and this makes it more difficult for time consuming sports like sailing, where equipment also is expensive. Focus on cheaper classes.</li> </ul>
3	<ul style="list-style-type: none"> <li>New attractive sports and leisure activities are entering the market absorbing their share of the (limited) potential for future growth other (trend) hobbies, sports and leisure activities are growing.</li> </ul>
2	<ul style="list-style-type: none"> <li>Individuals, especially children, students and young professionals have less available leisure time than before.</li> </ul>
2	<ul style="list-style-type: none"> <li>Communication between classes and clubs not as good as it could be.</li> </ul>

	Classes autonomous.
2	<ul style="list-style-type: none"> <li>Dealing with legislation. For instance EU car driving license regulations are negative for young people driving with big and heavy boat-trailers. EU car legislation makes it near impossible to transport medium sized sports equipment without the need of having expensive 4x4 vehicles (towing limits).</li> </ul>
1	<ul style="list-style-type: none"> <li>Economic and political instability in the country.</li> </ul>
1	<ul style="list-style-type: none"> <li>Lack of leadership in clubs.</li> </ul>
1	<ul style="list-style-type: none"> <li>Sailors in the group now focus more on training locally and select high level regattas in Europe, -in order to reduce costs, but also focus on a broader group of sailors.</li> </ul>

### 3. Major Challenges

Frequency	
11	<ul style="list-style-type: none"> <li>• Funding is getting more difficult and challenging;               <ul style="list-style-type: none"> <li>○ Funding from National Sports Confederations is decreasing and membership fees are challenged in the group where more of the members now pay about 12-16 euro to the federation through the club.</li> <li>○ The MNA have to find new sources of income in order to stabilize the financial situation. Sponsor situation is challenging (difficult).</li> <li>○ The commercial value of the sport is low so the MNA budgets are small to be able to serve sailors well.</li> <li>○ For the top elite sailors, especially in the Olympic Classes, it is very difficult for an MNA to find funding for many events outside the continent, except for Worlds and Olympic training, Pre-Olympics and Olympics.</li> <li>○ Yacht clubs are now running as a business i.e. catering/beverage outlets as they are under financial pressure.</li> </ul> </li> </ul>
6	<ul style="list-style-type: none"> <li>• To provide attractive and effective services to member clubs, (individual club members) and classes in the field of legal advice, training, education and PR.</li> </ul>
5	<ul style="list-style-type: none"> <li>• Effective lobbying to avoid governmental regulation and limitation of the sport.</li> </ul>
5	<ul style="list-style-type: none"> <li>• To organize professional sponsoring support for non-profit sailing on federation level.</li> </ul>
5	<ul style="list-style-type: none"> <li>• To adjust events and rules to new developments.</li> <li>• Rules are difficult to understand.</li> </ul>
4	<ul style="list-style-type: none"> <li>• To cope with new commercial activities (charter, water tourism, commercial events), demographic effects and the developments in the leisure market described above.</li> </ul>
4	<ul style="list-style-type: none"> <li>• To maintain public and governmental support for the sport of sailing.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Popularize sailing again – sailing has to be trendy, in order to attract both youth and adults in the future – in strong competition with other many other sports and leisure activities.</li> <li>• The MNA must be able to support this by promoting the sport in general, and helping the clubs forming a new strategy for the future. Question and challenge is how to keep people in the sport.</li> </ul>
2	<ul style="list-style-type: none"> <li>• A challenge is how to serve lots of different sailors and types of sailing with very small number of people at the MNA.</li> </ul>
1	<ul style="list-style-type: none"> <li>• ISAF's "In-House-Certification" system that proves inflexible for nations with long established in house measurement systems.</li> </ul>



1	<ul style="list-style-type: none"><li>• Lack of data and statistics</li></ul>
1	<ul style="list-style-type: none"><li>• To consult and assist member clubs in providing affordable facilities.</li></ul>

#### 4. Policy suggestions and priorities

Frequency	
14	<ul style="list-style-type: none"> <li>We think that ISAF should try to reduce costs at all levels to make the sport more available at all levels.</li> </ul>
8	<ul style="list-style-type: none"> <li>Securing the right of the Olympic Classes – ISAF should probably own/partly own the design rights, license/control the builders/producers and control the price level. Establish reliable contracts with manufacturers of Olympic equipment.</li> </ul>
8	<ul style="list-style-type: none"> <li>Promote sailing towards the general public in order to raise the profile of sailing as a modern and trendy sport for modern people. The first and foremost is to keep our sport interesting for newcomers and audiences. Use new media.</li> </ul>
7	<ul style="list-style-type: none"> <li>We need long term strategies making it easier for the MNA to plan their national works, aligned with the future Olympic format and classes.</li> </ul>
7	<ul style="list-style-type: none"> <li>ISAF should coordinate the international sailing events calendar.</li> </ul>
7	<ul style="list-style-type: none"> <li>MNAs benefit from a long term equipment strategy for the Olympic Games and pathways for sailors to follow to progress through classes to the elite level.</li> </ul>
6	<ul style="list-style-type: none"> <li>Develop a "best practice" on the web, so all MNAs can get input, ideas and communication.</li> </ul>
6	<ul style="list-style-type: none"> <li>Renew structure of ISAF Committees and provide better strategic guidance from the Executive Committee.</li> </ul>
6	<ul style="list-style-type: none"> <li>ISAF has to find way to simplify and reduce rules of sailing.</li> </ul>
6	<ul style="list-style-type: none"> <li>Clubs to run sailing activities with club fleets. Successful evening sessions (short) and no boat private boat ownership is needed.</li> </ul>
5	<ul style="list-style-type: none"> <li>Connect to sailing has been very useful for our small MNAs and sailing has benefited greatly from that program.</li> </ul>
5	<ul style="list-style-type: none"> <li>Integration paralympic sailing in Clubs, MNAs and ISAF.</li> </ul>
5	<ul style="list-style-type: none"> <li>ISAF to organise more practical seminars/conferences aimed at for instance yacht club management and training.</li> <li>ISAF's conference should have a more informative/educational purpose.</li> <li>Streamlining and translation services to continue.</li> </ul>
4	<ul style="list-style-type: none"> <li>ISAF must broaden the perspective of sailing – too much focus on Olympic Sailing, which is a very small part of the sailing world.</li> </ul>
4	<ul style="list-style-type: none"> <li>ISAF should encourage and support the development of the continental federations, where the MNAs to a much larger extent in</li> </ul>

	<p>the future will be able to exchange knowledge and experience – and cooperate i.e.: Support, develop, cooperate with Continental federations – delegate different tasks for example education of race officials, continental championships and series, continental classes (?), etc.</p>
4	<ul style="list-style-type: none"> <li>Formalise a training scheme for coaches. Focus on coach development and training.</li> </ul>
4	<ul style="list-style-type: none"> <li>The decision making process should be more open and faster.</li> </ul>
4	<ul style="list-style-type: none"> <li>ISAF and MNAs have to find an effective way to protect the unauthorized use of their rules, events and expertise.</li> </ul>
3	<ul style="list-style-type: none"> <li>Build a strong ISAF Sailing World Cup, with the prime goal to promote sailing in different parts of the world – continents. The Sailing World Cup must be able to provide funding for top elite sailors to participate; maybe the Sailing World Cup should only be for classes with supplied equipment. Formats can be changed, so there is no need for more than 20-30 boats per class.</li> </ul>
3	<ul style="list-style-type: none"> <li>The Sailing World Cup will never work in a proper way on all continents without any economical balance. Commercial money, prize money, appearance money etc. has to be in relation to the costs.</li> <li>The total cost picture has to be lower at the same time as we need to increase the income. For example a lot of sailing and motorboats are transported from continent to continent at huge costs.</li> <li>Cut these costs by supplied boats at these events to make it work and sail in small groups with the same boats as we already do. Not only Lasers but also 49er and 49er FX and Nacra 17 and boards.</li> </ul>
3	<ul style="list-style-type: none"> <li>Identify and clarify the commercial rights in the sport and ISAF to be in control. Strong ISAF Management on Commercial aspects.</li> </ul>
3	<ul style="list-style-type: none"> <li>ISAF must have the courage to take difficult decisions if it benefits the sport in the long term. ISAF should lead in a structured way.</li> </ul>
3	<ul style="list-style-type: none"> <li>ISAF is a very centralized organization today and needs to build a stronger continental/regional structure, as ISAF at the moment is only able to support top level sailing from Southampton.</li> </ul>
3	<ul style="list-style-type: none"> <li>Building own ISAF brands – ISAF Worlds, ISAF World Cup and other major ISAF Events – must be commercially viable.</li> </ul>
3	<ul style="list-style-type: none"> <li>Enhance cooperation, especially within the established ISAF Groups and MNAs related through Regional Games.</li> </ul>
3	<ul style="list-style-type: none"> <li>Reduce Number of World Events and Titles.</li> </ul>
3	<ul style="list-style-type: none"> <li>Combine Class Events.</li> </ul>
3	<ul style="list-style-type: none"> <li>ISAF to provide support and clinics. More and better understanding what is on offer, the communication to the MNAs is very difficult.</li> <li>Level of current seminars for international officials does not match; too many do not pass the test. There may be issues with languages.</li> </ul>

3	<ul style="list-style-type: none"> <li>Restructure ISAF and MNAs. Membership based organisations are in decline; MNAs and ISAF should be a branch organisation, providing services and include commercial initiatives and work with commercial partners.</li> </ul>
2	<ul style="list-style-type: none"> <li>Open discussion concerning the validation of Olympic classes.</li> </ul>
2	<ul style="list-style-type: none"> <li>Training for club leaders.</li> </ul>
2	<ul style="list-style-type: none"> <li>Extra Olympic medal for kiteboarding.</li> </ul>
2	<ul style="list-style-type: none"> <li>Securing Sailings position in the Summer Olympic Games – vital for the future of sailing, as Olympics are one of the best “show windows” for sailing in a global scale.</li> </ul>
2	<ul style="list-style-type: none"> <li>Format of all regattas need evaluation and the Racing Rules should be simplified.</li> </ul>
2	<ul style="list-style-type: none"> <li>Continental Federations should, with the support of ISAF, develop a series of events in their area, support education programs for Race Officials, coaches, media relations etc.</li> </ul>
2	<ul style="list-style-type: none"> <li>ISAF to provide education material that is easily usable on club level, best practice. Language is a problem, MNAs need to be able to provide the ISAF material in own language.</li> </ul>
2	<ul style="list-style-type: none"> <li>Pinpoint importance of transparency and democracy and get ISAF representatives that represent the Group, not themselves.</li> </ul>
2	<ul style="list-style-type: none"> <li>Renew and modernize working methods within the ISAF committees; i.e. more use of web and cyber platform.</li> </ul>
2	<ul style="list-style-type: none"> <li>ISAF and MNAs have to establish an effective licensing system on international and national level to regulate commercial use of their sport system (especially for activities in Olympic classes).</li> </ul>
2	<ul style="list-style-type: none"> <li>Modify AGM and MY meetings to shorter time schedules and less people, less committees etc. clarify and simplify explain the decision making processes and make them more comprehensible for the sailing community, thus improving understanding and acceptance of ISAF policy, decisions and Rules.</li> </ul>
2	<ul style="list-style-type: none"> <li>Modify the Race Officials Scheme to a more accessible and easier to follow system. At present, young and interested people can hardly afford the necessities of becoming or staying an IRO - be it Measurers, Judges or Race Officers. The “musts” and “needs” are too much to cope with.</li> </ul>
2	<ul style="list-style-type: none"> <li>Develop an ISAF unified simple rating system.</li> </ul>
1	<ul style="list-style-type: none"> <li>Get more females into the sport of sailing at all levels.</li> </ul>
1	<ul style="list-style-type: none"> <li>Get sailing into school’s curriculum.</li> </ul>

# Committees Summary

This is a summary of the Committee Chairmen meeting held on Sunday 11 May at the Scandic Copenhagen Hotel, Copenhagen, Denmark discussing the priorities and direction of ISAF specifically with regards to their Committee for the next four years Council of the International Sailing Federation.

<b>1. Audit Committee</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Complete Risk Map</li> <li>• Review external audit appointment</li> <li>• Review Documentation of policies               <ul style="list-style-type: none"> <li>○ Delegations</li> <li>○ Investment policies</li> <li>○ Contracts</li> </ul> </li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Financial reports reflect best practice</li> <li>• External Auditor reviewed</li> <li>• Risks identified and managed</li> <li>• Policies appropriate and documented</li> </ul>

<b>2. Constitution Committee</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Use of Plain English in the ISAF Documents</li> <li>• Establish best practice in good governance</li> <li>• Governance Review, reviewing the structure of ISAF Goals: Increase efficiency of doing things</li> <li>• Review of ISAF Constitution and Regulations</li> <li>• Review of Terms of Reference of Committees</li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Review of the Constitution               <ul style="list-style-type: none"> <li>○ Obligations of membership</li> <li>○ Maintaining requirements for qualification</li> <li>○ Harmonizing voting %s</li> <li>○ Executive not to vote at AGMs</li> <li>○ Providing a mechanism for resolving disputes between MNAs in a Group</li> <li>○ New procedures for electing the President and Vice Presidents</li> <li>○ Regional Representation on the Executive Committee</li> <li>○ Housekeeping</li> </ul> </li> <li>• Review of the Regulations               <ul style="list-style-type: none"> <li>○ Obligations of membership</li> <li>○ Maintaining requirements for qualification</li> <li>○ Harmonizing voting %s</li> <li>○ Executive not to vote at AGMs</li> <li>○ Providing a mechanism for resolving disputes between MNAs in a Group</li> <li>○ New procedures for establishing Committees</li> </ul> </li> </ul>

### 3. Development and Youth Committee

<b>3. Development and Youth Committee</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• To bring new people to sailing at every stage, and every age, with particular care on youth, aiming to keep these newcomers in the sailing family for a their lifetime.</li> <li>• Development to be perceived in the widest sense as transverse, likely to affect every aspect of sailing and subsequently linking all ISAF Committees.</li> <li>• Promote participation             <ul style="list-style-type: none"> <li>○ Attracting new sailors</li> <li>○ Retaining sailors</li> <li>○ Facilitating sailors 'pathways'</li> </ul> </li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Helping MNAs in Development tasks             <ul style="list-style-type: none"> <li>○ Emerging Nations and well established ones</li> <li>○ ISAF acting as a facilitator</li> <li>○ Promoting IOC and ISAF funded courses and seminars</li> <li>○ Providing tools (Training Resources) to help where none exist</li> </ul> </li> <li>• MNA's to establish or improve National Training Schemes             <ul style="list-style-type: none"> <li>○ Promoting accessibility                 <ul style="list-style-type: none"> <li>○ Making sailing accessible to anyone (non-boat owners, school pupils, disabled people...) in helping MNAs to develop a network of recognized training centres, at national or regional level, linked to accredited National Training Programme programmes.</li> <li>○ Encouraging the use of 'collective' fleets</li> </ul> </li> </ul> </li> </ul>
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• Exploit the legacy from ISAF Youth Worlds</li> <li>• Share good practices</li> <li>• Broaden the links with Youth Classes</li> <li>• Increase / enrich list of ISAF Training resources</li> </ul>

#### 4. Equipment Committee

<b>Goals</b>	<ul style="list-style-type: none"> <li>• Increase ISAF Classes' use of ERS and In-House Certification by 10%</li> <li>• Ensure robust administration of Classes (Regulation 10 &amp; 25), or change where impractical</li> <li>• Continue monitoring of Olympic equipment with controlled evolution, not revolution</li> <li>• Stability and consistency of application of Equipment Regulations at ISAF Events.</li> <li>• Satisfactory tracking and camera solution for all Classes at ISAF Events and Rio 2016</li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Development of the ISAF ERS</li> <li>• ISAF Class review and monitoring</li> <li>• Evolution and Evaluation of Olympic Equipment</li> <li>• Monitor new Olympic Equipment</li> <li>• New media – tracking and camera mounting</li> <li>• Olympic, ISAF Worlds and Sailing World Cup Equipment Inspection management</li> </ul>
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• How can we, the committee improve the profile and commercial value in our sport? Tighter requirements for ISAF class status? (World Cup/Regional Cup vs World Championship)</li> <li>• How can the committee assist in supporting growth development for our sport?</li> <li>• Moving from management &amp; control to leading &amp; development</li> <li>• Should we have WP across committees? (EQ /Events, EQ/ Youth, etc) <ul style="list-style-type: none"> <li>- WP for cost monitoring (event, equipment, transport, coaching, travel, accommodation, etc.)</li> <li>- WP for youth activity (equipment, event, target area, local involvement)</li> </ul> </li> <li>• Evolution of Olympic Equipment, - what's our role &amp; expectations?</li> <li>• Streamline equipment inspection processes at events. Developing from Class measurers to equipment inspectors. (National, International, Sailing World Cup, Olympics.)</li> </ul>

<b>5. Events Committee</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Increase Predictability &amp; Sustainability</li> <li>• Ensuring 2016 &amp; 2020 Games success</li> <li>• Establish Sailor ´ s pathways               <ul style="list-style-type: none"> <li>○ From Juniors to Olympic</li> <li>○ Equipment Path</li> <li>○ Events Path</li> </ul> </li> <li>• Reducing Costs!!!!               <ul style="list-style-type: none"> <li>○ For Developing MNAs</li> <li>○ For Sailors</li> <li>○ For OA´s</li> </ul> </li> <li>• Monitor new sail rankings system</li> <li>• Develop Team Racing (Youth &amp; Senior)</li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Finalize 2016 Olympic decisions:               <ul style="list-style-type: none"> <li>○ Quotas &amp; Fleet sizes</li> <li>○ Qualification System (Santander 2014 &amp; OCWs &amp; Regional Events)</li> <li>○ Formats</li> </ul> </li> <li>• Start 2020 Olympic decisions :               <ul style="list-style-type: none"> <li>○ Consider appropriateness of Working Party to look at Olympic costs</li> <li>○ Amend Regulation 23.1.7 so once equipment is chosen it requires 75% to make a change</li> </ul> </li> <li>• Confirm minimum and maximum numbers for ISAF Worlds</li> <li>• Establish greater clarity and consistency of view on purpose of the ISWC (Consider appropriateness of Working Party)</li> </ul>

## 6. Classes Committee

<b>6. Classes Committee</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Representation on relevant committees and working parties</li> <li>• Regular ISAF office newsletters each year</li> <li>• Regular class chairman newsletters each year</li> <li>• Being the classes forum</li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Represent ISAF and Olympic Classes at every level within ISAF</li> <li>• Promote and promulgate ISAF initiatives relevant to ISAF Classes</li> <li>• Increase information flow from ISAF office and committees direct to class associations</li> <li>• Increase information exchange between classes</li> </ul>
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• ISAF Class status, what does it mean?</li> <li>• How to encourage other committees to communicate direct with classes? (ISAF and Olympic)</li> <li>• How to improve inter committee communications?</li> </ul>

<b>7. Match Racing Committee</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Match Race Rankings System Review               <ul style="list-style-type: none"> <li>○ Complete Review in 2014</li> <li>○ Recommended Changes for 2015 Annual Conference</li> </ul> </li> <li>• ISAF Events               <ul style="list-style-type: none"> <li>○ Numerous and timely bids for host Venues</li> <li>○ Increased Participation</li> </ul> </li> <li>• Sailor Development</li> <li>• Increasing Participation at all levels</li> <li>• Increasing Number of events at all Grades</li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Review of Ranking System and Regulations</li> <li>• Match Racing Events Events:               <ul style="list-style-type: none"> <li>○ ISAF Youth Match Racing World Championship</li> <li>○ ISAF Nations Cup</li> <li>○ ISAF Women’s Match Racing World Championship</li> <li>○ World Match Racing Tour</li> <li>○ Women’s International Match Racing Series</li> </ul> </li> <li>• Match Racing Development               <ul style="list-style-type: none"> <li>○ Youth</li> <li>○ Women</li> <li>○ Open</li> </ul> </li> </ul>
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• Cooperation between committees; Integration Team Racing and Match Racing in one Committee?</li> <li>• Communication with Sailors</li> <li>• Increasing participation is an ‘universal’ goal</li> </ul>

<b>8. Offshore Committee</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Offshore Special Regulations change in the approach Goal: simplification where agreed and reduction of the number of prescriptions by MNAs and race organisers</li> <li>• Offshore Special Regulations: ensure boats are built strong enough Goal: Reduction of the number of keel and stability failures</li> <li>• Universal Measurement system: allow a single measurement process and facilitate progress of talks between IRC and ORC Goal: Implementation</li> <li>• Recognized Rating Systems: monitor progress of talks between ORC and RORC and maintain progress. Goal : one world rating system</li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Review of the Special Regulations</li> <li>• Special Regulations user friendly               <ul style="list-style-type: none"> <li>○ Translation of the Guide to Offshore Personal Safety in foreign languages;</li> <li>○ Implementation of an Apple App for iPad and iPhone</li> </ul> </li> <li>• Safety</li> <li>• Measurement System</li> <li>• Calendar of (Offshore) Events</li> <li>• Empirical Handicap Systems               <ul style="list-style-type: none"> <li>○ Determine if ISAF can develop a turn-key handicapping system for newer national authorities that wish to offer empirical handicap cruiser racing</li> </ul> </li> </ul>
<b>Discussion</b>	<p>1 – Inshore/Offshore Sailing In Olympic sailing there is a clear calendar with top events, also in oceanic with the Volvo Ocean Race and the Vendée Globe. Offshore sailing has no clear pinnacle world event and has many different classes and rating systems. The Admiral’s Cup has not been held since 2003. Can a pinnacle offshore world championship be created? Could ISAF consider a world championship for 30ft, 40ft or 50ft monohulls just based on boat length?</p> <p>2 – What to do if no progress with ORC/IRC Unification?</p>



	<p>3 – Major Oceanic Events-Harmonisation of Calendar What measures should ISAF use to achieve an orderly schedule? How far is ISAF prepared to go? Prohibit an event?</p>
--	--

## 9. Race Officials Committee

<b>Priorities and Goals</b>	<ul style="list-style-type: none"> <li>• Services             <ul style="list-style-type: none"> <li>○ Assess the need for race officials in each discipline, including sub-specializations</li> <li>○ Increase collaboration with classes (needs and appointments)</li> </ul> </li> <li>• Event appointments             <ul style="list-style-type: none"> <li>○ Review and develop the event appointment process (transparent/understood)</li> <li>○ Design and implement systems to group/profile race officials</li> <li>○ Adjust expectations between OAs and ROs</li> </ul> </li> <li>• Training             <ul style="list-style-type: none"> <li>○ Continue current activities in entry level training</li> <li>○ Adjust training programmes to match the needs</li> <li>○ Design and implement continuous training for existing race officials (e-learning, mentors, events)</li> <li>○ Define an appropriate level of testing and assessment for each discipline</li> </ul> </li> <li>• Conduct and appearance             <ul style="list-style-type: none"> <li>○ Establish support on rule 42 and 69</li> <li>○ Race official clothing (questionnaire)</li> </ul> </li> <li>• Development             <ul style="list-style-type: none"> <li>○ Identify and support promising candidates</li> <li>○ Develop race officials in under-served areas</li> <li>○ Train the young race officials we do have</li> <li>○ Develop the next generation of senior officials in each discipline</li> </ul> </li> <li>• Collaboration within ISAF             <ul style="list-style-type: none"> <li>○ Clarify the relations between EQSC and IMSC</li> <li>○ Continue collaboration with RRC, MRC and TRSC</li> </ul> </li> </ul>
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• How can we improve the service we are providing to competitors, classes, event organizers and MNAs</li> <li>• How should we support and develop existing race officials (conferences, newsletters, e-learning)</li> <li>• How do we talk younger people, including competitors, into become race officials</li> <li>• How can we integrate competitor feedback into assessment of race officials</li> </ul>



	<ul style="list-style-type: none"><li>• Should ISAF spend money on race official appearance (clothing)</li></ul>
--	--

## 10. Racing Rules Committee

<b>Priorities and Goals</b>	<ul style="list-style-type: none"> <li>• RRC and its WPs to fulfil timely duties and tasks as described in Terms of Reference</li> <li>• Rules evolution monitoring (permanent watch) in all disciplines of sailing</li> <li>• Analysis of rules changes approved by ISAF under rule 86.2 to build a data for better consistency of the changes requested, and for possible implementation in general RRS</li> <li>• Develop a better pathway for Q&amp;A's Q&amp;A --&gt; Case --&gt;Submission for a rule change</li> </ul>
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• Simplicity How to write the rules to make it easier to understand worldwide and to translate</li> <li>• Transversality Better integration and involvement of stakeholders from all sailing disciplines in rules making process.</li> <li>• Modernity Study experimental changes under rule 86.2, for possible inclusion in general RRS.</li> </ul>

<b>11. Regional Games Committee</b>	
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Keep sailing in the Games that already include the sport, and add sailing to the Games that do not</li> <li>• Use the Regional Games to promote sailing throughout the various regions</li> <li>• Develop RGs to a standard that opens opportunities for Olympic qualification</li> <li>• Provide guidance on the format and programme for sailing at Regional Games</li> <li>• Encourage and promote Regional Sailing Championships (as well as Regional Games)</li> <li>• Encourage the participation of women and youth at all Regional Sailing Events</li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Make sailing a permanent fixture of the Commonwealth Games</li> <li>• Increase participation of youth in Regional Games</li> <li>• Increase number of women to OA and IOC targets</li> <li>• Work with ISAF professionals and committees to increase the number of women race officials</li> <li>• Increase the number of women TDs: 1 in 3 ?</li> <li>• Develop RGs as models of event/race management</li> <li>• Develop Category 1 Regional Games as Olympic qualifiers for selected classes</li> </ul>
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• Event Guidelines for Regional Games; touches on areas of other committees: Racing Rules, Race Officials, Events; closer integration of documents needed?</li> </ul>

## 12. Windsurfing & Kiteboarding Committee

<b>Goals</b>	<ul style="list-style-type: none"> <li>• Kiteboarding at all SWC events</li> <li>• Kite and windsurfing medals at 2020 Olympic Games</li> <li>• Increase participation numbers for youth and women across all classes and divisions</li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Work towards implementation of Kiteboarding participation at all SWC events</li> <li>• Work towards both Windsurfing &amp; Kiteboarding being in the Olympic Sailing Competition</li> <li>• Work on developing youth recruitment programs for windsurfing and kite</li> </ul>
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• Evolution of equipment for Olympic Games</li> <li>• Race formats to maximize participants and fair racing</li> <li>• What attracts youth and women into the sport</li> <li>• New kiteboarding classes attracting new sailors; Twin Tip Racing and Foil Kiting</li> </ul>