



A New Era for World Sailing

Carlo Croce World Sailing Presidential Candidacy





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I am encouraged
and optimistic
as we enter**

**a new era
with confidence
and a willingness
to be creative."**



A life defined by Sailing

Sailing has had a profound impact on my life. I began sailing at a very young age, and eventually became an Olympic Sailor in 1972 and 1976 before falling in love with offshore racing. I competed, among others, in the Admiral's Cup as well as in the Fastnet Race and Giraglia.

It was natural for me to become involved in the America's Cup and, in 1987, I was appointed CEO of Italia, going on to be involved in the 2001 Luna Rossa campaign, and President for the 2004 and 2007 Luna Rossa Challenges.

I have been the President of the Yacht Club Italiano since 1987, and I was also a member of the board of the "Federazione Italiana Vela" and became its President in 2008 – a position I will step down from in October this year.

I was deeply honoured to have been elected President of the International Sailing Federation (ISAF) in 2012, and am particularly proud of overseeing a significantly enhanced Emerging Nations Programme, the moves to improve governance, the appointment of a top class Chief Executive in Andy Hunt, the development of a new Sailing World Cup strategy and securing a five year deal with GAZPROM International as a top level World Sailing sponsor.

Outside of Sailing, I am a Member of the Board of "Istituzione Musei del Mare e della Navigazione" -an institution that administrates several associations in Genoa. I am also a Board member of the "Galata Museo del Mare" which is one of the most important Sea Museums in Italy. In addition, I am very proud to be the Founder of Fondazione Nave Italia which is a charitable foundation providing sailing experience and contributes to the wellbeing of young people with learning and physical problems.



A Vision of optimism, confidence & creativity

It has been an enormous honour for me to serve as World Sailing President. As a sport, we have achieved a great deal over the last four years and there is real momentum across the organization.

Of course we face new challenges and opportunities and I do have a sense of 'unfinished business'. One of the key reasons I am seeking a final term as President is to ensure that the challenges that lie ahead are sailed safely and that the many significant opportunities to grow our sport, at every level, are secured.

I now want to see through a period of real reform in World Sailing's governance in order to modernise and become much more efficient and effective as a Federation. Change is underway and I would be honoured to help continue that change over the next four years. Part of my job as World Sailing President going forward would be to ensure that we not just meet new governance standards, but exceed them, and become a benchmark amongst International Federations.

In the sport of Sailing, we need also to be responsive to the International Olympic Committee's [IOC] Agenda 2020. We are in a changing Olympic world and working together, and in full consultation with the Sailing Family, we must be creative, look at our events on the Programme and embrace innovation. And on Para Sailing, for me returning the sport to the 2024 Paralympic Games is a key priority.

Looking to our own flagship events, the new Sailing World Cup strategy has the real potential to boost our sport's global profile, increase participation and bring new fans to Sailing. This should be done in partnership with sponsors and broadcasters and we must also be open to the ideas of new host cities. We need to look at other opportunities including Offshore Sailing, which is an important area of our sport and one of genuine untapped potential. If we do this correctly, and build the right consensus, it would benefit the whole of Sailing in the years ahead.

I also believe that World Sailing should become a powerful voice in driving ocean sustainability, and that we use our unique reach and influence to lead change and become guardians of the sea. I passionately believe in this important new influencing role for World Sailing – it is the right thing to do for our sport and we have a responsibility to follow this through.

As I look ahead, I am encouraged and optimistic as we enter a new era with confidence and a willingness to be creative.

It is this vision of growth, modernisation and innovation, while respecting our sport's great traditions, that would underpin my vision for World Sailing if I am granted the great honour to serve a final term as your President.

Carlo Croce
President, World Sailing.



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A Manifesto for Growth, Innovation & Responsibility

Become a world leader in sporting governance

I will build on the significant progress already achieved, and ensure that World Sailing operates with the highest levels of integrity and transparency in everything that it does. I also want to ensure that democratic engagement with the Sailing Family is more flexible and effective, and we can do this by taking the best elements of governance from the corporate and sporting worlds. Aligned to this, it will be important that we review the role of World Sailing Committees to ensure they meet the new Vision, Mission and Values of the organisation.

I also want to ensure that the World Sailing Board is even more attuned to the needs and views of our sport. To achieve this, I want to bring the World Sailing Board closer to the sport, and will ensure:

- ▲ At least one male and one female athlete joins the World Sailing Board
- ▲ At least two World Sailing Board meetings are held at a World Sailing Regatta each year
- ▲ An increase in Athletes Commission meetings to quarterly to ensure they have more regular input into the strategic direction of World Sailing.

"I will ensure that World Sailing operates with the highest levels of integrity and transparency in everything that it does"

Taking responsibility & leading change

Become a world leader in ocean sustainability

I want to ensure that World Sailing becomes a guardian of the waters and oceans, that we and our stakeholders do all in our powers to lead change and ensure better care of the natural environment we rely on for our sport. As part of this ambition, I will establish a number of World Sailing Sustainability Goals and my ambition is that they include:

- ▲ Set certification standards for venues bidding to host World Sailing sanctioned events, including new environmental standards for water quality
- ▲ Sustainability training and operating protocols for volunteers, umpires, coaches and athletes and new policies for waste management
- ▲ Set new standards in boat design and manufacturing to reduce the environmental impact of boat building, and evaluate new standards for end of life recycling and boat disposal

Taken together, these measures can create a step-change in ocean sustainability and I passionately believe that the Sailing family has a duty and responsibility to lead by example on this important front. And my ambition for World Sailing in this critical areas goes further; in my final term as your president, I want to ensure World Sailing:

- ▲ Establishes a Sailing Sustainability Commission, bringing together the leading thinkers and influencers from across the globe to help shape and inform the World Sailing sustainability strategy
- ▲ Defines water environmental standards for all its major Regattas and, working closely with the IOC, it will do the same for future Olympic and Youth Olympic Games Host Cities in order to raise water environmental standards



Embracing innovation to drive global growth

A new approach to presenting Sailing

Sailing has a wonderfully unique heritage and traditions that we should all be immensely proud of. But this does not mean we should avoid embracing change and innovation in order to attract new participants and fans. It is what other sports are doing and we must do the same – we simply cannot and must not stand still. In order to ensure growth in our sport, I want to:

- ▲ Ensure Sailing encourages greater youth appeal and invest more resources into a World Sailing digital and social media strategy to help drive fan engagement and develop new audiences for the sport
- ▲ Continue to review all aspects of sports presentation to ensure we have products that are exciting and easily understandable to the public, and truly demonstrate the unique point of difference about our sport
- ▲ Evaluate the opportunity to develop new World Sailing Offshore World Championships and other events that can showcase the latest equipment technology & event formats

Re-energise Global Sailing Development

Our Member National Authorities [MNAs] are central to driving the growth of Sailing across the world and it is crucial that World Sailing support them in their development initiatives.

That is why I want to continue to grow the number of countries that are members of World Sailing from the current level of 144, and put in place the following proposals:

- ▲ Increase the number of World Sailing Approved Training Centres to ensure there is at least one in every Continent
- ▲ Ensure future Olympic Games and Youth Olympic Games Host Cities are left with a sailing legacy for the onward development of the sport
- ▲ World Sailing to deliver a Continental Regatta in Africa by 2020
- ▲ Continue to invest significantly in the World Sailing Emerging Nations and Paralympic Development Programme and widen support to include race officials



Ensuring one-design standards

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The time has now come for World Sailing and the wider Sailing Family to come together and put in place measures to combat technical advantage due to onward testing, development and modification of equipment by well-funded nations.

To this end, it is critical that we agree new technical standards and boat design rules to ensure athletes are competing fairly and the only thing that separates them is their skill.

This is why I believe we need to find a way of making it absolutely certain that the rules that govern Olympic Classes in the modern era are fit for purpose. Crucially, this also means that any rules must be robustly verified and guaranteed, and that the boat builders follow very strict quality controls to ensure rule compliance and consistency.

So I want to see improved controls to ensure that once a Class is classified Olympic, it then becomes a One Design standard and we have a robust system in place to ensure strict compliance at a global level.

"We must ensure athletes are competing fairly and the only thing that separates them is their skill."



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Cement Sailing's place in the Olympic Games

Sailing has a unique role to play in the Olympic Movement – after all, we are the only Summer Olympic sport that brings together sport, technology and nature in powerful harmony.

The IOC is an important funding resource for World Sailing - currently, 56% of World Sailing's direct income is derived from the IOC - and I want to see this figure come down significantly as we grow our wider commercial revenues. And with all the measures contained in this Manifesto, I am very confident we can achieve this.

At the same time, I will work tirelessly to ensure World Sailing's share of Olympic revenues also grows and that we move from Category D to C in the Olympic Games revenue share agreement.

It is also vital that the strategic direction of World Sailing is closely aligned with the IOC's Agenda 2020 and we are open and receptive to the idea of new, innovative, youth orientated Sailing events in the Olympic Games. Specifically, I want to ensure that the Offshore World Championships can act as a showcase for a future endurance event for Sailing in the Olympic Games.





Ensure the return of Para Sailing to the Paralympic Games

I am passionate in my ambition to see Para Sailing return to the Paralympic Games in 2024 and that our submission to the International Paralympic Committee to achieve this in 2017 must be powerful, robust and compelling.

There are a number of things that we are doing, and must continue doing, to help support the case for Para Sailing's return, including:

- ▲ Reducing Para Sailing Classes from three to two in order to make the sport more accessible and cost effective, with a focus on one and two person events
- ▲ Consistent participation of more than 32 nations in the Para Sailing World Championships
- ▲ Appointing a World Sailing Para Sailing Manager and committing additional funding for the Paralympic Development Programme
- ▲ Continue with the integration of Para Sailing and able bodied calendars and promotional opportunities, such as the Sailing World Cup
- ▲ Creating a training 'buddy' system for emerging Para Sailing nations to share knowledge and expertise



My Pledge

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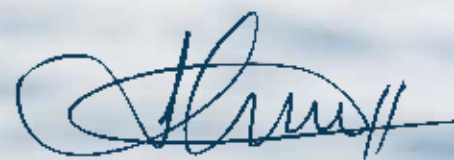
This Manifesto builds on what has already been achieved in my first term as World Sailing President, and I am confident that the ambitious ideas I have outlined are not only deliverable, they would also herald an exciting new era of growth for our organisation and for Sailing.

I very much hope - from all that you have seen of me as President of World Sailing since 2012 - and the measures I have outlined in this Manifesto, that you feel

I am the right person to help lead our sport into a new era of opportunity, innovation and respected leadership. My Manifesto is one of real vision, rooted in the opportunities of tomorrow, while also having an eye on pragmatism and, of course, our unique heritage. It is this philosophy that would underpin my second and final term as World Sailing President.

It would be an enormous privilege for me - working in genuine

partnership with the Sailing family - to serve as your President for a final term, and I believe that we have much to look forward to as we prepare for the next phase of Sailing's development.



Carlo Croce
President, World Sailing.

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