



*Fédération
Aéronautique
Internationale*

Minutes

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

held in Lausanne (SUI)
on Saturday 7 May 2011
at the Maison du Sport International

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1. FAI President's Introduction

The FAI President John GRUBBSTRÖM opened the Meeting at 09h00 and welcomed the FAI Air Sport and Technical Commission Presidents in the Maison du Sport International, the new home of FAI Headquarters.

The FAI had to continuously face new challenges, new Board Members had been recently elected and were bringing new ideas and the FAI President therefore invited the Commission Presidents to share ideas and express opinions in a constructive spirit.

2. Roll-Call

(In brackets are the abbreviations used throughout the minutes whenever referring to a specific person)

President :

- John GRUBBSTRÖM FAI President (JG)

Executive Board Members :

- Alvaro de ORLEANS-BORBON FAI Executive Director (AOB)
 - Robert CLIPSHAM FAI Executive Director Finance (RC)
 - Robert HENDERSON FAI Executive Director (RH)
 - Otto LAGARHUS FAI Executive Director (OL)
 - Beat NEUENSCHWANDER FAI Executive Director (BN)
 - Stéphane DESPREZ FAI Secretary General (SD)

Air Sport Commissions (ASC)

- John ALDRIDGE FAI Hang Gliding & Paragliding Commission (JA)
 - Johann GUTMANN FAI General Aviation Commission (HG)
 - David HAMILTON FAI Rotorcraft Commission (DH)
 - Michael HEUER FAI Aerobatics Commission (MH)
 - Richard MEREDITH-HARDY FAI Microlight Commission (RMH)
 - Eric MOZER FAI Gliding Commission (EM)
 - Segismundo SANZ FERNANDEZ de C. FAI Astronautic Records Commission (SSF)
 - Bob SKINNER FAI Aeromodelling Commission (BSk)
 - Jean-Claude WEBER FAI Ballooning Commission (JCW)
 - Gillian WINTER FAI Parachuting Commission (GW)

Technical Commissions (TC)

- Alfons HUBMANN FAI Amateur-Built & Exp. Aircraft Comm. (AH)
 - Michiel KASTELEIJN FAI Aviation & Space Education Commission (MK)
 - Jürgen KNÜPPEL FAI Medico-Physiological Commission (JK)
 - Bernald SMITH FAI Environmental Commission (BSm)
 - Lars HOLMSTRÖM FAI Comm. on Airspace & Navigation Syst. (LH)

Apology for absence :

- LEE Jonghoon FAI Executive Director
 - Henk MEERTENS FAI Air Sports General Commission
 - Graeme WINDSOR FAI Parachuting Commission

In Attendance :

- Jean-Marc BADAN FAI Sports & Development Director (JMB)

3. Commission Reports

Starting with a "round-the-table" consultation, the FAI President invited each Commission President to briefly report on their latest activities, on-going projects and concerns for the near future.

John Aldridge / President of the FAI Hang Gliding & Paragliding Commission (CIVL)

The CIVL was healthy in terms of activities, competitions and income – On-going concerns about airworthiness of paragliders : Top competitors were reluctant to accept constraints on material – The main concern was a lack of consultation with the CIVL Bureau and Subcommittees from FAI, a feeling of top-down management where the Commission was being ordered rather than consulted.

Hans Gutmann / President of the FAI General Aviation Commission (GAC)

HG was new to this group – GAC's main task was to establish new rules for Precision and Rally Flying – The Air-Navigation Race (ANR) had been recently approved as a new competition : ANR would be a big step into the future and provide the public with a more attractive competition – HG expressed the hope that the ANR would also attract new, younger participants to FAI competitions.

David Hamilton / President of the FAI Rotorcraft Commission (CIG)

The CIG was in a healthy condition as well – A new scheme for proficiency badges had been approved and would soon be introduced; DH however expressed concern on how badges would be financed – A new Internet competition would be implemented later this year – CIG was constantly working on new competition tasks that would be more attractive to public and media.

Mike HEUER / President of the FAI Aerobatics Commission (CIVA)

Three aerobatic championships had been scheduled in 2011 in ITA, CZE and POL – FAI Officials had been selected according to strict internal rules to provide the best judges as possible, but the main concern was the ageing of many officials : The priority was to recruit and train new judges – CIVA was experiencing a new significantly new reduction in the number of participants in spite of the improving economic situation – CIVA was currently working on a new aerobatic world series : Shorter events, top pilots, more dynamic and attractive for public, media and sponsors; contacts had been established for having first events this year in UAE, CHN and LAT.

Dr. Segismundo SANZ FERNANDEZ de CORDOBA / FAI Astronautic Records Commission (ICARE)

Attendance in ICARE annual meetings was increasing – The main concern was the relationship with the International Astronautical Federation (IAF / www.iafastro.com/) : The FAI had a seat and a vote at IAF, but IAF had no significant interest in FAI activities – As the FAI had not been represented at the last IAF meeting, SSF expressed concern that FAI record activities would be put aside; SSF would appreciate receiving support from FAI to improve presence at IAF – Considering the imminent retirement of the Space Shuttle, SSF expected ICARE activities to be lower within the next few years.

Richard MEREDITH-HARDY / President of the FAI Microlight Commission (CIMA)

The FAI World Microlight Championship would take place this year in ISR – In spite of a significant increase of pilots' interest, no Paramotor Championship would be held in 2011 : Paramotor Championships were relatively expensive to organise and CIMA therefore had difficulties in finding out bidders – CIMA was currently considering the possibility of reducing the costs of FAI Officials – The new Continental League Cup would be introduced later this year – Paramotors has been included in the sports program of the Asian Beach Games and the FAI had appointed him as Technical Delegate to the Organising Committee – Morale within CIMA was quite low : Little or no consultation from the FAI HQ or Executive Board; expectations in relation with the website and the FAI Sporting Licence Database had not yet been met.

Eric MOZER / Representing the President of the FAI Gliding Commission (IGC)

The IGC held its plenary meeting in March in Lausanne with 38 countries represented – The IGC was in a healthy financial situation – Cooperation with OLC (On-Line Contest) was good – A series of Qualifying Grand Prix had been successfully held worldwide, and the final would take place this year in Wasserkuppe (GER) – Bids for the 2012-13 Grand Prix Series had been opened – 3 World Championships would take place in 2011 – The IGC Bureau had submitted a request to the Executive Board for developing and funding a new tracking system that would contribute to improving the exposure of sports; the system might be shared

with other Air Sports – The centenary of gliding would be celebrated later this year in Kitty Hawk (USA) – Negotiations with a potential sponsor for the Sailplane Grand Prix were temporarily on standby.

Bob SKINNER / President of the FAI Aeromodelling Commission (CIAM)

Aeromodelling was very active and had championships on all continents – A major problem was the cost of shipping models to competitions – The CIAM Bureau was currently evaluating the possibility of retiring some competition categories, especially as new categories such as jet models, indoor aerobatics or freestyle helicopters were becoming more and more successful – CIAM had sound finance, with main revenues derived from sanction fees and sales of medals – Since the last plenary meeting in Lausanne, USA unfortunately was not represented anymore within the CIAM Bureau – BSk expressed the feeling that NACs were getting more attention than ASCs and that the support from FAI HQ was lowering – BSk however asked SD to convey thanks to the FAI Staff for their work, efforts and patience, especially as CIAM was sometimes slow in responding – The recent website breakdown was a major problem – CIAM was ready to cooperate, but BSk asked for cooperation instead of confrontation.

Jean-Claude WEBER / President of the FAI Ballooning Commission (CIA)

The CIA had had a successful plenary meeting in JPN, which had been unfortunately interrupted by the earthquake – In spite of the CIA presence in Asia this year, participation from Asian countries remained disappointingly low – Major developments within CIA were the first Women Championships held in 2010 and the recent approval of new Junior Championships : These new competitions were a positive step; JCW expressed his hopes that they would counteract the generally decreasing participation and help recruiting young pilots to FAI competitions – The content of airship competitions had been improved to be more attractive for the public and media – The CIA was experiencing more and more difficulties in finding qualitative organisers : The FAI and CIA should explore new ways for encouraging new event organisers in new countries – The CIA was trying to change its performance bond system, but strong resistance came from some delegates who, at the same time, were also working as event organisers – The CIA Loggers project was successful and appreciated by competitors : The financial scheme adopted would allow covering investment costs.

Gillian WINTER / Representing the President of the FAI Parachuting Commission (IPC)

In accordance with its strategic plan, the IPC had initiated a project for providing immediate scoring at competitions – The new Scoring & Judging System would be tested at some 2011 competitions and officially implemented in 2012 – An “FAI Official Supplier” agreement was close to be signed with the company providing the system – The IPC was concerned with the current relationship with Flying Aces Ltd and disappointed that only Paraski was on Flying Aces’ production program this year – The organisation of the Parachuting Mondial 2012 had been awarded to Dubai (UAE) – The next Mondial would be held in 2014 : One bid had already been declared and 2 potential hosts were working on a possible bid – The new safety statistical and reporting tool was now available – Main IPC concerns : The way that delegates had been removed from lists by the FAI HQ; the current website situation and the lack of clear explanation; the relationship between the IPC and FAI HQ / Executive Board (too much top-down, too much energy spent); the increasing Parachuting activities in Asia outside of FAI/IPC.

Alfons HUBMANN / President of the FAI Amateur-Built and Experimental Aircraft Comm. (CIACA)

AH had been elected as the new CIACA President three weeks earlier – Aircraft building activities were more focused on national levels and it was therefore difficult to foster activities at the international level – CIACA however succeeded in participating in the World Air Games 2009 and had been active in developing rules for solar-powered World Records - These experiences represented a good basis for developing future activities and potential competitions that might attract young people to aeronautical activities.

Lars HOLMSTRÖM / President of the FAI Commission on Airspace & Navigation Systems (CANS)

Country representation at the last plenary meeting had been too low (only 10 countries) – It was difficult to promote FAI/CANS key policy : *“Keep airspace as free as possible for Sport aircraft - The sky is our arena, and our arena is in danger”* – LH expressed concern that a lot of new technologies were too costly for sport aviation – Future Satellite Navigation and ADS-B technologies were offering attractive features, but their implementation was too slow – CANS was important for FAI - As a group, we should better work together to promote our requirements for future systems that should 1) Improve flight safety and facilitate access to airspace, 2) Be simple to operate and provide the functions offered by new technologies and 3) Be available at low price for the benefit of the whole FAI community – FAI Technical Commissions needed to understand

better what the FAI expected from them – Considering the complex environment with lots of technical words and acronyms, CANS had developed and published a glossary of terms.
(see : www.fai.org/airspace_navigation/documents).

Michiel KASTELEIJN / President of the FAI Aviation & Space Education Commission (CIEA)

CIEA had had a successful meeting a week earlier with 9 countries and 2 ASCs represented – CIEA's scope was much wider than only air sports - The theme of the 2011 FAI Young Artists Contest was "50 Years of Human Space Flight" (see results at www.fai.org/education/young_artists_contest/winners) - CIEA Delegates had decided to continue the "Why Fly ?" project, a tool that would help NACs and ASCs promoting aviation and space activities through a series of "Q&As" on a wide variety of aviation-related themes; each Commission would soon be invited to assist in providing content – Another CIEA project was to completely review and update the educational material available on the web – As recent research had shown, the young generations were showing more and more interest in aviation and space history, new material would be developed for NACs, ASCs, teachers and parents – MK finally pointed out the need for increased attendance from FAI member countries and more cross-reference and interaction with ASCs.

Dr. Jürgen KNÜPPEL / President of the FAI Medico-Physiological Commission (CIMP)

CIMP was currently working on the following main themes : Medical certification for Air Sport Pilots / Flight Safety / Anti-doping Panel - CIMP had also been involved in the analysis of the doping case the FAI had been made aware of in January 2011 (Ref. : Minutes of the FAI Executive Board Meeting of 6/7 March 2011, item 3.1b) – This unfortunate case showed that : - Anti-doping issues sometimes had highly political implications - The FAI needed to be more pro-active - FAI Competitions should be used as a platform to inform and train competitors on anti-doping procedures - Handling of anti-doping issues could vary a lot from countries to countries - Better cooperation should therefore be sought with National Anti-Doping Organisations (NADO).

JK asked the ASC Presidents to immediately contact the FAI HQ and CIMP when they became aware of a doping case – FAI HQ and CIMP were here to help : ASCs and NACs should not hesitate to ask for support and advice – JK thanked SD and Mrs Rouillon for their competent and efficient administrative support.

JA and RMH asked about the situation with out-of-competition testing : SD explained that the FAI had to stick to WADA rules and would have to be fully WADA-compliant by the end of the year, including out-of-competition testing – The WADA European Office was located at the MSI and meetings were held on a regular basis – WADA had realized that Air Sports had different needs from other sports : The Director of the European WADA Branch was open to discuss and find adequate solutions; each IF had a possibility to influence WADA, but clear requests and proposals had to be submitted – The out-of-competition testing pool would be put in place later this year, but with a simplified system and in full coordination with WADA – ASCs and competitors would of course be duly informed as soon as the testing pool was implemented - Out-of-competition testing would be managed through the SportAccord Anti-Doping Unit on behalf of the FAI.

JK asked each ASC President to support FAI's anti-doping effort within their Commissions – FAI's main mission was to determine the best athletes in each sport; our competitors therefore needed to be "clean" – As WADA rules were rather complex, the FAI needed to provide legal and medical advice to ASCs, NACs and competitors - Communication was again a key-issue : The FAI had to improve information and training of Competitors, ASCs, NACs and Event Organisers on anti-doping issues, but each of these partners should also immediately contact the FAI in case of doubt or problems relating to anti-doping – GW suggested including a mention to anti-doping and TUEs in the entry form for each FAI Competition.

JCW asked whether CIMP would be in a position to help ASCs identifying risks in the various sports (back problems, etc.) - JK positively answered : As any other Technical Commission, the CIMP was here to provide assistance to ASCs and NACs; he would be keen to activate CIMP's network to address specific questions raised by ASCs.

Bernald SMITH / President of the FAI Environmental Commission (EnvC)

Dr. Michael Goth, the former President of the FAI Environmental Commission, unfortunately lost his life in a glider accident last year : He had been the initiator of the FAI Environmental Code of Conduct available at www.fai.org/environment/code_conduct - The problem of future aviation fuels had been raised by NAC Norway, and a survey had been recently sent to each NAC, inviting them to report on the fuel situation in their respective countries – The EnvC was looking for some fuel experts, including outside of Europe – The

FAI had to provide guidance to NACs, ASCs and Event Organisers on how to comply with environmental issues – BSm expressed his thanks to Mrs Rouillon for her valuable support.

4. FAI Strategic Plan Actions

The objective of this agenda item was to provide background information on the Strategic Plan Actions initiated by the new Executive Board. The relevant Executive Directors would make presentations, and then the Presidents would be consulted and invited to share their views. JG expressed his hopes that the presentations and discussions would be held in a constructive spirit. The presentations would be provided as appendices to the minutes.

As the staff structure at the FAI Headquarters didn't seem to be clear to each President, JG invited SD to explain the current staff situation before the presentations would start :

FAI Headquarters Staffing			
Sports Department		Jean-Marc BADAN	jmb@fai.org
	ASC Meetings & Coordination	Rodric NERI	rni@fai.org
	Competitions	Christine ROUSSON	christine@fai.org
	World Records	Marcel MEYER	record@fai.org
Communication (incl. website)		Faustine CARRERA	communication@fai.org
Members & Services (incl. FAI Members, Technical Commissions, Anti-Doping, Expert Groups)		Ségolène ROUILLON	members@fai.org
Administration & Finance		Cosette MAST	cosette@fai.org

First persons of contact within the FAI HQ should therefore be :

- For all Air Sport Commissions (including CIACA) : Jean-Marc Badan (or R. Neri in case of absence)
- For all Technical Commissions : Ségolène Rouillon

4.1 **FAI Finance & Reporting Task Force (FRTF)**

(Ref. : Appendix 1 – FRTF Report)

RC reported on the progress achieved by the FRTF and provided detailed explanations on the proposals the FRTF had submitted to the Executive Board.

- a) Budget Guidelines (Ref. : App. 1, page 5 + documents distributed during the meeting) : Budget items listed in the draft "Budget Guidelines and Calculation Spreadsheet" had been based on the information available in current ASC budgets – The content of this document would be checked for adjustments after this meeting – Some budget items were not relevant to each ASC and would therefore be left blank – Detailed guidance would be provided to ASCs - Figures entered in Part 3 of the document would be automatically entered in the consolidated FAI Budget – Should a President identify other revenues or expenditures not yet mentioned in the draft document, he should promptly report to the Finance Director.
- b) Budget Approval Process (Ref. : App. 1, pages 6ff) : RC pointed out that a budget approved by an ASC Bureau would also be acceptable - RMH observed that budgets approved by the Bureau outside of the ASC plenary meeting might prevent a Commission from including new ideas and projects discussed and approved during a plenary meeting - SD replied that budget approval by ASC Delegates was not an FAI By-Laws requirement : Delegates should approve the budget principles and empower the Bureau to prepare and finalize the budget. In addition, budgets were not engraved in stone : Should an ASC come up with a new project at the plenary, or set priorities on another project, then a proposal should be submitted to the Executive Board - RH illustrated this possibility by mentioning the proposal the IGC had recently put forward to the Board for funding a new tracking system project that had not been included in the annual budget - AOB

added that, once an ASC Bureau was convinced that a project had to be done quickly, then budget procedures should not prevent the ASC to make proposals to the Board and go ahead.

- c) Expense commitment (Ref. : App. 1, pages 9ff) : The proposed expense approval process would only apply to expenses exceeding CHF 4'000, or below CHF 4'000 if not included in the budget – Currency : FAI consolidated budgets and accounts would be provided in CHF; some flexibility would be allowed to ASCs having their accounts in EUR or USD – Swiss VAT : Explanations on VAT procedures would be provided in time for preparing the 2012 Budget – Approval of expenses : Should less than 3 competitive bids be available for an expense exceeding CHF 10'000, or should an ASC recommend the most expensive option, then the ASC would have to justify its recommendation and explain the reasons; the Board would consider the arguments before making a decision, or would ask the ASC for additional clarification – Electronic documents: In order to save time and streamline decision processes, electronic documents would be used as far as possible; the Presidents should however accept that, in some cases, original documents had to be provided for legal requirements – JA expressed his concerns that this new expense commitment procedure would be bureaucratic and put additional burden on volunteers – “Per diem” expenses : The Board would further discuss this question; approval would be needed by fiscal authorities; while the principle was generally accepted for a small number of staff, it might be more difficult to get such approval for application to a large number of persons spread over the world.
- d) Conclusion & Final FRTF Statement (Ref. : App. 1, pages 13ff) : On the basis of today's consultation, the FRTF would prepare its final recommendations to the Board – The 2012 budgeting process would then be launched in July this year.

JG thanked RC and the FRTF Members for their work – He invited the ASC Presidents to promptly come back to RC if they had additional questions or comments on the budgeting process.

4.2 Regional Vice Presidents (RVP)

(Ref. : Appendix 2 – RVP+FNR)

OL introduced his presentation by referring to the FAI General Conferences of 2007-08, at which some NACs had raised questions relating to issues such as governance or airspace – The Conference had approved the creation of the FAI Strategic Task Force (STF) – The RVP/FNR project was one of the outcomes from the STF – The Executive Board's intention was clearly not to “regionalize” the FAI, but to introduce a new management tool similar to that which many other international organisations, such as IFALPA or IATA, had already established in order to be closer to their member organisations and to improve communication, promotion and recruitment – Regional Vice Presidents (RVP) would be nominated by the countries belonging to each region and elected by the General Conference – National Representatives (FNR) would be nominated by NACs and appointed by the Executive Board – On the basis of two consultations (Today : Commission Presidents / 25-26 August : NAC Presidents), the Board and the Statutes Working Group would finalize the principles for discussion and adoption at the Conference 2011; elections and appointments would take place at the General Conference 2012.

Discussion :

- a) Costs : JA pointed out that the proposed RVP scheme would involve costs that didn't exist in the past – JG answered that the RVP system would be based on volunteers – OL's initial cost estimate was for some CHF 28'000 per year.
- b) Status of ASC Presidents : RMH asked whether the ASC Presidents would lose their FAI Vice President status; if yes, he pointed out that losing this title might render their work more difficult as the function of ASC President was not always correctly understood – OL confirmed that ASC Presidents would lose their FAI Vice President status - The Board was aware of this, but OL and JG stated that the Board's intention was not to devalue the position of ASC Presidents : The fact was that some NACs were currently diluting the “FAI Ambassador” position of Vice Presidents, and that changes were needed to improve efficiency – RH reminded the Presidents that, as the new FAI Logos had been introduced, the IGC had been the only ASC to adopt the name “FAI Gliding” (without using the word “Commission”); the title “President FAI Gliding” was therefore now appearing on his business card, which was easier to understand – JA and GW expressed their concerns that ASCs would lose status, that they didn't see the link between RVPs and ASCs, and that the RVP scheme seemed to be too NAC-oriented – OL explained that, to do their job, RVPs would report to the Board, would be in contact with the FAI HQ and receive information from FAI and ASCs on a regular basis.

- c) Voting Rights : RVPs would not have any voting rights at the General Conference, but would have the possibility to attend Conferences to ensure that they better understood FAI activities and to help build up their network.

Concluding his presentation, OL invited the Presidents to provide him with further comments and ideas : He was open to considering additional options as long as they would contribute to moving the FAI towards a new era, going outside of the current mould and allowing the FAI to be more pro-active for better developing Air Sports in all parts of the world.

4.3 Proposal for Technical Commissions

(Ref. : Appendix 3 – Technical Commissions)

After a brief analysis of the current situation (App. 3, pages 3 to 9) and a detailed explanation on how expertise could be better used within FAI (App. 3, pages 13 to 16), BN presented the proposals put forward by the Executive Board :

- Change the FAI Amateur-Built & Experimental Aircraft Commission (CIACA) from a Technical to an Air Sport Commission;
- Create a system of 10 FAI Expert Groups to cover important themes (Safety, Regulation, Aviation Medicine, Education, Airspace & Navigation, Infrastructure, Environment, New Technologies, Marketing & Communication, Information Technologies);
- Integrate the existing 4 Technical Commissions in the new Expert Groups.

Before opening the discussion, JG praised the excellent base of knowledge available within the FAI, but expressed his regrets that many experts were not sufficiently involved. Some NACs had already expressed their concerns about the costs and efficiency of the current Technical Commission system. There was therefore a need for revitalizing the expertise available within the FAI, making a better use of talents, improving our ability to react to questions and new problems with “whistleblowers” listening around, and providing better services to NACs, ASCs and Air Sport Persons.

Discussion :

- a) Conversion of CIACA into an ASC : AH confirmed that CIACA would appreciate this change and would be glad to cooperate with the other Commissions - The general feeling was in favour of this move provided the objectives and scope of duties of the “new” CIACA were clearly defined to avoid overlapping the responsibilities of Commissions.
- b) Involvement of ASCs within Expert Groups : RMH observed that the examples shown in the presentation did not provide clear information on how ASCs would be involved in Expert Groups – BN explained that, while communication flows between ASCs and TCs were not sufficient within the current system, the Commission Presidents' Group meeting would continue to serve as a communication platform between ASCs and TCs. He expressed his hopes that ASCs would propose experts for appointment in Expert Groups. The need to create new Expert Groups to deal with important themes that had not yet been dealt with had been recognized, however, as it would not be possible to have 10 large Expert Groups representing each FAI country and each ASC, the Commissions would have to set priorities and determine in which Expert Groups they wanted to be represented.
- c) Costs of Expert Groups : Reading a statement prepared by Dr. Saundby, JK pointed out that costs of Expert Groups would be significantly higher, and that those costs would be transferred from the NACs to the FAI. He expressed his doubts that CIMP Delegates would accept and be motivated to have a lower status as “Experts” and continue to pay travel costs themselves to attend meetings – MK invited the Board to not underestimate the power and value of the volunteers willing to work within the current Technical Commissions.
- d) Top-down vs. Down-up management : MK pointed out that the proposed “Expert Groups” system would be exclusively a “top-down” system, not allowing Delegates to bring suggestions. The democratic and creative input from Delegates bringing ideas forward was missing – BN explained (see slide 13) that input could also come from the base-level (NACs) – LH observed that, during the last few years, there had never been a proposal or decision from a Technical Commission. Today's move was very interesting, the proposed system would allow more input from various bodies to address specific issues; he was in favour of this change – JCW asked how routine work such as the management of the Young Artists Contest would be dealt with by an Expert Group ? BN answered that, in this particular case, there wouldn't be any change : The FAI HQ would continue sending out information and gathering paintings from the NACs; the only difference

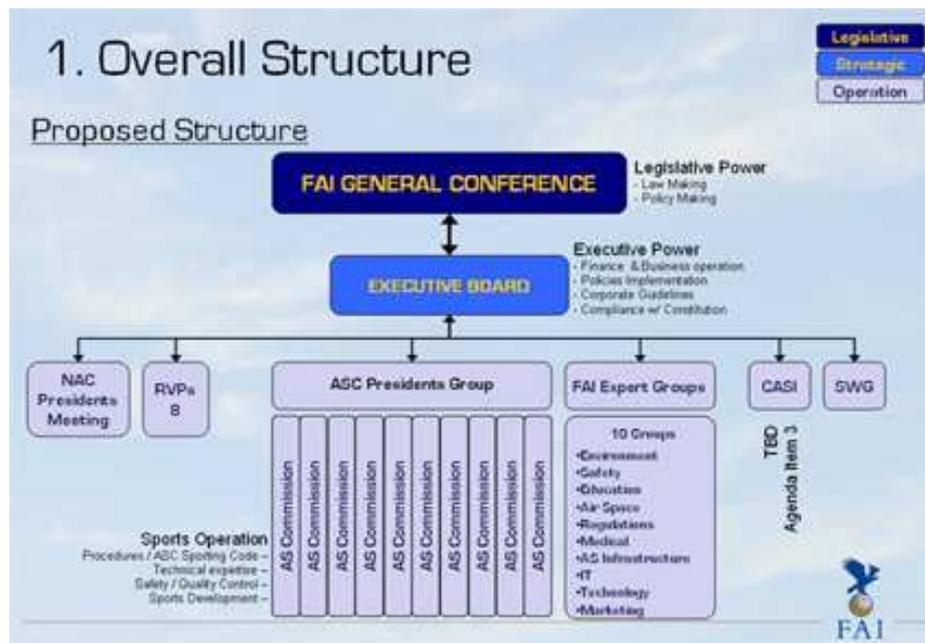
would be that, once a year, an Expert Group smaller than the whole CIEA, would meet to judge the paintings - MK confirmed that this administrative routine was already in place.

Concluding the discussion, BN confirmed that there was a need for streamlining processes and improving the FAI's ability to better coordinate efforts, work and expertise. He took note that CANS had shown interest in switching to the Expert Group system; while Expert Groups dealing with new themes could easily be created, the Board would however consider the possibility of keeping a "hybrid setup" allowing some Technical Commissions to be maintained.

4.4 **Proposal for FAI Structure & CASI**

(Ref. : Appendix 4 – FAI Structure & CASI)

JG introduced the Presidents to the proposals the Executive Board had made on the FAI Structure, on the role and future status of CASI, and on decision-making processes within FAI Commissions.



- a) FAI Structure (App. 4, pages 1 to 8) : The updated structure proposed by the Board would allow a better separation of responsibilities between the legislative body (General Conference), the executive body (Executive Board) and the operational level consisting of the “management tools” available to deliver the duties derived from the FAI Constitution and FAI Strategic Plan. With this structure, NACs would be directly involved at each level through their voting powers at the General Conference, the election of the Executive Directors and the election of RVPs, Delegates to ASCs and NAC Presidents meetings, and the appointment of Experts.
- b) Role and Future Status of CASI (App. 4, pages 9 to 13) : Considering the discussions that had already taken place at previous General Conferences, there was a need for redefining the role and structure of CASI. Two possible evolutions had been taken into consideration :
 - An “Updated” CASI where all sports-related CASI duties would be transferred to the Commission Presidents’ Group, and where Sports Strategy would be coordinated by the Executive Board and the Commission Presidents’ Group;
 - A “Transformed” CASI of which ASC Presidents and RVPs (tbc) would be ex-officio members, and which would have the same duties as today’s CASI except for appeals;
 - In both evolutions, an independent Board of Appeal would be created.

Discussion : DH supported the transfer of appeals to a new, independent Board of Appeal – RMH did not have the impression that the proposed structure would simplify the current situation – Even though everybody agreed that CASI was not as efficient as we would wish, JA needed to be further persuaded, in particular on how the Board of Appeal would be constituted – JCW basically agreed that it was high time to reconsider the role of CASI and that it would make sense for the Commission

Presidents' Group to deal with Air Sports matters such as the Sporting Code General Section; as the Statutes Working Group would be tasked to work on these proposals, he would however bring further thoughts at a later stage in order for the Board to finalize its proposals.

- c) Decision-Making Processes within FAI Commissions (App. 4, pages 14 to 17) : JG shared with the Presidents some of the ideas that had been discussed within the Board to streamline decision-making processes while respecting democratic rules, better exploit synergies and share experiences, shorten ASC meetings by reducing their administrative workload and allowing them to better focus on strategic issues. These ideas included :
- Empowering ASC Bureaux to make decisions
 - Simplifying and harmonizing ASC Internal Rules
 - Organizing an "Air Sports Week" before the General Conference

Discussion : BSm confirmed that the hosts of the General Conference would welcome a larger number of participants, in particular giving a critical mass that would be more attractive for potential sponsors – JA objected that reducing the length of CIVL meetings would mean more work outside of plenary meetings (which would be rather difficult for volunteers) and need new working processes within his Commission – CIMA having already a 2-day meeting only, it would be difficult for RMH to further reduce the length of annual meetings; on the other hand, he feared that giving more power to the Bureau would reduce the level of democracy – The idea of having a full week of meetings with all Commissions would be a significant change and might bring a positive result. However, SSF invited the Board to further evaluate the consequences such a change would have on costs (some Delegates would stay a longer time at the "united" event) and on the loss of motivation and prestige in representing their countries some Delegates might feel; on the other hand, the proposal had not yet addressed how the current structure would be bridged with the new one – JG replied that having ASC meetings during the same week as the Conference would reduce travel costs, as many Delegates were attending both events – The "united" event was basically a good idea, but EM expressed his doubts about practical aspects such as, for example, the availability and workload on the Secretary General and his staff if all meetings were held at the same time – For JA, it was important to have sportspersons included in decision-making processes, which would not be the case anymore if decisions were left to Bureaux – JCW replied that giving power to a body didn't necessarily mean that the power would be used : If needed, some decisions would still be made at the plenary meetings, but giving more decision power to the Bureaux would also provide them with some more flexibility and reactivity.

4.5 FAI Championship Structure – An Integrated FAI Sports Strategy

(Ref. : "Appendix 5 – FAI Championship Structure")

After having re-stated the Goals of the FAI Strategy that served as basis for the proposed revision of FAI Championships structure (slides 4 to 8), RH listed some of the most important issues that should be addressed and improved in the future :

- Branding of FAI and Championships (integrated approach across ASCs)
- Presentation of Sports (story-telling, marketing value, profile of top competitors)
- Visibility of our events
- Attractiveness of our event for potential partners
- The value of cat. 2 events not sufficiently exploited
- Control of FAI and ASCs on FAI-sanctioned events

The second part of the presentation then focused on the proposed 4-tier structure of competitions (slides 12 to 21) :

- a) Prestige Events (FAI World Air Games, IWGA World Games and other multi-sport events) : The FAI Headquarters would keep the overall control on the management and definition of the format of these events – ASCs would control the sports themselves, provide rules and select competitors – Both FAI HQ and ASCs would have a joint responsibility for managing these events in an efficient way – On the basis of the experience of the World Air Games 2009, good coordination and communication between FAI HQ and ASCs through Liaison Officers was essential.
- b) Classic Events (World and Continental Championships, FAI 1st cat. Events) : The responsibility for controlling these events would remain by ASCs, but with the support of FAI to improve

coordination with NACs and Event Organisers. Discussion : The IPC was in favour of the "Mondial" concept (multi-discipline championship) – CIVL, CIMA and CIA would consider an increased number of continental championships as part of the development of their sport – CIA was experiencing more and more difficulties in convincing NACs to follow the FAI policy on championships – More time would be needed to further explore and discuss the role, responsibilities of FAI and ASCs, and the level of support that should be provided by the FAI HQ.

- c) Marketing Events (e.g. World Series) : This new category of events would allow the development of new products specifically designed for the market and the generation of new revenues. Discussion : Many series were currently organised outside of FAI; GW wished the FAI to be more active in promoting FAI values and persuading event organisers to ask for an FAI-sanction – JA didn't see any opportunity for CIVL to take part in such Marketing Events : CIVL had been successful in developing its 2nd category events, including the pilot-controlled Paragliding World Cup - The question of creating a commercial company to develop and market our sports and competitions was raised : Unfortunately, LJ had not been in a position to travel to Lausanne to elaborate on his views – AOB explained that, as a non-profit organisation with strict accounting and fiscal rules, it was not easy for the FAI to negotiate and conclude commercial deals; LJ's idea was to create a commercial company that would deal with all commercial aspects and bring new capital. Previous experience from within and outside of FAI had shown that we needed to be nimble, to have the competent persons to do the work by ourselves, and that it might be easier to encapsulate commercial activities into a separate entity owned by FAI – SD explained that other IFs had explored various internal and external ways of doing this. The first critical step was however to get the capital and investors required to initiate the process, hire specialists, develop technologies and products, and then go to the market – RMH expressed his feeling that the FAI did not have the required know-how to initiate this process internally - JCW would welcome any initiative that would allow creating such a company; he also invited the Board to think about the possibility for the FAI to start organising events itself – More work was needed on this new category of events, but "Marketing Events" would basically not affect the traditional 1st Category "Classics Events".
- d) ASC Challenges (slides 18 to 20) : The current 2nd category events would become the key element for developing Air Sports and attracting grassroots – Each 2nd category event would receive a specific label (Gold, Silver, Bronze) that should encourage competitors to progress from regional to international competitions. Discussion : CIVL would not be able to work with this scheme without losing significant revenues; CIVL already had a ranking system and JA recommended keeping rules and conditions as simple as possible at this level of competitions – CIMA was implementing a Continental League relying on national championships : It would be too complicated and expensive to impose additional conditions, unless clear benefits could be provided to organisers and competitors – The FAI should develop a clear message explaining to the event organisers what values and advantages they would receive when adhering to this scheme - RH took note that some further work would be needed on the "ASC Challenges" concept to clarify the proposed labels and minimize the conditions required to reach each label.

Apart from official competitions, the FAI should also consider the possibility of recognizing and promoting events such as Air Sports festivals, airshows or recreational events as they might play a significant role in educating the public, providing more visibility to our sports and help recruiting future competitors.

RH thanked the Presidents for their contributions and concluded that, while the principles of the proposed 4-tier structure of FAI competitions had been generally well perceived, some more work was needed to better define the "Marketing Events" and the "ASC Challenges".

5. FAI Information Technology Infrastructure – Update & Future Development

(Ref. : Appendix 6 – IT Infrastructure)

SD provided detailed information on what had happened over the last few weeks with the FAI Website - All Commission pages were back on-line, but it would still need some time until all links and documents have been checked and re-established - Payments through PayPal were now available and had been tested with

CIVL - A quick consultation feature not requiring any login was now available to consult the FAI Sporting Licence Database – The very unfortunate situation with the website allowed learning important lessons for the future in terms of infrastructure (maintain and keep it up-to-date !) and software development (use best practices and properly document applications and software).

SD then informed the Presidents about the development work that had been undertaken to progressively put all external databases under a same roof (Unique ID principle), provide a new website (including password-protected Intranet and Extranet sections) and new collaborative tools – Three development phases had been planned :

- Phase 1 (end of July) : New public website – New password-protected Intranet – Collaborative tools
- Phase 2 (tbd with future IT Expert Group) : New Extranet including pilots' registration system
- Phase 3 : Expansion of web services in close cooperation with future IT Expert Group.

The use of collaborative tools would not be mandatory : ASCs and/or Working Groups would still have the possibility to continue using e-mails to exchange documents if they so wished – A live demonstration website would soon be opened to ASC Webmasters for checking content and functions – A new IT Expert Group would be launched by the end of May/beginning of June, and ASCs would be invited in proposing experts.

Discussion : JA pointed out that the website breakdown had done a lot of damage in terms of pilots' confidence towards FAI/CIVL – BSm mentioned the possibility of using on-line virtual meetings; they would not replace physical meetings, but this powerful tool might contribute to reducing costs – RMH raised the question of the FAI HQ being able to read all documents and correspondence exchanged within ASCs : Some "privacy" should be provided, otherwise the risk would be high that ASCs continue using other communication tools - AH however observed that collaborative tools and social networks would not significantly improve internal communication, but that good and direct communication was the most important thing.

6. Report from SportAccord Convention

JG, SD, and partially JMB, had attended the SportAccord Convention in London – The FAI had therefore been represented at the annual meetings of SportAccord, ARISF and IWGA – Several other meetings had been held with entities such as, for example, The World Games 2013 Organising Committee, Sportcal, Flying Aces Ltd or Yellowbrick – Discussions showed that more and more cities were looking for short events – High interest had been showed to World Series such as Canopy Piloting, Aerobatics or Paragliding Aerobatics.

7. World Air Games 2013

JMB informed the Presidents that, considering the difficulties in getting firm commitments from bidders, the schedule of the bid process had been adjusted - The second phase of the bid process had been opened on 1 April and bidders invited to submit their draft bid book by 31 May – Evaluation visits and consultation with the bidders would take place in June/July – Bidders would then have to provide their final bid books by end of July – A final decision was expected at the end of August 2011.

8. World Games 2013 - Cali

Since the last General Conference, NAC Colombia had helped establish contacts with the Head of the Colombian Air Force – Coordination work on PR and media issues had been initiated with the Cali Organising Committee (sports presentations, videos) – The IPC, CIVL and CIAM had appointed Liaison Officers – The IWGA had confirmed the IF Passport (Canopy Piloting : 36 athletes / Paragliding Accuracy : 36 athletes / Indoor AeroMusicals : Up to 6 demonstration pilots / Up to max. 22 FAI Officials) – Full support

for using the Cali Air Force Base had been received from the Commander of the Columbian Air Force – JMB was sharing information with the Liaison Officers on a regular basis – A coordination meeting with the IPC and CIVL Liaison Officers would take place in May or June to prepare a draft competition schedule and submit the “ideal” venue layout to the Organising Committee.

According to the latest information received from the Cali Organising Committee, the provisional schedule for FAI Athletes and Officials was as following :

- Official Arrival Day : 30 July 2013
- Official Training Day : 31 July
- Competition Days : 1 to 3 August
- Reserve / Optional Competition Day : 4 August
- Official Departure Day : 5 August

9. Future of Air Sports with EASA Rules

LH thanked the Board for having added this item on the Agenda; he stated the current situation as being : Many new technologies were being implemented - Electric motors and light jet engines would soon become a reality for light aviation – New licensing rules were expected – New instrument technologies and avionics were emerging, but mainly governed by the airline and business aircraft industry – More and more non-certified services and navigation aids were available on mobile phones – Certification costs were high – In spite of the demanding weather environment in Europe, live radar images were still not available to aircraft in flight.

LH asked what should be the role of FAI within this complex situation ? Should the FAI just wait for new technologies, or should we take a more active role in the implementation and certification of new technologies, affordable and accessible to sport aviation ? Should the FAI play a role in the development of efficient programs to encourage young people exploring aviation and making their first flight ? LH invited the Board to give guidance and priorities to CANS, in particular if the FAI wished to have more influence on the development of affordable avionics systems for sports aviation.

Discussion : AOB proposed gathering statistics on how simple systems (such as Flarm) were being used, could be certified and legalized once a critical mass would have been reached – AH replied that CIACA and Experimental Aviation were available to test non-certified new systems – HG encouraged the Board to make sure that EASA, which was more focused on commercial aviation, was also considering sport aviation and was made aware of our needs – RMH confirmed that simple, cheaper instruments sometimes were more reliable than expensive panel-mounted instruments - BSm however reminded the Presidents that the FAI had a Memorandum of Understanding with Europe Air Sports (EAS) : We should not by-pass EAS, make sure that EAS experts are better involved, and avoid duplicating efforts and costs.

JG thanked LH for his contribution and confirmed that official contacts with EASA had to be made by the FAI – He invited LH to make proposals to the Board on which elements and themes the FAI should set priorities; the Board would then provide guidance to CANS.

10. Feedback on Today's Meeting

Before closing the meeting, the FAI President invited each participant to express in a few words his feedback on this meeting :

- JK : Very interesting day - A lot of work ahead of us
- MH : Could feel some change of atmosphere – Thanked for the discussions
- JA : Let's continue - We need more communication - Had not yet the feeling that this was “our” meeting
- AH : Thanked for having organised this meeting

- BSk : Positive move towards a consultative process - We have now been involved
- RMH : Consultation was everything – Volunteers were not always able to reply, but they could not reply if they were not asked – FAI HQ and CEO were here to serve FAI Constituent : Renaming the FAI Secretary General into CEO and the FAI Secretariat into Headquarters was a set back
- DH : Consultation now meant something
- GW : Thanked JG for allowing the Commission Presidents to speak and for listening them
- JCW : Saw progress - Including ASC Presidents in FAI decision-making processes was a positive move
- HG : Impressed to see how the Board had initiated steps to make things change and introduce new concepts
- EM : Impressed by the quality of presentations and involvement of the Board Members - Was glad to be part of the process
- LH : Interesting and inspiring day
- MK : Two-way communication established – Thanked for the meeting
- BN : Good meeting – Such meetings were a must to exchange and share information and to better position the FAI
- RH : Big step forward – Thanked everybody for their contributions – The next time, he would try to provide documents in advance to allow time for personal study and preparation work
- RC : Good progress
- SD : The first steps had been taken to implement some of the ideas presented in Dublin – He was satisfied that things were going ahead

The FAI President thanked each participant for the interesting contributions and discussions. He expressed his feeling that we were all moving together in a more clear direction and closed the meeting by wishing a safe trip back home to everybody.

11. Date and place of next meeting

Wednesday 12 October 2011 at the Continental Hotel, Belgrade (SRB)

Appendices

- Appendix 1 – Report from the FAI Finance & Reporting Task Force (FRTF)
- Appendix 2 – Presentation on FAI Regional Vice Presidents and National Representatives
- Appendix 3 – Presentation on FAI Technical Commissions
- Appendix 4 – Presentation on FAI Structure and the Role of CASI
- Appendix 5 – Presentation on FAI Championship Structure
- Appendix 6 – IT Infrastructure

END