

The World Sailing Council met between 11:00 – 18:00 hours on Sunday 7 May 2017 and from 09:30 – 18:00 on Monday 8 May 2017 at the Fairmont Hotel, Singapore

1. Opening of the Meeting	3	7. Members	8
2. Reports	3	8. Commercial Update	9
3. Minutes of Previous Meeting	6	9. Events	9
4. Finance	6	10. MNA Survey	10
5. Governance	7	11. Recommendations	10
6. Urgent Submissions	7	12. Any other Business	11

Present

Kim Andersen (DEN)	President
HM King Constantine	President of Honour (non-voting)
Jan Dawson (NZL)	Vice-President
Torben Grael (BRA)	Vice-President
Gary Jobson (USA)	Vice-President
Quanhai Li (CHN)	Vice-President
W. Scott Perry (URU)	Vice-President
Yann Rocherieux (FRA)	Vice-President
Ana Sanchez del Campo Ferrer (ESP)	Vice-President
Nadine Stegenwalner (GER)	Vice-President
Andy Hunt (GBR)	Chief Executive Officer (non-voting)
Dick Batt (GBR)	Representatives of Group A – United Kingdom & Ireland
Marcus Spillane (IRL)	
Goetz-Ulf Jungmichel (GER)	Representatives of Group B – Central Europe
Gyorgy Wossala (HUN)	
Tomasz Chamera (POL)	Representatives of Group C - East Europe
Walter Cavallucci (ITA)	Representatives of Group D – South Europe
Jean-Luc Denecheau (FRA),	
Zvi Ziblat (ISR) Alternate for Totos	
Theodosiou (CYP)	
Josep M Pla (AND), Alternate for Antonio Roquette (POR)	Representative of Group E – Iberian Peninsula
Peter van den Bossche (BEL)	Representatives of Group F – Low Countries
Ulfur H Hrobjartsson (ISL)	Representatives of Group G – North Europe
Tor Moinichen (DEN), Alternate for Hans Natorp (DEN) 07 May only	
Hans Natorp (DEN)	

Malav Shroff (IND), Alternate for Sheikh Khaled Zayed S Alnehayan (UAE)	Representative of Group I – Middle East and West Asia
Yui Shing Tong (CHN), Alternate for Warwick Downes (HKG) Takao Otani (JPN)	Representatives of Group J - East Asia
Abdur Rehman Arshad (PAK)	Representative of Group K - South and Central Asia
Sarah Kenny (AUS) John Tierney (COK)	Representative of Group L - South West Pacific
Marco Aurelio de Sá Ribeiro (BRA)	Representative of Group N – Central & East South America
Raul Rios Mollineda, Alternate for Cary Lee Byerley (ANT), Hector Duval (DOM)	Representatives of Group O – North South America, Central America and Caribbean
Gary Bodie (USA) Peter Hall (CAN) Cory Sertl (USA)	Representatives of Group P – North America
Philip Baum (RSA)	Representative of Group Q - Africa – South of the Sahara
Markus Schwendtner (GER)	Classes Representative
Stan Honey (USA)	Oceanic and Offshore Representative
Betsy Alison (USA)	Para World Sailing Representative
Dina Kowalyshyn (USA), Alternate for Elena Papazoglou (CYP) 7 May only Elena Papazoglou (CYP)	Women's Forum Representative
Apologies	
HM King Harald of Norway	President of Honour
Kamen Fillyov (BUL)	Representative of Group C - East Europe
Totos Theodosiou (CYP)	Representatives of Group D – South Europe
Antonio Roquette (POR)	Representative of Group E – Iberian Peninsula
Hans Natorp (DEN) 7 May only	Representative of Group G – North Europe
Oleg Ilyin (RUS)	Representative of Group H - Euro-Asian
Sheikh Khaled Zayed S Alnehayan (UAE)	Representative of Group I – Middle East and West Asia
Warwick Downes (HKG)	Representatives of Group J - East Asia
Pablo Masseroni (ARG)	Representative of Group M - South & West South America
Cary Lee Byerley (ANT)	Representatives of Group O – North South America, Central America and Caribbean
Mohamed Abti (ALG)	Representative of Group Q - Africa – South of the Sahara
Elena Papazoglou (CYP) 7 May only	Women's Forum Representative

Also in Attendance

Hugh Chambers	Chief Commercial Officer
Madeleine Dunn	Race Officials Manager
Helen Fry	Director of Business Operations
Alastair Fox	Director of Events
Debbie Harris	Operations Assistant
Jon Napier	Director of Legal Affairs and Governance
Daniel Smith	Communications Manager
Jason Smithwick	Director of Technical and Offshore
Rob Taylor	Technical Specialist

1. Opening of the Meeting

(a) Welcome by the World Sailing President

The President welcomed all present and thanked the Singapore Sailing Federation for their contribution to the sport and for their invitation to host the Mid-Year Meetings in Singapore.

(b) Remembrance

All present stood for a minute's silence in remembrance of colleagues, friends and sailors who have passed away since the last meeting of Council in Barcelona, Spain in November 2016.

Carlos Ribero Ferrera (POR), Ian Bruce (CAN) and Paul Elvstrøm (DEN). Gary Jobson gave an eulogy to commemorate the life of Paul Elvstrøm.

(c) Attendees, Alternates and Apologies

Council noted the apologies and alternates

2. Reports

(a) World Sailing President

The President commented how privileged he felt chairing his first Council meeting as World Sailing President but that he wanted to address some items of importance that were affecting the core of our sport.

The President had hoped to move sailing forward at a faster rate but he felt that the way we are operating, and the processes we have to use, needed to be addressed as a matter of priority and this involved everyone working together as a team.

It is extremely important to align the decision-making structure, there needs to be a strong synchronization between the council, board and the executive bodies which must not involve politics. Politics must be reserved to open and honest discussions in Council and everyone needed to regain a level of trust in each other and in the organization.

Good communication is key and he was aware that some important communications were not always reaching the right people.

The President advised that we also need to consider the current structure of World Sailing to make sure we are serving and engaging with the important stakeholders of our sport. There has been a lot of requests for cross representation, but if we have a

full cross representation within our committee structure what is the point of having specialist committees that make recommendations to Council?

This four year term, the Board appointed the Committee Chairmen and Vice-Chairmen and then made the logical decision to request that they decide on the new appointments to their Committess so they felt empowered to work together as a specialist unit, to take responsibility and in particular so they could deliver clear advice to Council.

The President stressed that it was one of his priorities to assess the current structure within World Sailing over this next quad.

There were also a further three key areas that need to be addressed:

- 1) Keeping sailing in the Olympics and Paralympics by increasing participation and growing the global audience
- 2) Growing the sport Geographically
- 3) Increasing levels of transparency and accountability

- i) Keeping sailing in the Olympics and Paralympics by increasing participation and growing the global audience

To regain Para Sailing into the Paralympics is of the utmost importance. The President urged that all MNAs should act now –many new nations are rising to the challenge but some of the existing MNAs who have had Paralympic programmes previously are not reacting proactively as their budgets have been cut. This must not happen.

The Olympics is another area where we have to be innovative and not slow to adapt. The President reported that World Sailing had proposed two showcase events and these had been received positively by the IOC. Unfortunately the criticism by our own members for these proposed events was not acceptable, it was extremely important for everyone to understand how essential it is we promote our sport.

Sailing has 380 athletes at the Games compared to the average number of participants from other international federations being 230 - this makes us stand out. Furthermore, we have been identified as one of 10 IFs with no major change to the program. Whilst changes have been made in recent months we must be prepared for change.

The President outlined opportunities and challenges that could shape the Olympic program in the future:

- Making a direct line in increasing women's participation.
- Gender equity, having 50/50 athletes and/or medals.

Mixed Gender possibilities - "The IOC to encourage the inclusion of mixed-gender team events".

But this also leaves us with questions that we must ask ourselves:

- Should we have a stronger connection between disciplines and club activities?
- Do we want to develop multi medal disciplines or a program that makes it possible?
- How to increase the number of Nations in the Olympic venue and Qualification?
- Do we want more medals?
- Should we have a look at how to reduce the cost driving factors of Olympic campaigns?

- How to create more value for our sailors?

ii) Growing the sport geographically

Media and Development Programs will help World Sailing grow the sport geographically.

By using new technology, we can make sailing an interesting sport to watch. But it will still take time to develop the know-how and to promote the heroes of our sport using new technology but World Sailing has a huge opportunity with the new partnership with SAP.

Development programs is another key area and the Emerging Nations program is on schedule. However, moving forward we must create a place where we can exchange best practices and create new ideas, as well as connect to already existing programs. This will allow for experienced nations to share their knowledge and experience, but we can also further capitalize on existing successful programs by adding new possibilities like creating virtual events.

The President emphasized that there was also a need to focus on opportunities to grow women's participation worldwide – we must have a strong women's participation program.

Finally, in this area, getting new MNAs into the World Sailing family is key and we must look at how we can streamline this process to make it quick and simple.

iii) Increase the level of transparency and accountability in our governance

The President was pleased to report that last month we conducted the first ever World Sailing MNA Survey. Each MNAs gave their input and the input received from each individual MNA was culminated into the respective MNA Groups. This survey will be a compass that guides World Sailing in development and will be a way of defining the priorities and directions for the future. A strategy will be presented to Council at the Mid-Year 2018 meeting.

The office relocation is well underway and the CEO has started recruiting new key personnel with the aim that the rehiring process will be finalized in time for the Annual Conference 2017. Moving to London is a great commitment but we will have a modern, truly international and multilingual organization in new headquarters. The President looks forward to welcoming the World Sailing family to the new London HQ.

The IOC Agenda 2020 is a lot more than just issues around the Olympic venue, it makes 40 recommendations about how to improve governance, priorities and direction for the Olympics. These recommendations should be used for our own strategy.

The President reported that we have made a major move in developing our Commercial attractiveness securing SAP as a tier one sponsor with a further tier one sponsor expected to be announced shortly

Finally, the budget approved in November was based on a high level of commercial activity. We have been challenged on some of the assumptions and there has been talk that we have been over optimistic. A full presentation on the annual accounts for 2016 and an updated 2017 budget will be given which includes an evaluation of the risks and major projects on hand.

In conclusion, the President reiterated his strong and steadfast belief in the sport and in the organization. He wants to build an organization which is truly transparent both in decision making and dialog with a synchronized operating structure, respect for the World Sailing organization and the roles within the international organization.

Everyone plays an important part in World Sailing's operations, and it must operate smoothly. This means ensuring that our regulations and processes are working and the dedicated people managing World Sailing are working with us.

This is the goal, and it is important to unite around our sport, to unite around our organization and to unite around each other. Now is the time to show each other and the world what sailors and World Sailing is made of. The President finished by asking for everyone's continued support.

(b) Vice Presidents & Chief Executive Officer

Each Vice-President gave a brief report on the areas of responsibilities.

The Chief Executive Officer gave a report on the review of 2016, the priorities and progress made in 2017 and the Executive Office move from Southampton to London.

3. Minutes of Previous Meeting

(a) Council Minutes November 2016

The minutes of the Council meeting of 11 and 12 November 2016 (circulated and approved after the meeting) were noted.

(b) Matters Arising

In response to concerns from Council members, it was confirmed the Constitution Committee would review the procedures for electronic voting.

It was reported that the Kit McConnell interview had not been circulated and he enquired about the 2020 Equipment letter the past president had referred to.

The Chief Executive Officer reported the lack of circulation of the interview with Kit McConnell was an oversight and it will be released shortly. The Chief Executive Officer will try and find out what the letter from the IOC is that was referred to in the minute.

A discussion was held regarding the email voting that had taken place this year.

Decision

The President requested the Executive Office review the Regulations to concerning email voting.

A request that the Olympic Critical Timeline Decision paper should be circulated to Council was made.

Decision

Once the paper had been finalised this would be circulated as soon as possible after the Mid-Year Meetings.

(c) Board Minutes

Council noted the minutes of the Board Meetings of 5, 9, and 11 November 2016, 10 & 11 December 2016, 24 & 25 February 2017, and 27 March 2017.

4. Finance

(a) Audited Statutory Accounts 2016

Scott Perry presented the 2016 audited statutory accounts and the income and expenditure comparisons between 2009-2012 and 2013-2016. Positive feedback was received on the new way of reporting the Statutory Accounts and Council Members requested more information in certain key areas, to reflect goals/targets for the activities.

(b) Audit Committee

Jan Dawson presented the report from the Chairman of the Audit Committee.

(c) 2017 Budget

The Chief Executive Officer reported on the 2017 budget which was presented in November 2016 and the reforecast budget 2017 which had been approved by the Board.

(d) Trust Report

Scott Perry gave a verbal report on the World Sailing Trust in the Isle of Man.

(e) Debtors List

The Chief Executive Officer provided a report on the overdue subscriptions of Member Nationalities Authorities and Classes. The President asked for Council help in contacting the MNAs who had not paid as a matter of priority as it was unacceptable to have such late payment of the annual subscriptions.

5. Governance

(a) Proposed Anti-trust / Monopolies Policy

The Director of Legal Affairs and Governance summarised the Board's paper before Council, which had been prepared following concerns raised with World Sailing. The review had been undertaken in consultation with the Olympic Classes, the Equipment Committee's Working Party and external legal advisors.

The review looked at three main areas – (a) the criteria and processes used to select new Olympic equipment, (b) the process for reviewing the currently selected Olympic equipment and, (c) the processes for monitoring the production and quality of Olympic equipment.

In particular, the review examined the impact of EU competition law and the Board recommended these proposals to Council for approval in principle.

George Wossola (HUN) put forward a motion to defer this decision until the Annual Conference 2017 but subsequently withdrew this motion recognising the proposals were for Council to approve in principle.

Decision

On a proposal from Peter Hall (CAN), seconded by Ulfur Hrobjartsson (ISL), the paper was approved in principle (33 in favour, 3 against, 1 abstain – 37 participated).

Further details and Regulation amendments will be brought to Council at the Annual Conference 2017.

(b) PWC Report Agenda 2020

Stephanie Vogel, PricewaterhouseCooper Switzerland, gave a project presentation and final results of the PwC World Sailing Independent review of sailing equipment against IOC's Agenda 2020. The report covered the reasoning for the project, key objectives, status and timelines and evaluation criteria. Data collected provided robust analysis on 3 dimensions, universality, innovation and media value.

6. Urgent Submissions

(a) Submissions M01-17 to M03-17

- i) Submission M01-17 – World Sailing Commissions – Amend Regulation 8.9.2(f) Athletes' Commission – Vacancies

Decision

On a proposal from Ulfur Hrobjartsson (ISL), seconded by Peter Hall (CAN), Council approved the urgent Submission M01-17 with the following amendment (31 approve, 0 reject, 2 abstain – 33 participated)

(f) in the event of a resignation, a replacement member shall be elected by the sailors from the previous Olympic Sailing Competition. However, if the

resignation occurs in the ~~12 month period year~~ prior to the next Olympic Sailing Competition, a replacement member shall be elected by the sailors participating at that event instead. ~~during a member's first four years, a replacement member shall be elected at, or appointed after the next Olympic Sailing Competition to serve a four year term;~~

- ii) Submission M02-17 – World Sailing Commissions – New Regulation 8.9.8 - Athletes' Commission – Representation

Decision

On a proposal from Philip Baum (RSA), seconded by Sarah Kenny (AUS), Council approved Submission M02-17 with the following amendment (34 approve, 0 reject, 0 abstain – 34 participated)

8.9.5 The Commission may appoint a full voting member ~~to of~~ the Coaches Commission, Development & Regions Committee, Events Committee, Equipment Committee, Olympic Classes Sub-committee, Race Officials Committee and Racing Rules Committee. The appointed member must be a member of the Athletes' Commission and may be changed by the Commission from time to time. If the appointed member is the Chairman of the Commission, then he or she shall not have a vote.

- iii) Submission M03-17 – World Sailing Committees – Amend Regulation 6.4.5 - Terms of Reference – Para World Sailing Committee

Decision

On a proposal from Marcus Spillane (IRL), seconded by Markus Schwendtner (GER), Council approved Submission M03-17 with the following amendment (37 approve, 0 reject, 0 abstain – 37 participated)

- (f) ~~promote, assess and support programmes for disabled sailing~~ **Para World Sailing Paralympic sailing** run by MNA's;

7. Members

- (a) Suspended Members

It was noted by Council that the following MNAs would be suspended by the Board until payment of their membership is received:

- Federation Sénégalaise De Voile
- Fédération Djiboutienne des Voiles et des Sports Nautique
- Armenian Sailing Federation
- Botswana Yacht Racing Association
- Libyan Sailing Federation
- Macedonia Sailing Association
- Nigeria Rowing Canoe and Sailing Federation
- Yacht Racing Association of DPR Korea

- (b) Caribbean Sailing Association Affiliate Membership Application

Following the email deferral of the Application from the Caribbean Sailing Association to become an affiliate member of World Sailing the application was put before Council.

Decision

On a proposal from Gary Jobson (USA), seconded by Betsy Alison (USA), Council rejected the application for the Caribbean Sailing Association to become an affiliate member (4 approve, 29 reject, 3 abstain – 36 participated).

8. Commercial Update

(a) Presentation on the commercial progress of World Sailing

The Chief Commercial Officer gave a Commercial and Marketing presentation to Council, including a demonstration of what the SAP sailing analytics products can deliver for the sport and the ongoing work within the area of broadcast production that will enable the sport to become more easily understood.

(b) Rio 2016 Broadcast and Media Report

The Chief Commercial Officer gave the Rio 2016 Broadcast and Media presentation from Rio 2016 Olympic Games. The report covered the commissioned research used to analyse the media and fan engagement sport by sport.

9. Events

(a) Special Event Status

Council noted it had adopted a policy in November 2016 defining Special Events for the first time. There is a long and diverse list of Special Events and the concept moving forwards is to work with professional organisations to support and promote high profile events. Council noted that the Board, the Events Committee, and Oceanic and Offshore Committee would review the overall Special Event strategy and consider the role of Major Oceanic Events going forwards.

(b) 2018 Youth Olympic Games, Buenos Aires

The Director of Events gave a presentation to Council on the IOC Youth Olympic Games goals for International Federations whose aim was to inspire young people, provide a laboratory for sporting innovation and celebrate the world's best athletes. The presentation covered the IOC principles and World Sailing background; events and quotas, the YOG venue in Náutico de San Isidro, the qualification system and qualification events, the equipment and competition schedule.

(c) 2018 Sailing World Championships, Aarhus, Denmark

The Director of Events presented a progress report on the 2018 Sailing World Championships in Aarhus. The presentation included the Aarhus event management team, the 2017 test event, the Field of Play with 8 courses, cultural programme and the ENP strategy and plan. World Sailing hope to fill quotas and have 100 nations in attendance. Future planning meetings will include members of the Olympic Classes Sub-committee and the Athletes Commission. World Sailing will work with MNAs to maximise numbers and promote women's sailing and gender equality.

(d) 2017 Para Sailing World Championships, Kiel

The Director of Events presented an overview on the Para World Sailing Championships in Kiel, Germany. The presentation included entry dates and participation details; 39 MNAs had registered to date across 5 continents with expectations that the number of registrations can be improved further. Technical Officials have been appointed and World Sailing have a support plans to assist MNAs with logistics and shipping.

(e) Tokyo 2020 Olympic Games

The Director of Events provided an update on the Tokyo 2020 Olympic Games in Enoshima. The IOC have embraced sustainability and World Sailing is in an advantageous position as the 'guardians of the oceans'. The next steps for World Sailing include defining the field of play, developing the broadcast and distribution plan with OBS, finalising the racing formats, qualification system, planning the 2018 and 2019 test events and appointing race officials.

(f) IKA Twin Tip Freestyle Class

The Director of Events gave a report to Council on the IKA Twin Tip Freestyle class application aiming to run kiteboarding expression events, approved by Council in November 2016 after recommendation from the Equipment Committee with the aim that this class can run Kiteboarding Expression events. It was noted that in accordance with the tripartite agreement between World Sailing, the IKA and GKA the IKA Twin Tip Freestyle Class would not have the right to hold a World Championship.

10. MNA Survey

(a) MNA Survey

The MNA survey was conducted by TSE Consulting to engage with our MNAs for the Board and Council to shape and inform their goals and priorities for the term 2017-2020. The survey focused on 8 key themes:

- Strategy
- Role of World Sailing
- Governance
- Development
- Communications
- Participation
- Disciplines
- Events

(b) Draft Priorities 2017-2020

The Chief Executive Officer presented the MNA survey insights and discussions highlighting 3 priority areas:

i) Transparency and Governance

The proposal to establish an independent Governance Commission to review the governance of World Sailing and make recommendations based on member feedback and best-practise was highlighted.

ii) Growing the sport and increasing participation

World Sailing must act as a hub and facilitator for best-practise across the sport. Optimize ENP and the training and development strategy. Ensure the reinstatement of sailing in the Paralympic Games and finally review global youth programs and establish career pathways.

iii) Growing the sport globally

The proposal is to review future events strategy. Continue to enhance the World Sailing 'digital first' broadcast strategy. Develop marketing programs and drive commercial sponsor success.

11. Recommendations

Council received the following recommendations from the Board:

(a) Associate Member

Under Regulation 1.17(d) Associate Members can only compete in World Sailing Events, world and continental championships and Regional Games with the approval of Council. In order to promote participation in events within a quicker timeframe, the Board recommends to Council that Council's authority is delegated to the Board.

(b) Judicial Board (Review Board)

The Board recommends to Council that:

- i) Charlie Manzoni QC (HKG) be appointed as Chairman for 2017 – 2020
 - ii) The new Chairman will work with the Board to recommend the remaining members of the Board. Council will be asked to approve the new Board members by email.
 - iii) Until the approval of the full Board by email, the current Judicial Board will continue in office.
- (c) Development and Regions Committee
- Following the resignation of Malav Shroff from the Development and Regions Committee as ASAF representative, the Board recommends to Council that Captain Ajay Narang (IND) be appointed to the Committee as the ASAF representative.
- (d) Joint Working Parties
- Under Regulation 5.5.1(c) Council may appoint a joint working party with the consent of the chairmen of the relevant committees. In 2015 Council delegated this authority to the Board until November 2016. The Board recommends to Council that this authority is delegated again to the Board for the full period of 2017-2020.

Decision

On a proposal from Marcus Spillane (IRL), seconded by Zvi Ziblat (ISR), Council approved the recommendations from the Board *en bloc* (35 approve, 0 reject, 0 abstain – 35 participated)

12. Any other Business

Markus Schwedtner requested that submission deadlines for all Council meetings (including Mid-Year) be notified well in advance to stakeholders.

The President thanked everyone for attending and gave special thanks to Singapore Sailing for their excellent hosting of the Mid-Year Meetings 2017.

Circulation: Council, World Sailing Classes, World Sailing Executive Office