

# Minutes of the 2008 J/24 World Council Meeting

Annapolis, Maryland, USA  
October 4, 2008

## 1. Call to Order and Welcome

Bob Turner called the meeting to order at 0900.

## 2. Role Call and Proxy Recognition

Each member in attendance gave a brief introduction and indicated his voting rights and any proxies held for the meeting. 19 total votes were represented at the meeting.

**Attendance:** Bob Turner – Chairman (holding proxies for BER, AUS & GBR – 3 votes), Jim Farmer – Vice Chairman, Eric Faust – Executive Director, Lorne Chapman – Technical Committee Chairman (holding proxy for IRL-JCA – 1 vote), Nancy Zangerle – Promotion Committee Chair, Paul Scalisi – USA-JCA (holding proxy for SIN & MEX – 7 votes, but limited to 4 by IJCA Constitution), Roberto Authier – ARG-JCA (1 vote), Nils Jannichsen – NED-JCA (plus proxies for GER, GRE, HUN & SWE - 5 votes, but limited to 4 by IJCA Constitution), Toshi Hayakawa – JPN-JCA (2 votes), Gino Polin – ITA-JCA (2 votes) Katie Nicoll – CAN-JCA (1 vote) Neil Burke – BAR-JCA (1 vote) Jeff Johnstone – Copyright Holder (1 vote). Observers included: Geoff Evelyn – Councilor of Honor, Tim Winger – Technical Committee, Reid Stava – Technical Committee, Angelo Buscemi – 2009 Worlds Organizer, Ikuko Horikawa – JPN-JCA observer/translator, Anna Sergenti – ITA-JCA.

## 3. Appointment of Secretary

Bob Turner appointed Eric Faust as secretary for the meeting.

## 4. Chairman's Update

Bob Turner thanked everyone for attending and also thanked the local hosts for their hospitality and for the opening reception. Bob stated there has been a lot of activity since the last World Council Meeting. On the global level, membership has declined slightly in the larger nations but this has been offset by an increase in smaller countries. Administratively, the Technical Committee has done a large amount of work in coordinating with ISAF and regatta hosts. In addition, the J/24 Class has submitted a bid to be the Olympic women's match racing boat, which is a good symbol for the health of our Class. As the economy takes a downturn, there are opportunities for the J/24 since it is a boat that can be sailed for a lifetime at a reasonable cost. The strategy paper, conceived of at last year's meeting, has been completed and will be discussed in more depth later. This paper can act as a blueprint to help guide future actions.

## **5. Approval of 2007 WCM Minutes**

**R Authier made a motion that, “the minutes be approved as written.” The motion was seconded and unanimously approved.**

## **6. Actions Arising**

B Turner indicated that all actions arising from the 2007 meeting would be taken up in agenda items later in this meeting.

## **7. Elections**

J Farmer gave an overview of the elections needed at this meeting. He then gave the floor to G Evelyn to conduct the elections.

G Evelyn indicated that L Chapman has been nominated by the Technical Committee to serve as its Chairman. There were no other nominations. **L Chapman was unanimously approved by the World Council as the Chairman of the Technical Committee.**

**L Chapman nominated the following slate of members to the Technical Committee: Stuart Jardine GBR, Günther Müller BRA, John Peck USA, Gianpietro Pollesel ITA, Kenneth Porter MEX, Reid Stava USA, Alyn Stevenson AUS, Tim Winger USA and Lorne Chapman CAN as Chairman. The slate of members was unanimously approved by a vote of the World Council.**

G Evelyn stated that B Turner had been nominated as the IJCA Chairman. There were no other nominations. **The World Council unanimously approved B Turner as the IJCA Chairman.**

G Evelyn stated that J Farmer had been nominated as the IJCA Vice Chairman. There were no other nominations. **The World Council unanimously approved J Farmer as the IJCA Vice Chairman.**

G Evelyn stated that Remco van den Berg (NED-JCA) and Alister Morison (AUS-JCA) had been nominated as additional members of the IJCA Executive Committee. There were no other nominations. **The World Council unanimously approved Remco van den Berg and Alister Morison as members of the IJCA Executive Committee. G Evelyn also noted that as the representative of the host country for the next World Championship, Paul Scalisi is appointed to the IJCA Executive Committee.**

## **8. Review of Reports**

### **8.1 NJCA Reports**

Each NJCA representative gave a brief report on the status of his home Class.

### **8.2 Executive Director’s Report – Eric Faust**

E Faust stated that membership remains stable, with several new countries joining the IJCA over the past year (e.g. SIN, BAR and VEN.) However, there is a lack of measurers in these smaller NJCAs. Communication to the various nations remains a challenge as the leadership changes

regularly in some NJCAs. The 2007 yearbook was produced and shipped to each country and the time is coming to submit information for the upcoming 2008 yearbook. Rule books will be printed again in 2009 after submissions are approved by ISAF. Measurement certificates are being produced in a timely manner in the Class office and are now being sent to the boat owners as printable PDF files.

### **8.3 Financial Report – Eric Faust**

E Faust presented financial statements for the end of FY2007. The IJCA experienced a net loss for the year due to the large expenditure for sponsorship books approved at last year's WCM. Removing the promotional expense shows that the IJCA operated with a \$2,400 net profit. The outstanding obligation to the IRS has been resolved with no payments or penalties. Due to business obligations, the Financial Chairman, Roger Harden, was unable to present a proposed budget at this meeting. **J Farmer made a proposal that, "The World Council authorize the Executive Committee to approve the 2009 budget within 30 days based on the understanding that expenses and income in the coming year will remain fundamentally unchanged from the presented financial statements." The motion was seconded and unanimously approved.**

### **8.4 Copyright Holder's Report – Jeff Johnstone**

New boat sales have been roughly flat for the past 3-4 years. In the past year, JBoats assigned 10 hull numbers to Italy, 10 to Argentina and 5 to US Watercraft. The boating industry has been very slow over the past 18 months with the pipeline filled with inventory. The J/24 can benefit from a slow-down in new boat sales because the availability of used boats offers a good value to the consumer. J Johnstone indicated that the J/24 Class had been instrumental in pushing the changes to the interior of the boat. The concept was to modernize the interior while also adding additional floatation by sealing the aft lockers and seat storage areas. Maximizing the overall sailing and racing experience of the boat is critical, and a strong class association helps greatly. G Polin mentioned the difficulty of obtaining spare parts in his country and the lack of support from the builder. J Johnstone indicated that this is a concern that JBoats will work to address. The builder territories do not apply to replacement parts, only boats; sailors are free to purchase spare parts from any licensed builder.

## **9. Review of Future Strategy Paper**

B Turner asked for comments on the conclusions of the Future Strategy Paper that was prepared by J Farmer R v d Berg and J Castillo. << see Appendix A >>

P Scalisi noted #26: That the lack of qualified measurers is a concern and that new measurers need to be trained on a consistent basis. R Stava noted that one problem is the lack of opportunities to practice measuring and that measurers' skills may become rusty over time. L Chapman noted that efforts are being made to train measurers internationally. Making training videos is one idea that is being pursued.

J Farmer invited the group help determine what are the common threads of the J/24 that make our Class unique.

B Turner noted that the J/24 is a "cradle to grave" boat.

R Authier noted that the strongest asset of the Class is its one-design principles.

L Chapman indicated that we look at successful fleets and leverage that experience to other areas.

N Zangerle suggested that new ideas be solicited from the grass roots using an online forum.

J Johnstone suggested that the group try to brainstorm what they feel are the “core qualities” of the J/24. This will help to determine the priorities and how to best market the J/24 Class going forward.

J Johnstone described the website that was created for the J/80 Class. It is a simple format that directs viewers to the national class association sites. It has the capability to be updated regularly with news and photos. N Zangerle indicated that the IJCA website needs to be improved and this J/80 model would be a good direction. A Buscemi said the template being created for the 2009 Worlds website could be shared with the IJCA.

R Authier noted that we all can agree on what needs to be done, it is more a matter of locating the people that will actually take on the jobs and get the work done.

B Turner invited each meeting participant to write what they felt is a core quality of the J/24 on the whiteboard during the lunch break. After lunch, these core qualities were reviewed, edited and expanded upon. The core qualities listed were:

Pleasure to sail; maintains investment; very one-design – tactical; truly international; builds excellent team and individual skills; easy to sail; race boat and cruiser boat; affordable; ease of travel; ease of ownership; large number of high-quality races; 30+ years of experience and improvements; 5000+ boats built; great people; highly competitive; safety in high winds; low cost of entry; availability of used boats; good racing opportunities around the globe.

After some discussion, these core qualities were distilled down to the major points below:

- Affordability

Low cost of entry and ownership

Maintains investment

- Versatility

From cruising, club racing to top international racing

Allows for large range of ages and sizes of sailors

- One-Design

Strong class and class rules

- Availability

5000+ boats

Found around the world

B Turner later indicated that he would take the recommendations from the group and further refine the strategy paper. The document could then be distributed to form the basis of goals the IJCA can work to achieve.

## 10. Technical and Measurement – Lorne Chapman

### 10.1 Report

L Chapman presented a report on behalf of the IJCA Technical Committee (ITC.) There has been a lot of work on the Regatta Regulations and also the standard Notice of Race and Sailing Instructions. The intention is to have consistent events for the major championships around the world. There is continued work in having ITC representatives on site at the major regattas. There is a gap in the information contained in the IJCA measurement database and the number of measured boats around the world. The ITC will explore the possibility of getting more boat measurements in the database. To this end, the new version of the Regatta Regulations will require each boat attending the World Championship to have an IJCA issued measurement certificate before entry will be accepted. In addition, the ITC will work to develop a list of modifications to boats and how those modifications will be treated during the measurement process. L Chapman stated that he had spent the day meeting with the organizers for the 2009 Worlds regarding measurement facilities and processes, and that he is confident that the regatta will be very well run.

### 10.2 Amendments to the Regatta Regulations

L Chapman presented a list of proposed changes to the IJCA Regatta Regulations and fielded several questions about them. **L Chapman made a motion that, “The proposed changes to the IJCA Regatta Regulations be adopted, to be effective immediately.” The motion was seconded and approved.** *The complete Regatta Regulations document, as adopted, can be found on the IJCA website at [www.j24class.org](http://www.j24class.org).*

### 10.3 Rule Changes

Genoa Materials - L Chapman stated that he had received a rule change proposal to allow genoas to be constructed with woven ply and/or laminated ply made from one or more of polyester fiber, aramid fiber and HMPE fiber in addition to traditional woven materials. Aramid is marketed under trade names such as Kevlar and Technora, and HMPE under trade names such as Spectra and Dyneema, and polyester under trade names such as Pentex. The motivation for this proposal is to create a longer lasting genoa and provide more value for the sailors.

After much discussion, **L Chapman made a motion to, “Authorize the ITC to draft a rule change adding aramid and HMPE fibers to the list of allowable materials in the construction of genoas along with a modification to the minimum ‘bag weight’ of the genoa. The ITC will further investigate the best minimum “bag weight” for the genoa for inclusion in the final rule change proposal. The objective of determining the bag weight that will allow for more durable sails and it is expected to be in the range of 5 to 5.5kg. The rule change will only take affect if it is approved by a majority of NJCAs during a subsequent email vote.” The motion was seconded and approved.**

L Chapman made a motion that, **“If approved by a majority of the NJCAs, the rule change allowing aramid and HMPE fibers in the construction of genoas be effected as soon as possible after approval by a majority of the NJCAs and ISAF.” The motion was seconded and approved.** It was noted that the possible timing of ISAF approval would be no earlier than December, 2008.

Advertising – N Jannichsen made a motion that, “The Class Rule 2.6 be change to read, ‘The Class accepts ISAF definition of Category C.’” The motion was seconded and approved.

Electronic Instruments – The use of GPS enabled devices was discussed at length. The consensus of the meeting was that the class should not allow more sophisticated electronic instruments than allowed by the current rules at this time. The ITC will need to do more research before any proposal can be submitted to the World Council.

Bilge Pumps – L Chapman indicated that a rule change proposal will be submitted to the NJCAs for approval that will help to clarify and define what types of bilge pumps are allowed with the intention of putting a maximum weight on bilge pumps.

Change to the Builders Manual – B Turner stated that he would like the Class to work with the builders to explore to possibility of producing new boats with the toe rails molded into the deck of the boat. The consensus of the group was to allow the Executive Committee and the ITC to work with the builders and the copyright holder to pursue this option for new boats.

Full-Length Top Battens – L Chapman indicated that he had received information from sailmakers who were interested in introducing a full-length batten to the top of the J/24 mainsail. The feedback from the World Council was that this idea is worthy of being explored further with the intention of extending the competitive life of the mainsail. Further updates will be forthcoming.

## **9. Marketing and Promotion Report – Nancy Zangerle**

N Zangerle stated that the next yearbook will be produced soon. Each NJCA is encouraged to send information, photos, regatta reports and other information to her as soon as possible for inclusion. If the IJCA wishes to produce another promotional poster for use by NJCAs around the world, N Zangerle will need a high quality photo for this purpose. Anyone with access to such photos should send them to her by the middle of November so the poster can be created. N Zangerle then described and showed the sponsorship books created by Peter Weigandt from Mexico who is continuing to solicit a global sponsor for the IJCA and its properties. If anyone is soliciting multi-national sponsors for regattas, N Zangerle suggests that they should contact her to let her know to whom they are speaking. It is important that this information is tracked to avoid any conflicts in solicitation. This issues was discussed further and it was determined that conflicts would need to be resolved when and if they occur. Communication between the NJCAs and the IJCA on this point will be critical. The sponsorship books are a good visual piece to use in soliciting sponsors, although the numbers in it may not be compatible with today’s economic climate.

## **10. Regatta Planning**

### **10.1 2011 World Championship**

As agreed at the 2007 WCM, the ARG-JCA was asked to present a formal proposal to host 2011 World Championship in Argentina. R Authier gave a presentation showing the proposal and then described the planning that is already occurring for the event. The host for the regatta will be the Yacht Club Argentino in Buenos Aires with sailing on the Rio de la Plata. The proposed dates will be to hold the regatta in November, 2011, which is during the summer and provides the best

sailing conditions available. The proposal was reviewed by the group. B Turner thanked R Authier for his work on the proposal and indicated that he was excited about the ARG-JCA hosting a top-quality event. **R Authier made a motion that, “The proposal to host the 2011 J/24 World Championship in Argentina be accepted.” The motion was seconded and unanimously approved.**

### **10.1 2012 World Championship**

By the IJCA rotation schedule, the 2012 World Championship is to be held in North America. P Scalisi presented a proposal the USJCA had received from the Rochester Yacht Club in Rochester, New York to host the event. Rochester host many large regattas, including J/24 World and North American Championships and has facilities that are more than adequate to hold such events. Most recently, the club has hosted the J/22 World Championship with more than 100 boats in attendance. R Stava, who lives in Rochester, added that he is confident the club and the local fleet would do an outstanding job. B Turner noted that he is encouraged that the proposal has been received at this early date, and that this issue will be discussed and a formal proposal approved at next year’s World Council Meeting.

### **Women’s Open Championship**

N Zangerle then discussed the J/24 Women’s Open Championship. 17 boats participated in this year’s event in Beverly, Massachusetts. N Zangerle is investigating hosting the 2009 event in Hungary so that it does not conflict with the Rolex Women’s Championship to be held in the U.S. in 2009.

## **11. Action Plan Review**

B Turner indicated that he would review the minutes of this meeting and update the ongoing World Council Action Plan. In particular, the recommendations and conclusions from the Future Strategy Paper will be included. B Turner stated that writing and talking about things in good, but he is particularly interested in targeting volunteers around the world who are willing to take on specific tasks. Good ideas and best practices need to be shared on a global basis and communication is the key. A good first step to communication is for each NJCA to submit timely information for the IJCA yearbook. B Turner urged each NJCA to help with this important ongoing process.

## **12. Date and Place of Next World Council Meeting**

B Turner indicated that as the host of the 2010 World Championship, the SWE-JCA is charged with hosting the 2009 World Council Meeting. N Jannichsen stated that he had discussed this with Marianne Schoke and that she is prepared to host the meeting. B Turner stated that he would work with M Schoke to determine the best time and place for the meeting that would accommodate ease of travel and reduce the timing conflicts. The target would be to hold the meeting at the same general time of year, i.e. early October, 2009.

## **13. Other Business**

L Chapman stated that he would like to request a written report from the SWE-JCA on the planning and progress for the 2010 World Championship

N Burke from Barbados stated that he would like the assistance of the IJCA in getting the boats in his country and the other Caribbean countries measured. There were many volunteers from the measurers present to assist in this process.

#### **14. Closing Remarks – Bob Turner**

B Turner thanked everyone for the attendance and for their input during the meeting. He noted that what really counts is what goes on outside this meeting. He will be looking to identify and enlist leaders from around the world to help the Class move forward.

**At 17:05 P Scalisi made a motion to adjourn the meeting. The motion was seconded and unanimously approved.**

## **THE INTERNATIONAL J/24 CLASS - A FUTURE STRATEGY**

### **INTRODUCTION**

1. At the last World Council meeting in 2007, it was considered timely to look a long way ahead to position the J/24 Class correctly in the World sailing scene and safeguard its future. A small team, (Jim Farmer USA, Jorge Castillo, MEX and Remco Vandenberg NED) conducted an analysis of the Class strengths and weaknesses and made a number of proposals. This draft paper now attempts to expand this work, as a basis for acceptance at the WCM 2008.

### **AIM**

2. The Aim of this paper is to ensure the long term status of the International J/24 Class as the Worlds leading Global One Design small keelboat.

### **SCOPE**

3. The paper will examine the critical factors which determine the success of any Class. Many of these are interlocking and need to be coherent. It will make recommendations which if endorsed by the WCM will be taken forward in the evolving action plan. It is assumed that the reader is an experienced J/24 sailor, also familiar with the Class Constitution, Rules, Bye Laws and Ethos.

### **FACTORS**

4. The Boat Despite its age, the boat still performs and handles well compared with many other small keel and sports boats. It is also far more versatile, looks right and seems to attract long term loyalty from its owners. Furthermore, age in itself is not an issue, as seen in many other vibrant Classes of keelboats and dinghies throughout the World. The great strengths of the J/24 are a rigid One Design policy which has kept the older boats competitive and the racing close. These must be retained. Above all, it gives great value for money and this factor could be very significant during a difficult world economy for the next 5 years at least. That said, there remains a need to make the boat more attractive to current and future sailors, and measures to achieve this are:

- Continue to lower the all up weight for racing by removing un-necessary equipment.
- Reduce the complexity of the measurement process, both initially and at regattas.
- Carefully introduce new and widely available materials, for strength, durability and cost reductions.
- Enhance the visual appearance; the new interior mould is an excellent example.
- Consider limiting the number of new sails each year.

5. Distribution of Boats. The key facts are that we have over 5400 boats built worldwide, we have recognised NJCAs in 39 countries and 50% of the boats built are racing. In strengthening the Class we need to retain our current members and active boats, re-activate the disused boats and attract new build boats. Whilst the Americas, Europe Australia and Japan all have experienced structures to help achieve this, the obvious regions for Class growth, Eastern Europe, the Middle East, the Pacific Rim and Africa, all need varying forms of assistance to develop their potentials.

6. Location of Boats. The first objective must be to find out where our boats actually are. The Executive Director is still finding boats in various places that the Class did not know existed. Recent examples include Grenada, the Dominican Republic Venezuela and South Korea. Even in England the Class still finds “lost boats” and has been successful in resurrecting several. It is proposed that every NJCA makes a big effort to track down and motivate lost boats, and that where national experience and support are not available, strong and established regional NJCAs should provide assistance. For example, if Japan and Australia could work together to assist China, South Korea and Singapore, this could lead the way to the first and successful Asian J/24 Continental Championships. Similarly, Mexico might provide the leadership for the Caribbean area.

7. Follow up Action. Once we have tracked down our boats, we will be able to offer advice and expertise, both technical and in sailing as mentioned in paragraph 16 below. Each case will have differing needs, but tangible support from the IJCA and NJCAs will be appreciated and motivating.

8. Builders. There are 3 builders in the world, 2 in the Americas and 1 in Europe. Each is only building a small number annually and profit margins are low. The fact that the older boats are still competitive, and that there are often plenty available, does not help. It is suggested that there needs to be a much more joint approach to Marketing the J/24, that is the Class and Builders working together rather than in isolation which has always been the case. In particular, there needs to be a serious discussion between the parties involved to try and promote the Class in the Middle and Far East Areas, examining the possibility of starting a manufacturing process there too, with perhaps the Class helping with the cost of a new mould..

9. Programming and Events Current activities provide a reasonable range of sailing and social events for the membership, but there is a need to widen the scope by providing more options. For instance, the Women’s Open is now established in North America, but a regatta of this nature is now needed in Europe and elsewhere. Other activities which could be developed are:

- A World Youth Championship
- A World Masters Championship

- An Asian Continental Championship
- A Caribbean Championship
- A “Mixed Doubles “ Regatta ( 2 Male, 2 female, Blade only and Crew max wt 280 Kg)
- A World Team Racing Event ( 3 boats per nation, held at the weekend after the Worlds )
- Match Racing (Whether successful in our Olympic bid or not)

10. Discussion It should be noted from the above that in no way should we interfere with the “Gold Standard” of our Class, that is a 400 Kg crew with a Genoa sailing in the Worlds in a selected and highly competitive fleet. However, given the adaptability of the boat, its wide appeal and an imaginative use of the NOR and SIs, events can be tailored to suit what people may want as their age, circumstances and aspirations change. In creating such events, a sizeable fleet in a particular location is needed and the USA is the obvious place to start. Furthermore, special events could be combined. As a thought, have a Youth Regatta at the weekend, a Masters on Tuesday to Thursday (retired people can sail mid week) and a Women’s event on the next weekend. This might be good news for a Yacht Club which would enjoy some continuity without the pressure of a full on World event. This combination type of event might also be attractive to sponsors, and we must not forget the 25<sup>th</sup> Anniversary event in Newport Rhode Island which was outstanding. Overall, The Class needs to examine these ideas further and a leader from the WCM or EC is required to do this.

11. Member Co-operation. Given the reduction in personal time, the cost and length of time towing our boats and the need to consider the environment, the time may be right to promote further boat sharing programmes. In Europe for example, sailors from Sweden and England joined up in Crete and raced in a regatta there in a borrowed boat. In the USA, again some crew from a boat in Davis Island could go to Newport and team up for an event there, then return the favour for the MidWinters. This does require sound friendships, but is good socially, can help to overcome crew shortages and saves the long haul up the I 95 highway. This theme could also be promoted at Fleet Captain level, where fleets could arrange to loan boats for specific regattas. Another long-range example is the GBR boat whose helm was unavailable for the Worlds teaming up with a CAN helm whose crew was not able to attend. The result, everyone who could sail sailed, and the CAN helm did not have to charter or export a boat. In summary, there is certainly scope for members and Fleet captains to work together and plan more sailing with less logistics.

## CLASS ORGANISATION

12. Structure The Class Organisation and structure has remained essentially the same for many years. It meets the bare necessities of the Class but to achieve our aim there need to be several adjustments. The first is to examine the role of the Executive Director. If we wish him to do more, then we will need to fund more hours and refine his terms of reference. If we do not wish to do that, then we will need to strengthen the volunteer effort. This is particularly true in finding “lost” boats and communicating with the membership.

13. Marketing and Promotion (M and P) This is another key area. We now have a Marketing Specialist in the team, who has provided an excellent docket with which to brief potential sponsors. However, support is needed from every nation to utilise these dockets effectively. If we cannot get this volunteer support, then we should be prepared to contract a commercial sponsorship agency to do this for us on an incentive basis. However this may evolve, it is suggested that each NJCA provides a Marketing and Promotion person to work with that group’s Chair. A Global network is needed if we are to bring onboard a Global sponsor and retain that sponsor for some years. Similarly, for every event, large or small, we must ensure that it is reported quickly and highly visibly in the appropriate Media and Class Web sites. The 2007 Worlds in Mexico was a brilliant example of the Class, Organising Authority and Sponsors being brought together to create a long-lasting message on the success of our Class. By contrast, it was disappointing to note, for example, that the 2008 World Championship results did not reach our International Web site for nearly 2 weeks and that after prompting. That said, an excellent video of the event was produced by the host Club, and this in itself is a great advertisement for the class and should be given a wide distribution. Just like the M and P effort, it is believed that each NJCA should appoint a reporter to ensure the right visibility in all elements of the media. In conclusion, it is believed that the Class is still reticent in capitalising on its success and a more aggressive overall approach to Marketing and Promotion by the whole class is required.

14. Youth Development At present there are some good initiatives which are bringing young people into the Class. In the UK for instance, the UKJCA has underwritten the purchase of 2 J/24s for Colleges and these boats are now racing. UK Class members have also assisted in providing seasoned but serviceable equipment for the boats. It is believed that some of the older boats in other countries which may be under utilised could be re-generated in the same way. It is known that this has also been achieved in the USA where tax benefits can be a bonus too.

15. Technical. The Class is currently blessed with a strong ITC which now has well established procedures for supporting the Class both in Measurement processes and Rule Change procedures. Nonetheless, the workload is borne by a few individuals and they cannot reasonably be expected to maintain the present level of commitment. There exists a need for more and younger volunteers to come forward, particularly from the developing J/24 nations, so that they can gain experience and knowledge of technical matters. We also need to bring forward the technical leaders of the future. If the

additional volunteers can be found, then it will also offer more scope to support some of our newer owners world wide.

16. Training. The Class has no formal nor centralised training organisation, and this is probably correct. Some NJCAs have Coaches or Instructors, some with formal qualifications and some without. It is believed that NJCAs should have their individual training schemes, but the IJCA should be prepared to provide support and advice on a global basis. This is most important technically, but there are several highly skilled Sailing Coaches in the Class who could be invited to conduct training and a list of these and their availability should be held by the Executive Director.

17. Finance In recent years the Class has achieved a fairly stable global financial position, based on a level membership number, good housekeeping and the income realised from sail royalties. The cost of Class membership has been kept low and is good value, this needs to continue. Looking in more general terms, greater Class activity means more income, but more specifically, if we can create better events and attract more people, we may then attract more sponsors. In turn, this helps to sustain momentum and this is the sort of cycle we need to generate. The result could be greater financial resources to aid youth and training programmes. As mentioned in the introduction above, many of the elements in a successful class are interlocking and need to be managed in a coherent way, but all activities and initiatives must be underpinned by a strong financial base.

## CONCLUSIONS

18. The J/24 boat must evolve in a way which does not prejudice its core qualities.
19. The Class needs to find non-active boats and owners and re-motivate them.
20. The Class and the Builders should work together to promote more new boats.
21. Programming and events should be tailored to exploit the J/24s versatility.
22. Co-operation between members should be fostered for better participation.
23. The Class Organisation should be examined to better support Class activities.
24. A more aggressive approach to Marketing and Promotion Worldwide is required.
25. Further active measures should be taken to encourage Youth participation.
26. A larger pool of technically qualified members is required.
27. A formal training cell should be established to support the Class Globally.

28. The firm financial base should be strengthened.
29. Leaders and potential Leaders need to be recruited to implement initiatives.

#### RECOMMENDATIONS

30. The ITC study measures to update the boat in an attractive and practical way.
31. A leader to be nominated to re-activate “lost” boats.
32. A nominated Class representative and Builders create a new build initiative.
33. A Review of Programmes and Events be undertaken to enhance utilisation.
34. All NJCAs should encourage beneficial member co-operation.
35. The Executive Committee and Executive Director examine the IJCA Organisation.
36. A plan for Global Marketing and Promotion of the Class to be developed.
37. A Leader to be appointed to Develop Youth Activities.
38. NJCAs to be invited to increase their technically qualified membership.
39. A Leader to be appointed to form a Global Training Cell.
40. The Finance Chair devise a Strategy to support WCM endorsed initiatives.
41. NJCAs recruit members to lead the implementation of agreed Class Policies.
42. The World Council should endorse this paper as a policy for the Class to adopt.
43. Recommendations which are accepted to be implemented within agreed timescales.
44. This paper be reviewed, amended and re-endorsed at each WCM.

end

