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*Fédération
Aéronautique
Internationale*

Minutes

of the
**Meeting of
FAI Air Sport Commission Presidents**
with
FAI Executive Board

held in Dublin (IRL)
on Wednesday 6 October 2010
at the Citywest Hotel

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3. FAI Shared Guidelines

3.1 Sponsoring / Branding

PP invited SD to start his presentation summarizing the latest developments :

a) Red Bull Air Race World Championship : Six events had been organised in 2010 – The contract with Red Bull was still active – Red Bull had recently announced that no air race would take place in 2011 – It was not yet clear about the financial consequences, but the Board expected lower revenues in 2011 and therefore had preventively adjusted the 2011 Budget.

b) Rolex : The one-year contract could not be continued – Rolex had paid their contractual financial contribution, but had decided not to activate the contract and not to associate the Rolex brand with the FAI – This was a clear sign that the FAI brand was not yet strong enough.

c) Branding at FAI Competitions : SD showed some examples of recent FAI competitions where no or only very low FAI branding had been available : No common “look-and-feel” of websites – The FAI appeared only as a partner, but never as the event owner – On some Facebook pages, the FAI had even totally disappeared – No visible flags or banners at the competition venues – No FAI logo on results sheets or on other official documents such as entry forms or bulletins.

This situation was diluting our brand : Athletes, Officials, media and the public were not given the impression of attending an FAI-owned event. In the future, we would need to improve the situation by creating a sense of community and showing our values : Branding and Recognition would help creating value and were the first steps to be achieved to improve the perception potential partners could have from our federation and sports. The FAI had to improve communication and cooperation with its event organisers, and provide properly branded tools (guidelines, scoring and tracking systems, organisers' kits, etc.).

PP invited each ASC President to take more care about how the FAI, the Commissions and our Competitions were branded. The FAI Headquarters could and would help, but ASCs also had to play the same game to impose our branding.

GW reported that the FAI Flag was displayed and the FAI Anthem played at each IPC event; if the FAI wished improving the situation, then clear guidance and packages should be provided. JA agreed with SD's statements, but expressed his opinion that we were making our life difficult : He mentioned the complex Organiser Agreement and the need for Event Organisers to get approval from FAI for using logos. RMH agreed that it was important to project FAI brand, but pointed out that many Air Sport persons however tended to think that “FAI people” were “just sitting in a palace in Lausanne” and had no idea what the FAI was doing for them; he therefore asked for simple guidelines on how to use FAI Logos, where to download the FAI Anthem, etc.

SD replied that most of those documents were already available on-line (FAI StyleGuide, FAI Anthem, etc.), but agreed that some of them were difficult to locate and/or could be optimised. During the recent years, the FAI Headquarters had unfortunately not had enough resources to work on these issues. He however pointed out that it was also one of ASCs' roles to explain Athletes and Officials what the FAI was doing for them, and that ASC Stewards should have more background information, more time and resources to enforce these guidelines. In order to provide more value to our potential sponsors, we first needed to agree on principles, find a good balance between visibility to the event itself and to the FAI, and work together to promote our events, heroes, pioneers and traditions.

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3.2 Naming of Competitions

SD noted that the way how competitions were named was sometimes difficult to understand, or created confusion (same name for different events, abbreviations, etc.). He reminded the ASC Presidents that guidelines on how to name events were available. They had been approved by the ASC Presidents a few years ago and therefore had to be applied. Should new trends, new events or new needs appear, then the guidelines would however be updated. Instead of unilaterally changing event names, he invited the ASCs to express their needs for improving the names of our events and, if required, to adopt new FAI guidelines.

3.3 Guidelines for FAI Competitions

JMB reported on the new "Guidelines for FAI Competitions" currently under development by FAI Sports Manager Rodric Neri. This project resulted from the concept and needs expressed in 2004 and Minutes of the ASC Presidents' Meeting - 6 October 2010 2006. Objectives of the "Guidelines" were to facilitate access to information on FAI First Category Events (for Event Organisers, potential hosts, ASCs, FAI Officials, etc.), provide practical tools and references on the Internet, and harmonize the presentation of our competitions. The "Guidelines" would in no way replace the Sporting Codes and Rules developed by the ASCs, but would help solving some of the problems expressed by the ASC Presidents (see item 3.1 above).

GW asked what the FAI was doing when a company such as IMG contacted the FAI to look for an event, and how the FAI decided on proposing a sport and not another one ? JMB explained that the FAI first analysed the needs and expectations of the potential host before establishing contacts with the proper ASC. SD pointed out that the bid documents the IPC had published earlier this year on the basis of the World Air Games bid documents were a good promotional tool that should be developed for all air sports as well, and that it was important to share documents and experience.

4. FAI Communication

4.1 Communication Manager

SD informed the Presidents that the FAI had a new Communication Manager, Ms Faustine Carrera. Faustine had joined the FAI Headquarters in September and had been allocated the following duties :

- Develop and implement FAI's Communication and PR Strategy,
- Manage the FAI Website (including assistance to ASC Webmasters),
- Manage all media operations, media services and communication tools (social networks, newsletters, flyers, the SportsHub, etc.),
- Promote FAI activities and competitions.

SD showed the news on the Ballooning events that had been recently published on the FAI and FAI/CIA webpages (www.fai.org/ballooning/). Close cooperation between CIA PR Officer and Faustine allowed publishing documents with a more professional look, structure and content. The format developed for these press releases was of course available to other ASCs. Faustine was now here to help ASC Webmasters and PR Officers shaping and disseminating information to the outside world; SD therefore invited the Presidents to establish contact with her (communication@fai.org).

4.2 New FAI Website : Intranet – Extranet

After preliminary information had been provided at the ASC Meeting in May 2010, first steps had been conducted to evaluate how the FAI should better communicate our "Passion for Flying" and facilitate exchanges between our constituents. The FAI website had to become the main

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recognized Air Sports portal. The centre piece would be the corporate public website used to disseminate the dream of flying, explain our sports to the public and media (story-telling, interviews, more interaction), provide results, ranking lists, etc. An Intranet would provide management tools to FAI constituents and facilitate communication. Finally, an extranet would provide Air Sport Persons, NACs, ASCs, Athletes and Event Organisers with a platform to share documents (document center), manage registrations, results, Sporting Licenses, etc.

In May 2010, SD had invited the ASC Presidents to express their needs for IT and communication tools. Unfortunately, only a very small number of ASCs had replied, and too few information had been received to draft a complete picture of their needs. The IT supplier had been selected, the budget required for the first phase of the project (reshaping of our current communication tools, inventory of needs) approved by the Board, and priorities would soon be set. But he first needed to have a clear picture of where we wanted to go and what to achieve. The ambition was to provide new tools before the start of the 2011 main competition season.

SD agreed with RMH that the more information the FAI was able to provide on the web with more innovative ways of presenting information, the easier it would be to improve the visibility of our sports. MH asked when championship results would again be available on-line : SD explained that we had a complex mix of software versions and that scripts would need to be rewritten. Even though the situation was not acceptable, the effort should now be put on developing new tools; time and money should not be spent on fixing the current system just for a few months.

SD reiterated his request to ASCs, inviting them to express their needs and provide descriptions of what they would need in the future in terms of communication and website.

4.3 New FAI eShop

The FAI had recently opened a new on-line shop (<http://fai.officialshop.ch/>). A new supplier had been contracted to provide full-service, from e-shop management, to storing and shipping articles. The FAI would benefit from the more attractive prices our new supplier - a wholesale specialist for articles of merchandise – would be able to offer. A next step was expected later this year, when a dedicated access would allow NACs, ASCs and Event Organizers benefiting from special offers, bulk orders, customized articles or branding packages.

Some ASCs had already expressed specific needs such as the payment of sanction fees for second category event (CIVL) or the management of loggers (CIA). Should other ASCs have other specific needs or ideas that could be fulfilled through the FAI eShop, they should provide descriptions to the FAI as soon as possible.

4.4 FAI Media Agreement – Flying Aces Ltd

On the basis of the discussions held at the last ASC Meeting, SD had started discussions with Flying Aces Ltd (FAL) to re-negotiate some contractual conditions such as the possibility for third-parties produce footage at FAI First Category events. FAL was open to the idea, provided a media accreditation process would be available on-line, and footage made available to FAL for inclusion in the TV series (with mention of credits). Objective was to finalize new conditions in-time for the 2011 competition season.

RMH reported that FAL had attended the European Microlight Championship earlier this year in Sywell (GBR), but that no footage had been published yet. He expressed his concerns about the publication on airsports.tv of 2 emergency parachute deployments, a rather negative image to our sports. SD agreed that the cooperation process with FAL needed further improvement. He however invited the Presidents to keep in mind that the situation was not easy for both FAL and FAI : At this stage, it was almost impossible to sell footage, and our target should be to disseminate as many images as possible to increase our visibility and value, even if for free. PP

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reminded the Presidents that, in spite of the fact that FAL had lost its main sponsor during the financial crisis, we now had usable footage to promote our sports. We had to find the best way to continue until the contract expired.

SD pointed out that, once the « accreditation » process for filming would have been negotiated, we would also need to re-discuss cooperation between the FAI Headquarters, ASCs, Event Organisers and Flying Aces Ltd to improve collecting of footage, controlling access to authorised cameras, etc.

5. Accounting & Budget Procedures

a) Principles

SD summarized some of the principles laid down in FAI Statutes and By-Laws : FAI Income not only included member subscriptions, but also sponsorship revenues and ASC income – As permanent bodies of FAI, ASCs had delegated executive powers, but the Executive Board carried the overall responsibility for all financial and accounting issues.

b) Current Situation

In today's situation, ASC income and expenditures were not reported in the FAI Profit & Loss - The fact that ASC accounts were based on a cash basis didn't provide an accurate picture of FAI's financial situation – ASC budgets were not approved, nor monitored by the Board or by the Conference – ASC budget cycle was not the same as FAI Headquarters' – The Board and the Conference were therefore not in a position to fulfil their duties and properly monitor financial risks.

c) Future Budgeting and Accounting Processes

On the basis of FAI Auditors' recommendations (PWC), the Executive Board had decided to move towards the following direction : ASC income and expenditures would be accounted on the accrual basis – FAI Balance Sheet : ASC Deposits (event organisers) would be integrated in the Liabilities, ASC Equipment investments in the Assets – All revenues (subscriptions, sponsorship, rights, sanction fees) and expenditures (Headquarters, Commissions, World Games, etc.) would be consolidated in the FAI Profit & Loss – An analytic accounting system would be introduced (by ASC and type of income/expenditure) – A new budget control system would be implemented, including a standard budget format and the same budgeting cycle for all Commissions and FAI – Detailed ASC budgets would be approved by the Board, and then integrated in the overall FAI budget for approval by the Conference – In order to provide flexibility to ASCs, a new expenditure approval scheme would be introduced.

d) Executive Board Temporary Working Group

Aware that discussions and agreement with ASCs were required before implementing these changes, the Executive Board had decided to establish a Temporary Working Group that would be tasked with defining and writing the new procedures (budget format, approval process, bilateral profit sharing process, etc.). NACs, ASCs and the Executive Board would each be represented by 2 persons in the Working Group, that would report to the 2011 General Conference.

e) FAI Budget 2011

In order to make a first step towards the future budgeting system, the 2011 FAI Budget submitted to the General Conference had been prepared in accordance with PWC's recommendations and, for the first time, showed consolidated figures. For the first time as well, a budget line of CHF 25'000 had been included to cover expenditure from Technical Commissions (no revenue). As ASC Budgets 2011 were not yet available, the FAI Budget had been established using average ASC income and expenditures during the last 5 years.

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f) Discussion

The lively discussions that followed the initial presentation allowed the Commission Presidents and the Board Members to express their main concerns and fears; summary :

ASC concerns :

- Less flexibility for ASCs and less control on their income and expenditures.
- The FAI would be allowed to dip into ASC funds and "tax" ASCs.
- Sanction fees would need to be increased, competitors would have to pay more for competing and, in the end, the number of competitors at FAI Championships would decrease. (Note : SD invited the participants not to mix "sanction fees" – a licence to stage an event – with "entry fees" paid by competitors to finance a part of organisational costs.)
- ASC had been established by the Conference to govern Air Sports on behalf of FAI Members, and now ASCs had to finance a part of their activities.

EB concerns :

- The Board had not the required tools to ensure that FAI, as a whole family, would not be endangered should one of its constituents make an inappropriate financial commitment (ASC expenses were signed off by the FAI, but most of the time after they had been committed; ASC Budgets were approved by ASC plenaries after the FAI Budget, without including ASC budgets, had been adopted by the General Conference, etc.).
- The current budgets and accounts didn't provide an accurate view of the real financial situation.
- While FAI Headquarters already dedicated almost 70% of its activities to ASCs and competitions, more professional support and services had to be provided to ASCs and Event Organisers to help raise the profile of our sports. Additional staff resources were needed, but staff resources have a cost.
- ASCs had a statutory delegated executive responsibility in managing their sport on behalf of the FAI and along with the EB's directions, and therefore, ASCs needed to work with the Executive Board to find long-term solutions to fund all of the sporting activities.

g) Consultation

PP invited the Presidents to express their opinion on whether they would agree on the following principles :

- P1 : Consolidation of FAI financial statements ?
- P2 : Implementation of new procedures for budget approval and control ?
- P3 : Discussion of a resource sharing process within the Temporary Working Group ?

Answers have been summarized in the table on the following page. PP thanked the Presidents for their contributions and support, and noted that a similar presentation would be made during the General Conference.

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ASC/TC	P1 : Consolidated Statement	P2 : New Budgeting Process	P3 : Discussion with TWG
GAC	Yes, full support	Yes, full support	Yes, full support
GIC	Yes	Basically in favour	Basically in favour
IPC	Yes	Yes	In favour of principles, but would need to know the Terms of Reference before formal approval
CIA	Yes	Agreed on principle of a big family	
CIVA	Yes	Yes, but should be 2-way communication process between ASCs and EB	Yes, but there was a need to look at FAI structure and votes and for giving clear explanation to grassroots.
CIEA	Yes	Yes	Yes
IGC	Yes	Yes, will be an interesting process	IGC is willing to take part
EnvC	Yes	Yes	Yes, but other representation needed in the Working Group
CIMA	Yes	In favour with reserves. Concerns about future FAI competitions.	In favour, but would need to know the Terms of Reference before formal approval
CIACA	Yes	Yes	Yes. Glad to hear about solidarity and unity.
CASI	Yes	Yes. NACs need to be better involved in the process.	Yes
CIMP	Yes	Yes	Yes, sharing process important
CIVL	Basically yes	In principle OK	Couldn't approve now. Concerns about volunteers' involvement, increased costs of events. Sharing should be only on a voluntary basis.
CIAM	There was a clear need for implementing new procedures and give "new clothes to the old lady".		

Expected next steps :

1. General Conference : Approval of principles (consolidated budget / working group).
2. New FAI President and Executive Board : Preparation of Terms of Reference and establishment of the Temporary Working Group.
3. The Temporary Working Group would then be tasked with working out proposals for a new financial management system, and with reporting to the Conference 2011.

6. World Air Games 2013

JMB explained the principles and conditions of the bid process for the World Air Games 2013. The bid process would be launched immediately after the General Conference, include two phases (Phase 1 – Expressions of interest / Phase 2 : Bid books and evaluation) and aim at awarding the organization of the World Air Games 2013 by the end of June 2011.

While financial conditions for participants would remain unchanged (all in-country costs paid by the host), some new elements had been introduced in the contractual conditions for hosting the Games : Reduced FAI Sanction Fee – Introduction of a refundable deposit – 50% of FAI Officials' travel covered by the host – Introduction of a profit sharing scheme.

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The bid documents and event descriptions were available for download at www.worldairgames.org/2013. JMB pointed out that ASCs still had the possibility to propose changes to the list of disciplines available for inclusion in the sports program until end of November 2010. He invited the ASCs to confirm their World Air Games Liaison Officer by 30 November 2010 as well. Once the location of the next Games would be known, the Commissions would have the possibility to nominate another Liaison Officer.

PP added that strong support from FAI Commissions and FAI Headquarters would be needed. SD informed the Presidents that the signature of a "Head of Agreement" would be required from each potential host when placing their bid, and that the new World Air Games Organiser Agreement would include a "service agreement" allowing the FAI to charge additional costs to the host, should significant technical support be needed.

The event descriptions already contained a lot of information allowing potential hosts preparing their budget and bid. However, SD explained that more interaction between the bidders and the FAI would be encouraged during Phase 2, and should therefore contribute to raising the quality of the final bids.

PD invited the Board to think about the management structure of the next Games. JMB agreed that discussions with the potential hosts had to take place on this issue during the evaluation process, and that proper communication flows should be established between the future host and the FAI at an early stage of the preparation phase to encourage a good team spirit.

7. World Games 2013 – Cali, Colombia

JMB reported on his recent visit to Colombia. The 1st Technical Delegates Meeting held in Cali on 21/22 August 2010 allowed him visiting the venue proposed by the Cali Organising Committee and getting to know with the persons in charge of the project in Cali. The World Games 2013 project benefitted from a strong support by local, regional and national governments. During a meeting in Bogotá with Fedeaereos (NAC Colombia), their Board confirmed its support to the project, which would provide an excellent opportunity to develop Air Sports in Colombia. The FAI Vice President for Colombia would attend the General Conference.

On the basis of the recent discussions held with IWGA Sports Director and consultations with the FAI Commissions concerned, JMB confirmed the following elements :

Dates :	Marco Fidel Suarez Air Force Base
Official Sports :	Parachuting (Canopy Piloting) / Paragliding (Landing Accuracy)
Demonstration Sport :	Aeromodelling (Indoor AeroMusicals)
Number of Athletes :	Parachuting : 36 / Paragliding : 36 / Aeromodelling : max. 5-6 persons
Number of FAI Officials :	max. 20 for both official sports
Test Event :	Yes, in 2012

8. FAI Sporting Licence Database

SD informed the Presidents that the FAI Sporting Licence Database was on-line since July 2010. All NACs had received a password and instructions to upload and update licence data. Unfortunately, only 18 NACs had completed their upload; 13 were in progress. He invited the Presidents to ask their Delegates exercising some pressure on their NACs in order to complete the process before the end of the year. For further information on the countries that had not yet uploaded their data, please contact the FAI Headquarters.

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It would be announced during the Conference that the system would become mandatory on 1 January 2011, and further reminders would be sent to the NACs. Before the end of the year, Event Organisers would receive instructions on how to check the validity of their competitors' Sporting Licence. Some flexibility would be of course accepted during first months : The new system (and the missing data from NACs) should not prevent competitors "in good standing" from attending championships. During this introduction time, ASCs would have to check that Event Organisers build-in sufficient time between closing of registrations and start of the event to check Sporting Licences.

GW asked whether there was a real need for the FAI to introduce such a system, as NACs were responsible for delivering Sporting Licences in-time to allow their competitors attending championships. PP reminded him that the system had been asked for by the Commissions to help Event Organisers cross-checking the validity of "physical" licences. We were now very close to achieving the project, money had been invested and we now had to make it happen, to see what benefits or problems it would bring. JA confirmed that the database would be very helpful to Event Organisers : CIVL had several hundreds of Cat.2 events each year at which CIVL didn't send officials.

9. Any Other Business

9.1 ARISF Funds / Training Development

SD reminded the Presidents that a part of the funds ARISF (www.arisf.org) received from the IOC was made available to member IFs for training judges and coaches. The funds allocated to member IFs were based on a 4-year scheme (2009-12), and covered up to 50% of the training costs announced by the IFs. For FAI, a total allowance of USD 6'600 per year had been approved. SD explained that the grant paid in year N+1 was based on reports from year N, that funds were not transferable year by year, and that it was therefore important to take advantage of this system by providing the FAI Headquarters with purpose-oriented budgets. At this stage, only IPC and CIVL were benefitting from this funding, but other Air Sports could also be part of the system. Before the beginning of the next 4-year cycle, SD would provide the Presidents with a explanations on how to take advantage of it.

9.2 Sportcal Major Events Guide

During the last ASC Meeting, JMB had informed the Presidents about the opportunity the FAI had to promote future Championships and open bids to external potential hosts through the Sportcal Major Sports Events Guide. On 8 July, each ASC President had received a form to submit content for the 2011 edition of the Guide. Unfortunately, only 4 ASCs had responded in spite of reminders! The consequence was that we could not provide data to Sportcal in-time, and that we were losing credibility. The FAI Headquarters would however make their best to select events and provide information to Sportcal for publication. JMB invited the Presidents to take a more active role in the future.

SD confirmed that the Guide was very much used within the sports industry, and that it was a real mistake to miss such opportunities, especially at a time where several ASCs experienced difficulties in receiving bids for Championships. He added that it was not necessary to provide all information listed in the forms, but that silence was for sure not an option.

9.3 Voting Procedures at the General Conference

In view of the problems encountered at previous Conferences when counting votes, the Board had tasked the FAI Headquarters with checking the voting procedures available in the FAI Statutes and By-Laws. It appeared that the voting procedures had not been correctly applied during the last few years and that the ASCs had voted on items they were not allowed to :

- FAI Statutes

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- FAI Members (new members, temporary members)
- (Dis)Establishing permanent or temporary bodies
- FAI President of Honour / Cancellation of FAI Companionship
- Extraordinary General Conference
- Dissolution of FAI

The Board had therefore decided that, from 2010 on, we would abide to Statutes and By-Laws; explanations would be provided at the beginning of the Conference.

PCM expressed his surprise to hearing this information and wondered why the Statutes had not been properly applied. PP explained that the FAI Constitution was rather complicated, but pointed out that, even though everybody had access to the Constitution, nobody had identified these problems : Each of us therefore carried a part of the responsibility. As Commissions had not an "FAI Member" status, they therefore could not have the same powers on all legislative issues. JCW commented that, as the Constitution had been revised ten years ago, the intention was to give the same rights to NACs and ASCs, but that the wording had not been properly checked. HM observed that ASCs had voting rights through NACs, and that they therefore had to better communicate with their Delegates.

9.4 Agreement with NAC Italy – Settlement of World Air Games 2009 financial issues

GW expressed his concerns about the agreement negotiated with NAC Italy, that allowed Italy "to buy" additional votes at the Conference.

PP reminded the Presidents that the Conference 2009 had put pressure on the Executive Board to find a suitable solution to solve the financial problems with the Organising Committee of the World Air Games 2009 (LOC). Legal advice had been sought and our lawyer had strongly recommended not going to court, as it would have been an expensive and time-consuming process, with no guarantee of success. Together with former Secretary General Max Bishop, PP had therefore entered into discussions with the LOC and NAC Italy, making the NAC aware of their responsibilities in case of problems with FAI events. Discussions resulted in the NAC Italy coming back with a proposal to compensate the debts. The proposed arrangement had already been brought to the attention of ASCs in May 2010. The proposal had been ratified by the Board of Aero-Club of Italy, but was still pending approval by the FAI General Conference. The additional 15 votes Italy would receive were the direct consequence of their proposal to be temporarily upgraded to the status of a Category 1 FAI Member; this situation would only be valid for 2010 and 2011.

GW asked about the situation of the software and tracking equipment received from the LOC. SD confirmed that software and hardware had been delivered to the FAI Headquarters, but that resources had not yet been available to evaluate the system. RMH expressed his regrets that the inflatable pylons and scoring system used for the Microlight events had not been part of the deal. PP reminded him that CIMA had never showed any interest in this equipment; it was an unfortunate miscommunication problem, but it was now too late.

9.5 Commission Presidents Forum

SD reminded the Commission Presidents that each of them would have a 5-minute slot during the Conference to report on their activities. He invited them not to read their annual reports, but to focus on the main projects, problems and solutions they had encountered since the last Conference.

Electronic presentations or videos should be provided as promptly as possible to JMB.

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9.6 Miscellaneous

Mr. Jürgen Knüppel, new CIMP President, briefly introduced himself : Former Flight Surgeon at the German Air Force – Glider pilot and Flight Instructor – He had been active in accident prevention and human factors training – He invited the Commission Presidents to contact him, should they have any question on medical aspects.

Mr. Bernald Smith congratulated our new Secretary General for his rapid assimilation of the world of Air Sports and reminded the Presidents that CANS and EnvC needed more delegates and an increased attendance.

10. Date and place of next meeting

Probably May 2011, but might be changed by the new FAI President and Executive Board.

PP thanked all Commission Presidents for their attendance and support during his years of presidency. He invited the Presidents to continue supporting the new FAI President, the new Executive Board and the FAI Secretary General.

On behalf of all Presidents and in his position of the senior Air Sport Commission President, JCW expressed his thanks to PP for his presence and involvement during his six years of FAI presidency.

END