



Our Vision and Strategy for Sailing as an Olympic Sport



INCREASING UNIVERSALITY

Our sport is widely practised globally by people of all ages and abilities, and by both genders, on inexpensive equipment available in all countries.

There are clear and accessible pathways for young sailors from local to regional, international and Olympic competition.

Our sport is a core part of many Regional Games, and we will integrate these Games more fully into our overall strategy.

EXPANDING QUALIFICATION OPPORTUNITIES

Our qualification system is open to all nations and provides the opportunity for the best sailors in the world in each Event to participate in the Olympic Games.

In addition, through continental or regional qualification events, we will ensure that the best sailors in each continent participate.

We will develop our youth and other events to support growth, and the development of sailors, within all continents.

BUILDING POPULARITY

Our sport is attracting audiences through the extensive use of tracking technology, graphics and on-board cameras, at the Olympic Games and high profile events.

Through a new televised annual ISAF Sailing World Championships for our elite Olympic sailors, we will promote the sport, and our sailing heroes, between Olympic Games.

Over time we may also use the SWC as a platform for promoting other parts of our sport.

IMPROVING EVENT STRUCTURE

Sailing is a diverse, participation-led sport. We will continue to support all classes and help grow their participation.

We will clearly differentiate the elite level events and sailors, and introduce more clarity and consistency in formats and titles that build on our Olympic participation.

We will continue to develop the ISAF Rankings, and use them as a clear and consistent basis for qualification to events.

ENHANCING THE OLYMPIC GAMES

The pinnacle event every 4 years, sailing at the Games showcases the diversity and skills of the world's top sailors.

The Olympic Games will be a true test of the athlete that live and TV audience, sailors and non-sailors alike, can engage in. Our Events will be clearly differentiated and well presented, the formats will provide the best test of sailor ability, and Equipment control will ensure no sailor has unfair advantage.



Differentiating Olympic Events and Equipment to Guide and Improve Olympic Decision Making



BACKGROUND: Whilst all Olympic Events are universal, some Equipment is more universally available. Different Events and Equipment serve different purposes and offer different value to ISAF on the Olympic Program. Taken as set, they display the sport's diversity and are suitable for a range of physiques. Universal Equipment is suitable for use in all major Regional Games and for continental qualification for the Olympic Games, and should change less frequently. The Olympics should also include Equipment that is contemporary or difficult to sail, and this Equipment is unlikely to be universal. This differentiation, summarised in the table below, should assist ISAF, MNAs and the Class Associations in making good, strategic decisions.

NOTE: If Kiteboarding becomes an Olympic Event, this will increase the number of Events with universally available Equipment.

DIFFERENTIATION: Events should be sufficiently differentiated to be seen not to overlap another. Differentiation can come through:

- Different genders or physiques
- Different number of crew
- Different sailing skills (board/dinghy, displacement/planing)
- Different formats

Where the same Event is sailed by Men and Women, the Equipment should be similar.

Universal Event Universal Equipment	↔	Universal Event Non-Universal Equipment	<i>Events & Equipment</i>
Equipment less expensive and widely sailed	↔	More expensive and less widely sailed	<i>Accessibility</i>
Equipment and Events change less frequently	↔	Equipment and Events change more frequently	<i>Olympic Games</i>
Required to be used at Regional Games	↔	Generally not used at Regional Games	<i>Regional Games</i>
Continental opportunities for Olympic Qualification	↔	Olympic Qualification through more global events	<i>Olympic Qualification</i>
Laser Radial RSX W 470 W		49erFX NACRA 17	<i>Current Equipment</i>
Laser RSX M 470 M		Finn 49er	

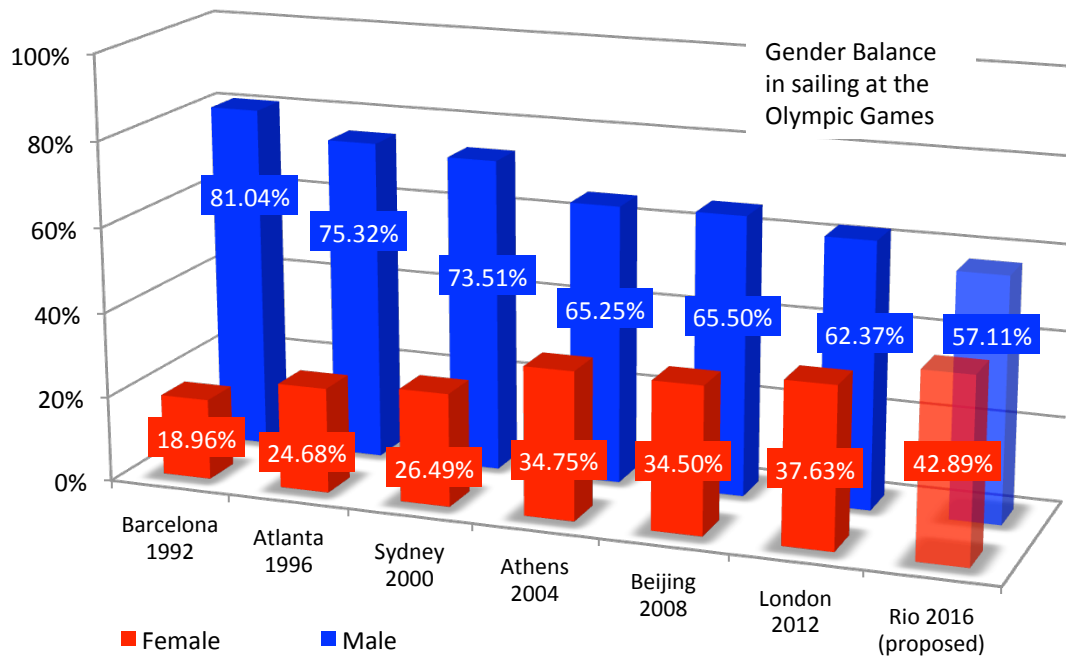
RECOMMENDATION: The Executive should consider inviting a group to further develop this concept to guide decisions on issues including the selection, evolution and global growth of Olympic Events and Equipment, Olympic Qualification arrangements and engagement with the organisers of Regional Games. ISAF Regulation 25.13.5 should be amended to reflect this strategy.



Locking in Olympic Events and Equipment to Provide Consistency and Certainty



BACKGROUND: Following recommendations from the Olympic Commission, decisions on Olympic Events and Equipment are now taken further in advance of the Olympics on which they impact, and some “Core” Events and Equipment have been locked in until 2020. This allows ISAF, MNAs and Class Associations to invest with confidence and focus on development, and for sailors to plan an 8 year campaign. Locking in the remaining Events for 2020, while seeking an additional medal(s) for kiteboarding, will further assist. Other impacts will need to be considered, including the process for making the decisions for Events and Equipment beyond 2020.



When introducing additional Event(s) ISAF should consider:

- The gender balance in terms of the number of Men’s, Women’s and Mixed Events, and the overall number of Men and Women participating at the Olympic Games
- The impact on the size of the fleets for each Event

NOTES: The earlier Events and Equipment are confirmed, the greater the impact on continuity. When new Equipment is to be chosen, this choice needs to be made early enough for there to be global availability of the new Equipment promptly after the previous Olympics

ISAF should develop its partnership with the Olympic Classes so that, in return for greater continuity, the Classes work together with ISAF on both equipment evolution and on programs to increase the universality of the sport.

RECOMMENDATIONS: ISAF should lock in all 10 current Events and Equipment for 2020, and in return through the Olympic Classes contract require Olympic classes to work to grow globally and improve the cost and performance of their equipment. A specific group should be tasked to develop the case to IOC for additional medal(s) for kiteboarding as new discipline of sailing. A submission should be made refining the decision process for the selection the Events and Equipment for 2024 and beyond to enable change while providing greater continuity of Olympic Events and Equipment.



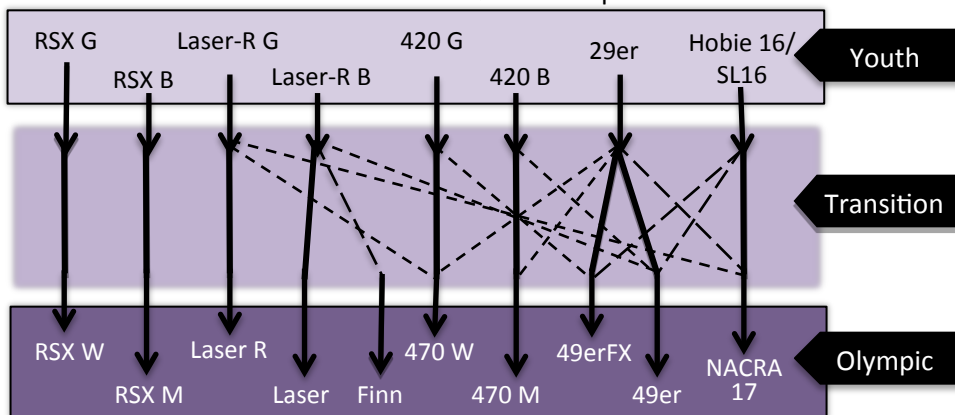
Reinforcing the Pathway from Youth to Olympic Competition



BACKGROUND: There should be an easy to follow, planned pathway from Youth to Olympic competition. The ISAF Youth World Sailing Championship (YWSC) provides competition in most but not all the Olympic Events. The current age limitations at the Youth Olympic Games mean that half of the youth of the sailing world currently do not have the opportunity to compete and this should be addressed.

PATHWAYS from Youth to Olympic Competition

— 'direct' - - - 'near direct' - · - · - example 'indirect'



STRATEGIES for ISAF Youth World Sailing Championships

- The ISAF YWSC should be planned as the focal point for youth sailing, strengthening participation and development pathways around the world
- With ISAF leadership, the YWSC should be leveraged to strengthen youth sailing in targeted regions, combining resources of NOCs, MNAs, manufacturers, suppliers, and class associations to develop sustainable programs
- Venues should be chosen to maximise the value of event in supporting regional development, including grassroots sailing, training for race officials and coaches, equipment acquisition and program development
- Longer term equipment commitments should be made by ISAF to encourage investment and the support of classes and suppliers
- Classes, MNAs and equipment suppliers should seek to stage multiple events in same region, reducing transport costs and providing opportunities to charter boats

EQUIPMENT at ISAF Youth World Sailing Championships

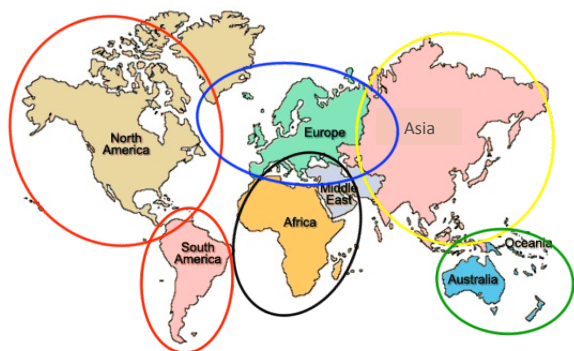
- Direct pathways should be in place from all events, for both genders, into the Olympic Games
- Youth Equipment should be universal. It should have similar characteristics as the associated Olympic equipment and test the same skills
- Ideally there should be a 'step up' in size and power between equipment used for Youth and Olympic Games
- The choice of equipment should be made by ISAF, with only one boat for each event specified in the Regulations

Planning for the Youth Olympic Games (YOG) should be part of the overall strategy, with sailor age band, Events and Equipment chosen to complement existing MNA Youth programs. The specific decisions for 2018 should wait until the IOC publishes its post-2014 YOG review.

RECOMMENDATION: Assuming support for this strategy, the Executive should invite the CEO to review whether the appropriate governance and management arrangements are in place relating to the YWSC. Recommendations on the YOG should be considered in time for the 2018 edition.

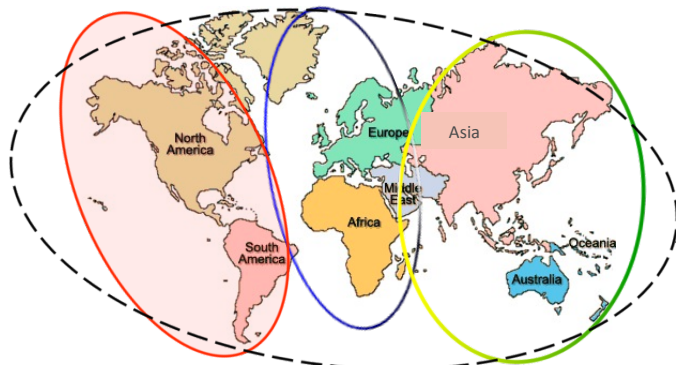


BACKGROUND: The IOC is placing increasing emphasis on both continental qualification and continental representation at the Olympic Games. This will encourage the growth of the sport globally. ISAF has agreed to the introduction of continental qualification for 2016 as part of the OQS, with up to 50% of the places being decided based on the results of continental events. Qualification in every Event on every continent may currently not be appropriate because of the small number of countries where some Equipment is sailed.



Where Equipment is universal, at least 50% of the places should be available through one event on each continent.

NOTE: It is understood that recent guidance from the IOC is that continental or regional qualification should ideally occur in all Events.



Where Equipment is non-universal, participation and growth may be higher by combining continents or using global qualification events.

Generally, for each Olympic Event there should be two opportunities for MNAs to qualify, one global and the other continental or regional. These should take place in the year before and the year of the Olympics.

At least 50% of the places should be allocated to continental or regional qualification. In Events where Equipment is universal, a higher percentage of places, up to 75%, could be allocated.

The split of places between continental qualifiers for each Event should take into account both the number of MNAs, and the continental strength in that Event.

For 2016, existing contracts require 50% of Olympic Qualification to be through the 2014 ISAF Worlds. The remaining 50% should be split between global and continental qualifiers in 2015 or early 2016.

For 2020, Regional Games may be used for Olympic Qualification for some Events in some continents, but to be suitable Regional Games would have to meet specific requirements – see next slide.

RECOMMENDATION: ISAF carefully studies the latest guidance from the IOC and seeks to comply with it for 2016. In the short term, qualification on every continent should preferably be introduced only for Events where Equipment is truly universal. Where Equipment is non-universal or new in 2016, grouping of continents may be considered or it may be more appropriate for countries in say Africa, Asia and Oceania to qualify through a second international event, which many aspiring countries are likely to attend anyway.



Expanding the Olympic Qualification System by Possible Use of the Regional Games from 2020

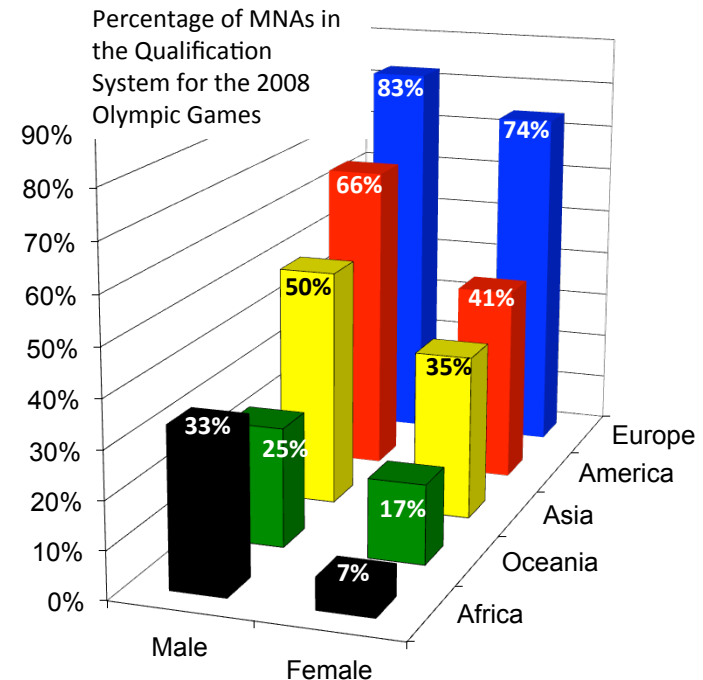


BACKGROUND: The IOC uses the number of nations participating in the Olympic Qualification System (OQS) as its measure of the universality. Also the IOC now requires ISAF to introduce continental representation and qualification through regional qualifiers. The aim for ISAF is to increase the number of MNAs participating in regional qualifiers. The measure should be the percentage of a region's MNAs participating in the OQS. In many parts of the world, Regional Games are major events, with athlete participation supported by NOCs. Use of the Regional Games should be considered as part of the OQS, with a focus on events where the Equipment is universal.

A Regional Games can only be considered for inclusion in OQS if:

- ISAF has control or a major influence over the technical and other aspects of the Games
- Every NOC (MNA) in the continent wishing to participate in an Event is guaranteed at least one entry in that Event, whether or not the MNA is a member of the Continental Federation.
- Additional entries are distributed fairly based on a published system that has been approved by ISAF
- The format of the competition provides a fair test of sailor skill, similar to the Olympics
- The dates of the Regional Games meet the requirements of the ISAF OQS, and do not clash with other major regattas the sailors may wish to attend.

Given the diversity of Regional Games, and the value of aligning them with ISAF and MNA strategies, the Regional Games Committee may wish to review regulation 25.13.



RECOMMENDATION: ISAF should actively engage with the Regional Games Associations regarding the identification of suitable Games, the inclusion of specific Events and Equipment, and agreement over the technical aspects of the events concerned, with the intention of including selected Regional Games in the Olympic Qualification System for 2020.



Structuring ISAF and other Events to Develop and Promote our Sport



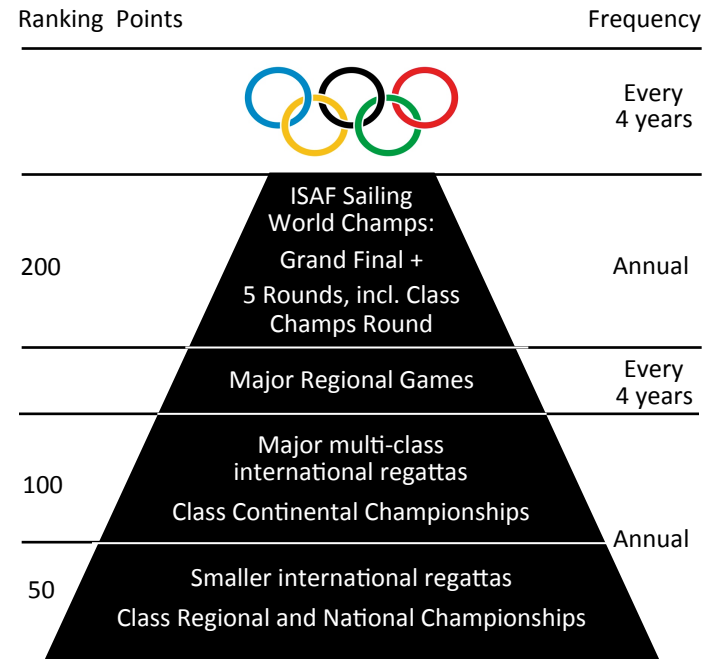
BACKGROUND: The original report from the Olympic Commission included a number of recommendations on event structure that have not yet been adopted. Clarification regarding the status and role of the Class World Championships, the ISAF Sailing World Championship and the ISAF Sailing World Cup is essential. The future of the Sailing World Cup is being dealt with by a separate group, but a series of well promoted, global events showcasing our best athletes is key to the event strategy.

The Olympic Games is the pinnacle event held once every four years. ISAF regattas supporting the Olympic Games should be for elite sailors and (with the possible exception of some Olympic Qualification regattas):

- Be distinguished by including all 10 Olympic Events; entry subject to some form of qualification; and having 'Sailing' in the event title.
- Provide a pathway for, attract and profile the best athletes in the world in each of the Olympic Classes.
- Crown a clear annual world champion in each Olympic Event, and deliver news and other coverage that promotes sailing amongst a broad global audience.
- Provide commercial opportunities for event organisers, MNA teams and athletes to generate revenue in order to be sustainable.
- Provide a platform to build sailing personalities and develop 'sailing story', so improving the coverage of the Olympic Regatta.

NOTE: The Olympic Commission continues to support its recommendations for the introduction of 'protected' continental windows to provide structure and reduce clashes in the calendar, and for annual rankings. ISAF Rankings should be used for qualification to those regattas requiring qualification, including determining which sailors are eligible for the ISAF Sailing World Championships.

The recommended general EVENT STRUCTURE to support Olympic sailing is shown graphically below



RECOMMENDATION: Assuming the general approach is accepted, and once the future shape of the ISAF Sailing World Cup has been agreed, the Events Committee should be invited to further develop the structure of events to support Olympic sailing. The structure and format of the Sailing World Cup should have enough flexibility to be able to change to exploit new market opportunities as they arise.



Olympic Commission Recommendations Summary

Clarity and Simplification for Classes, MNAs and Regional Associations



- **ISAF's Olympic strategy** is focused around increasing universality, expanding qualification opportunities, building popularity, improving our event structure and enhancing the Olympic Sailing Competition. ISAF can only do this in partnership with its key stakeholders.
- **Sailing's Olympic Events** are all universal but some Olympic Equipment, whether recently introduced or because it is difficult to sail, will be non-universal. The more low cost and universal Equipment is, the greater the likelihood of it remaining Olympic, and the more it should be part of every major Regional Games.
- **Continuity** helps sailor and MNA investment. ISAF's Olympic decision processes should provide greater continuity. In return, Olympic Classes should have a closer partnership with ISAF, and help ISAF deliver its Olympic strategy. Change should only be made, especially in the areas of equipment, format and scoring, where it is clear that significant improvement will result.
- **Youth** is the foremost "recruitment ground" for ISAF and MNAs. Greater Olympic continuity will enable youth decisions to reflect and support ISAF's Olympic strategy. ISAF's Youth events should be structured, and venues chosen globally, to encourage new sailors and to assist in their "Olympic dream".
- **Olympic qualification** should ensure that both the world's top sailors, but also each continent's top sailors, can qualify for the Olympics. When they are suitable, major Regional Games may become part of the Olympic Qualification System.
- Between Olympics, **ISAF's Sailing World Championships** should promote the sport's heroes, and crown its annual World Champions. The ISAF Rankings should be used as the basis for qualification to elite events.

For Olympic Classes

- Joint plan with ISAF for global growth and equipment development, and maximising availability of competitive equipment (manufacturers; cost; equipment control).
- Integration of Class World Championships into ISAF Sailing World Championships with single annual World Champion.
- Work jointly with ISAF on initiatives to improve promotion of sport (commentators; sailor bios; camera mountings)
- Link with Youth classes to assist youth to Olympic transition, and provision of equipment to events when appropriate
- Adoption of ISAF Rankings for event qualification

For Regional Associations

- If organising sailing championships, include universal Olympic Equipment with fleet size to enable all countries to take part.
- Consider enabling championships to act as Olympic qualifier (ISAF involvement; dates; format; entry qualification)
- Develop events to support youth sailing in region

For MNAs

- Develop junior and youth programs supporting the Olympic pathway.
- Align elite youth programs with ISAF Youth Worlds for U18
- Develop transition plans including events for youth to Olympic pathways.
- Work with Regional Association to develop regional multi-class events to support national programs