

# CIMA Plenary FAI Report



# Main Subjects

- 104th General Conference
- FAI Long-Term Vision
- Short-Term Projects
- FAI Finance & Budget process

# 1 - 104th General Conference

## Statistics

Membership :	2010	2009	New Members
■ Active Members :	85	(84)	Azerbaijan & Ecuador
■ Associate Members :	6	(6)	Mali
■ Temporary Members :	12	(10)	Iraq & Syria
■ International Affiliates :	3	(3)	

## Resignation

- 1 Active Member : Kenya

## Pending Suspension & Expulsion

- 8 Active Members : Indonesia, Ukraine, Georgia, Lebanon, Malaysia, Jordan, DPR Korea, Peru
- 3 Temporary Members: Oman, Suriname, Vietnam

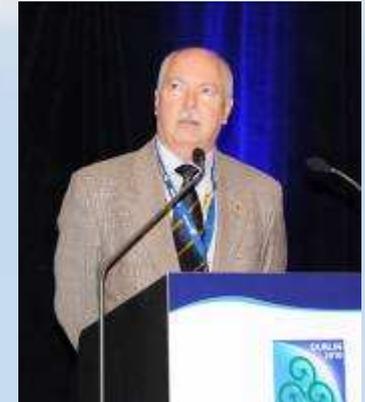


# 1 - 104th General Conference

## FAI President & Executive Board

FAI President : Dr John GRUBBSTROM

- Born in 1948 - Medical Doctor (Aviation)
- President NAC Sweden since 2004
- Balloon Pilot - 3 WAGs - FAI Jury and Judge



Executive Board (left to right)

- Beat NEUENSCHWANDER
- Jonghoon LEE
- Robert CLIPSHAM (Finance)
- Otto LAGARHUS
- Alvaro de ORLEAN BOURBON (Deputy)
- Robert HENDERSON



# 1 - 104th General Conference

## CASI & Status Working Group

### CASI :

- New Delegates : Canada, France, Serbia, Sweden and USA
- Still Members : Australia, Czech Rep., Germany, Switzerland, Spain
- CIMA Proposal : Both proposal tabled
  - Inclusion of "Paramotor": not documented in Minutes
  - "Autogyros": not previously discussed with CIG

### SWG

- CIMA Proposal : Tabled with agreement of CIMA President
- Change of constitution structure
  - Statues to include the fundamental Laws and Principle
  - By-Laws to include Procedural Rules & Matters to conduct business
  - By-Laws to be modified by Executive Board



# FAI Long-Term Vision

# 2 - FAI Long-Term Vision

## Introduction

### Executive Board's Objectives

- Time for Strategic Planning process - 360° Analysis
- Federate all constituents - Same vision
- Propose long-term vision - Approval of General Policy

### Methodology

- Review Vision - Mission - Goal
- Review Constituents and Governance
- Review Strategic Challenges
- Review Trends & SWOT Analysis



# 2 - FAI Long-Term Vision

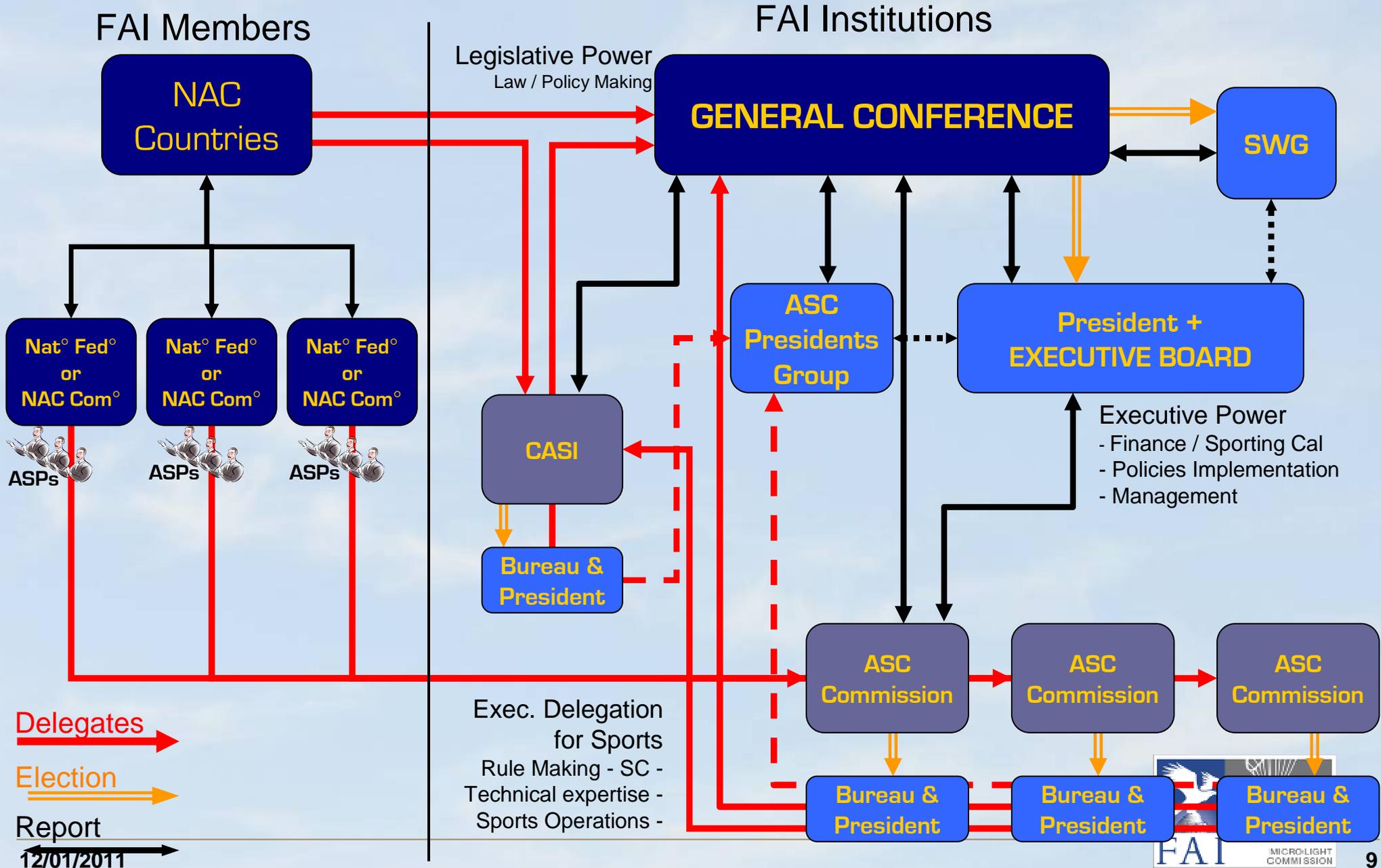
## Mission & Vision

- **Mission** To promote the world-wide expansion and practice of aeronautics through Air Sports, the promotion of their values and their achievements (champions, record & innovation).
  
- **Vision**  
Guiding principles FAI will strengthen its position as the universally recognized World Air Sports authority and strive to ensure that Air Sports become increasingly attractive and available to future generations.

The rest is How or What – expected output / action / consequence



# Constituents / Governance



# Constituents / Governance

## Power Structure: Legislative / Executive / Judiciary

- Permanent Bodies (ASCs) voting member of the Legislative body (GC)
- Permanent Bodies (ASCs) voting member of the Judiciary body (CASI)
- Elected Officials (ASCs) electing Elected Officials (President, EB, SWG, CASI)
- Executive Body (EB) not empowered !!→Decisions making process biased

## Presence of Members at different levels: GC & ASCs

- Communication NAC / National Federations - No incentive
- ASCs approving FAI Strategies & Budget / not reciprocal
- Some decisions at ASC Plenary vs EB or GC :
  - Too Long 1 Year - Decision process conflict→Ex: Logo / Expenses



# 2 - FAI Long-Term Vision

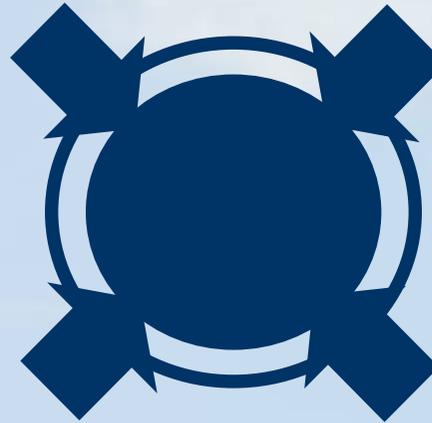
## Goals / Objectives - Proposals



**STRENGTHEN**  
The Organization



**UNITE**  
Our Constituents



**SERVICE**  
Our Constituents  
NACs and ASCs



**PROMOTE**  
Our Sports

**INCREASE PRACTICE**  
Of our Sports

# 2 - FAI Long-Term Vision

## Goal 1 - Strengthen the organization

Provide adequate governance & leadership through institutions

- Revisit structure of Legislative / Executive / Judiciary bodies
- Eliminate conflict of interests and incoherencies at all levels
- Empower delegated Executive Bodies (ASCs) to participate in Management decisions - ASCs Representation and vote at EB Level
- Provide Executive Body (EB) with appropriate Management tools (By-Laws, Budget Control, Reporting responsibilities)

Improve operational structures & time to market response

- Ensure FAI Secretariat - the Operation entity responsible to implement FAI Strategic Plan, under EB responsibility
- Shorten the decision process: policies, conf calls, workflow of documents



# 2 - FAI Long-Term Vision

## Goal 2 – Unite our Constituents

### Restore Confidence, Cooperation and Trust

- Rally everyone behind the same goal: bring people to fly no matter the mean
- Facilitate best practices & platform sharing
- Ensure sense of community (Communication Tool, Resources Sharing)
- “One Big Happy Family”

### Create a “Corporate” image across the board

- Reinforce & enforce “branding and naming policy”
- Develop FAI Guidelines: Competitions, Communication, etc ...

### Facilitate multi-sports events

- Development projects: from art, to aeromodelism, to flying, and maybe parachuting
- WAG Flagship – All together



# 2 - FAI Long-Term Vision

## Goal 3 - Service our Constituents

Dedicate resource to help Sports & Event Management :

- Cross fertilization, best practices, project management
- Marketing, Communication, Legal, Deal making, ...
- IT Services: web hosting, software development, ...

Dedicate resource to help Members and transnational issues :

- Enroll a dedicated Members & Services Manager
- Restructure & Strengthen Technical Commissions: CANs, EnvCom,...
- Allocate budget / use FAI's expertise / Develop adequate projects

Provide environment to deliver these services

- Develop collaborative tool - workflow tool - extranet
- Establish a budget planning and control process for specific projects



# 2 - FAI Long-Term Vision

## Goal 4 - Promote our Sports

Modernize our communication tools and channel:

- Redesign Website → Refocus on “Passion for Flight” and our Air Sports
- Media / Production partnership - Production of Monthly Magazine

Increase the value of our competitions :

- Asset Review - creation of World Series, focus on max 10/15 Events
- Create opportunity for Storytelling, with a year-round presence
- Use of technology for sport presentation: GP Gliding for instance
- Promote Cat 2 Events → Ranking systems (CIVL / IGC Type)

Develop a strong FAI wide Marketing & Communication Program

- Ensure an Overall Branding standard for Cat 1 Events
- Create an “Ambassador” program (ie. Richie McCaw for Gliding)
- Revenue Generation : Equipment certification, Official Suppliers



# 2 - FAI Long-Term Vision

## Goal 5 - Increase Practice of our Sports

Increase opportunities for people to fly or to join

- Youth program, subsidized training (ARISF Fund), volunteer program
- Training / Coaching / Judges development program.
- Youth Olympic Game - Cultural Program

Development / Solidarity programs

- Help to low tier federations / nations - Education resources
- Creation of events / competitions in developing countries

Regional Development program

- Consider Designating a Development Delegate for certain Regions
- Identify & favor opportunities through these delegates
- Focus on ASIA



# 2 - FAI Long-Term Vision

## Action Plan / Priorities 2011 (To be Discussed by EB)

### Goal 1 - Strengthen the organization

- Deliver proposals to improve FAI Institutions & Structure
- Establish EB Working Group for Budget Control & Finance procedures
- Finalize 5 years Strategic Plan in collaboration with STF

### Goal 2 - Unite our constituents

- BRANDING – BRANDING – BRANDING→
- Use WAG 2013 for various Cross-Fertilizing projects: Scoring, Tracking
- Unite all constituents around a same Website and Collaborative Tools

### Goal 3 - Service our constituents

- Initiate closer working relationship between Secretariat & ASCs
- Restructure Technical Commissions - Expertise and Management



# 2 - FAI Long-Term Vision

## Action Plan / Priorities 2011

### Goal 4 - Promote our Sports

- Marketing Analysis, Brand Positioning, Asset Review → Sports Strategic plan
- Develop a new Media Rights partnership deal
- Enhance the use of our Heroes to promote Air Sports
  - Story telling of records (special badge), pioneers - like Solar Impulse or Icare 2
  - Showcase our Sports Persons: “Champion of the month”, ITV, press releases

### Goal 5 - Increase practice of our sports

- Consider a Regional Development program with Asia & South America
- Initiate contact with IOC, Austria and China LOC for YOG 2012 & 2014
- Initiate an “SOS / FAI Kit Aid” program to recycle unused / unwanted equipment and distribute it to emerging Air Sports nations



# FAI Finance & Budget process

# 3 - FAI Finance & Budget Process

## FAI Finance

	<u>1999</u>	<u>2005</u>	<u>2009</u>
FAI HQ Income	1,153,563 CHF	1,374,332 CHF	1,999,975 CHF
FAI HQ Operating Expenditures	1,130,271 CHF	1,367,711 CHF	1,497,078 CHF
Excess of income	23,292 CHF	6,620 CHF	502,847 CHF / 460 000
MSI reserve			CHF
Carried forward			42,897 CHF
Fixed Assets	1,213,409 CHF	2,367,396 CHF	3,541,240 CHF
Of Which - Reserves	589,000 CHF	1,053,319 CHF	1,416,917 CHF
Of Which - ASC Fund Reserves	343,000 CHF	756,991 CHF	943,413 CHF

# 3 - FAI Finance & Budget Process

## FAI Finance

<b>Move to MSI - New Building</b> (Figures in CHF)	<u>Actual Situation</u>	<u>MSI Building</u>
<b>Expenditures</b>	<b>79'584</b>	<b>97'060</b>
Office rental	70'584	
Miscellaneous	9'000	6'500
Interest of Bank Loan		40'560
PPE charges		30'000
Writing off		20'000
<b>Revenues</b>	<b>0</b>	<b>39'840</b>
Rental		39'840
<b>BALANCE - TOTAL COST</b>	<b>79'584</b>	<b>57'220</b>

# 3 - FAI Finance & Budget Process

## Principles

### FAI Management Principles (Statutes)

- FAI Income = Subscriptions + Income from Air Sports activities
- EB responsible for ALL Financial & Accountancy Matters

### Actual Situation

- ASCs Income & Expenses not reported into FAI's P&L
- ASCs Income & Expenses on Cash Basis vs Accrual for FAI
  - ✓P&L not accurate picture of FAI's financials
- ASCs Budget cycle not same as HQ
- ASCs Budgets not approved by EB or GC, nor monitored
  - ✓EB not able to fulfill its duties and to manage financial risks



# 3 - FAI Finance & Budget Process

## EB Proposals

### Accounting / Reporting

- ASCs Income & Expenses on Accrual Basis
- Consolidated Statements with all FAI revenues & expenses
- Analytic Accounting - by ASC (record contribution)

### Budget Control

- ASCs to deliver Budget on same time scale as HQ
- ASCs to agree on and adopt a standard budget format
- Final Approval of ASC Budget to include EB
- Expenditure commitment approval process



# 3 - FAI Finance & Budget Process

EB Working Group / Approved by ASC President

Procedure still to be written

- Process for Budget approval & control
- Expenditure Commitment approval process
- Discussion on potential resource sharing process

EB Temporary Working Group

- 2 EB Members
- 2 ASC Members
- 2 NAC Representatives
- Report by the EB to GC 2011

# 2010 FAI Office Projects

- Headquarters Staffing
- Website
- E-Shop
- Media Arrangements
- Guideline for Competition
- Communication
- Sporting License Database
- Multi-Sports Events



# 4 - 2010 FAI Office Projects

## HQ Staffing

Workload increased dramatically since 2000, and 1990

- Competition administration (OAs, Medals, Calendar, Results)
- Badge & Certificate management
- News projects: Ranking Lists, Cat 2 payment by CB, ...
- ASC Plenary / Development of Technical Commissions
- IT & Website management

FAI office hasn't change much in 10 years

- 2000 = 5,5 Staff
- 2009 = 6,5 Staff (and back to 5,5 in 2010)
- No real direction in job Description



# 4 - 2010 FAI Office Projects

## HQ Staffing

### Staffing Coherence / Increase HQ Service Capacity

- Management by Project / each resource on a dedicated function
- Fill in functions gap (ie. Communication for instance)
- Reduce exposure on day-to-day issues → concentrate on creating value

### Create a dedicated “Sports & Development” department

- Increase capacity to add value to ASCs - New position Sports Manager
- Reduce exposure of JM Badan to “non-sports” activity
- Dedicate Christine Rousson to Competition Administration

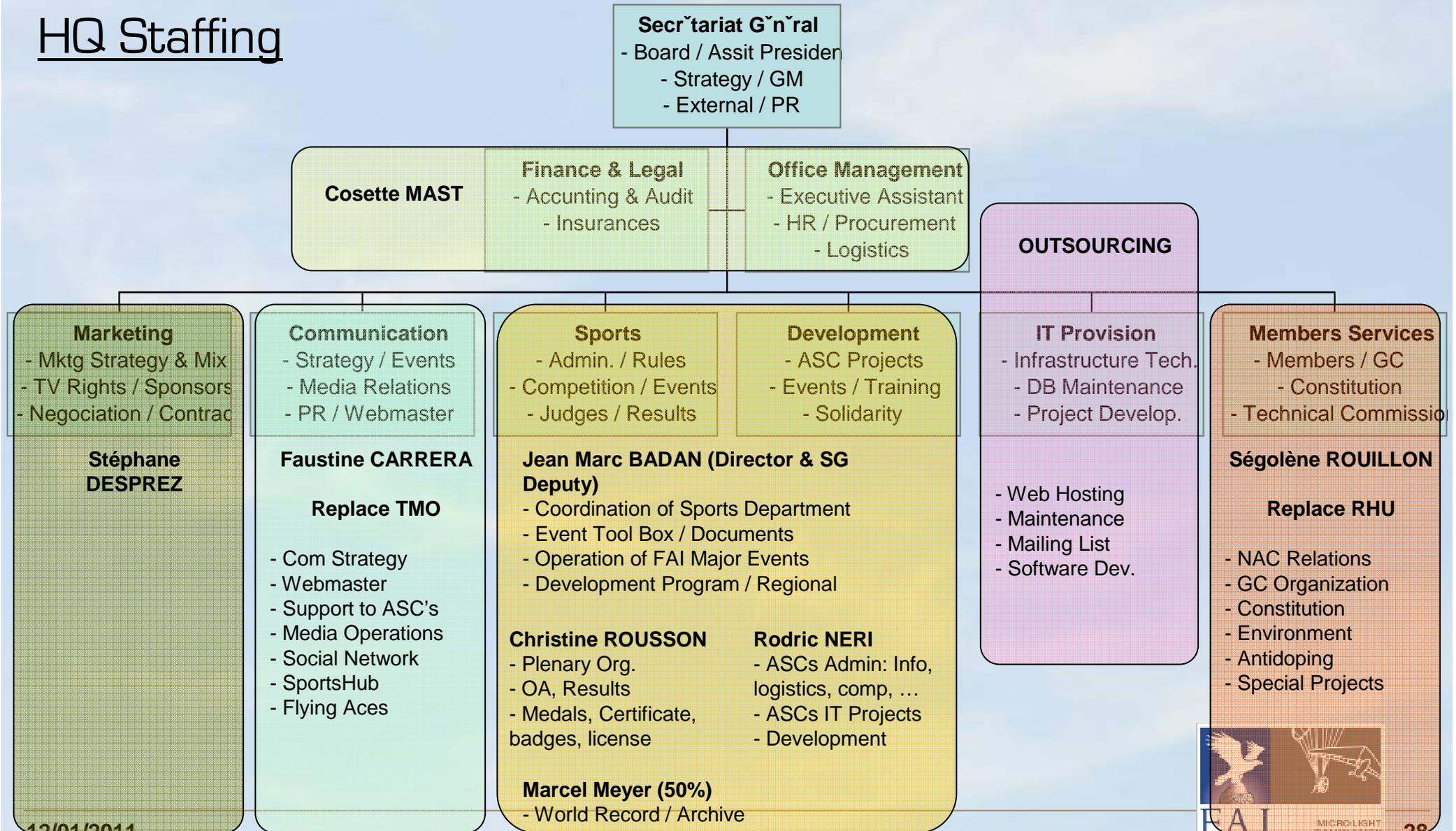
### Create a Membership & External Relationship position

- Increase our capacity to service Members
- Increase our capacity to add value to Technical Commission
- And to follow up on regulatory and environmental issues



# 4 - 2010 FAI Office Projects

## HQ Staffing



# 4 - 2010 FAI Office Projects

## HQ Staffing

**Faustine Carrera**

Communication & PR Manager

- Develop & implement communication and PR strategy
- Manage website, assist & oversee ASCs webmaster
- Manage all media operations and media services
- Promote Federation activities and competitions
- Manage all communication tools: social networks, newsletters, flyers, sports hub, airports.TV, email lists ...



# 4 - 2010 FAI Office Projects

## HQ Staffing

**Rodric NERI**

Sports Manager - ASC Coordinator

- Liaise with ASC bureau to assist in delivering duties. Main ASC point of contact within FAI.
- Follow-up & assist in development ASCs projects: IT, Bid Offer, ...
- Ensures best practices across ASCs - Maintain FAI guidelines
- Organize ASCs plenary (with CR): logistics, presences, documents, ...
- Maintain ASCs documents up-to-date: SCs, Minutes, Rules, ...

# 4 - 2010 FAI Office Projects

## HQ Staffing

**Ségolène ROUILLON**  
Members Services Manager

- Manage relations w/ members: application, nominations, proxies ..
- Organization of General Conference: Agenda, Documents, ...
- Liaise with Technical Commission to assist in delivering duties: CANS, EnvCom, ...
- Organize Technical Commission plenary: logistics, presences, ...
- Manage the FAI Anti-Doping program



# 4 - 2010 FAI Office Projects

## New Website Project

### Actual FAI Website

- Address to many audiences
- Collaborative documents mixed with Public Website

### Questions / Objectives (Federate)

- How to better promote the FAI?
- How to add value to the ASCs ?
- How to facilitate communication between FAI Constituents ?
- How to reinforce FAI's Identity and Brand ?

### Solutions

- Corporate Website dedicated to external public: Fans, Media, Sponsors
- Intranet / Webring of services for ASCs & Working Groups
- Extranet for NACs, Sports Persons,



# 4 - 2010 FAI Office Projects

## New Website Project

### Corporate Public Website

- Center Piece – Sports, Competitions and Records
- Design - Aim – Make people dream, be attractive
- Story Telling – Pilot of the month, Record of the Month
- Interaction – Video, Facebook, Twitter ...
- THE Air Sport Portal of Information
  - Calendar, Results, Archives
  - Pilots biography
- Integration of existing technology
  - Results Management and Publication
  - Tracking Systems & Ranking Lists



# 4 - 2010 FAI Office Projects

## New Website Project

### FAI's Intranet

- Facilitate communication within FAI's Working Entities
- Provide easy to use management tools (Wiki Type)



Agenda



Contact  
Management



File Sharing  
& versioning



Tasks Management



Resources  
Management

- Use of simple Web-Ring services instead of complex infrastructure

# 4 - 2010 FAI Office Projects

## New Website Project

### FAI's Extranet

- Tools for NAC provide & share data: delegates, addresses, etc ...
- Tools for Athletes provide & share data: bio profiles
- Tools for Competitions Organizers
  - Electronic Entry forms / Link to Sporting License
  - Results management (feed into FAI Website)
  - Standard Website for Competition
- Documentation Center
- Dedicated development at ASCs Request (ie. IPC Safety)
- Sporting License Database



# 4 - 2010 FAI Office Projects

## New e-Shop

### Goal

- Promotion of FAI merchandise
- Service to Members, ASCs
- ... and Organizers

### Address

- <http://fai.officialshop.ch>

### Launch

- General = 1st October
- Password (NAC, ASC, Organizers) = 1st December



# 4 - 2010 FAI Office Projects

## New e-Shop

### Regular Products

- Textile (Polo, T-Shirt, ...), Caps, Polaire, ...
- Usually better quality and less expensive :
  - Caps @ 15 CHF
  - Long Sleeve Shirts @ 55 CHF

### NEW

- Female cut & Customization (w/ ASC Logo)
- Order pins, badges, stickers, etc ...
- Organizers Kit - Customization
  - Flags / Windflag / Banners
  - Security Yellow Vest



# 4 - 2010 FAI Office Projects

## Media Arrangement / Flying Aces

### Situation Update / Performance (2008 Series)

- 265 millions households reached in 2009 in 50 countries
- 2008 Series sponsored by Breitling (not 2009 = less events)
- Offer to include footage provided by organizers vs Local Rights
- Never refused to void rights for local broadcaster

### Feedback from previous meetings

- IPC encouraged to follow that direction - IPC Media Liaison officer
- IGC, CIVL and CIAM were happy with results
- CIMA not satisfied at all (see RMH's paper)



# 4 - 2010 FAI Office Projects

## Media Arrangement / Flying Aces

### Issues

- All Air Sports not treated equally
- Actually no obligation

### Principles Discussed with Flying Aces

- Media rights open for anyone to film an FAI Cat 1 Event
- Subject to a Media Accreditation process (on-line registration)
- If Event part of the planned TV Series – 2 Possibilities
  - Footage required in return for Accreditation, Rights & Guarantee that event will be showcased in Series
  - Event directly produced by Flying Aces



# 4 - 2010 FAI Office Projects

## Media Arrangement / Flying Aces

### Next steps with FAL

- Accred. & Enforcement procedures -> Impact (ASC Input)
- Meeting with FAL following GC -> November 15th
- Objective -> in place for 2011

### Next steps with “Accredited” rights holder

- Envision collaboration for distribution of images
- FAI Web TV - News Clip - Annual Awards



# 4 - 2010 FAI Office Projects

## Guidelines for FAI Competitions

### Basis

- Concept of “Media Guide” proposed in 2004
- Needs expressed at the “2006 Seminar for Event Directors”
- Further development - J.-M. Badan & BE Fonsell

### Objectives

- Facilitate access to information on FAI First Category Events
- Provide practical tools, references, guidelines and services
- Share experience & standardize presentation of competitions

### Target

- Potential hosts & Event Organizers
- FAI Members, ASCs and FAI Staff



# 4 - 2010 FAI Office Projects

## Guidelines for FAI Competitions

**Guidelines for FAI Competitions**  
Ver. 0.0 (on 1 October 2010)

**Table of Contents**

1. Introduction
  - 1.1. Foreword by the FAI Secretary General
  - 1.2. Words of support by the ASC Presidents
  - 1.3. Why Guidelines for FAI Competitions
  - 1.4. How to request a password.
2. General Presentation of FAI and Air Sports
  - 2.1. Organisation of FAI
  - 2.2. "About FAI"
  - 2.3. Statutes
  - 2.4. By-Laws
  - 2.5. Sporting Codes
  - 2.6. Introduction to each air sport
3. FAI-sanctioned competitions
  - 3.1. Introduction to sanctioning
  - 3.2. Types of Competitions
  - 3.3. Sporting Calendar
  - 3.4. Introduction to Fees
  - 3.5. Naming of Competitions
  - 3.6. Rights
  - 3.7. Organiser Agreement
4. Bidding Procedures for FAI First-Category Events
  - 4.1. General procedures
  - 4.2. Competitions available for bidding
  - 4.3. Content of Bid Documents
  - 4.4. Deadlines
  - 4.5. Basic requirements
  - 4.6. Requirements specific for each competition (venue, infrastructure)
  - 4.7. Bidding & Sanction Fees, Deposit
5. Registration Procedures for FAI Second-Category Events
  - 5.1. General procedures
  - 5.2. Registration forms
  - 5.3. Sanction Fees
6. Administrative Procedures
  - 6.1. Documents & Material provided by FAI to Event Organisers
  - 6.2. FAI Competitions Medals
  - 6.3. FAI Corporate Identity and use of logos / Competition Logo

Table of contents Page 1

**Guidelines for FAI Competitions**  
Ver. 0.0 (on 1 October 2010)

**4.7.3. Ballooning CIA Fees (FCE)**

	Hot Air Balloon	Hot Air Airship	Gas Balloon	Rozler Balloon
Deposit	CHF 10'000.00 - 20'000.00 (actual amount will be decided by the CIA)			
World Air Games	CHF 10'000.00 - 20'000.00			
World Championships	CHF 5'000.00 - 10'000.00	CHF 1'000.00 - 1'000.00	CHF 1'000.00 - 1'000.00	CHF 1'000.00 - 1'000.00
Continental Championships	CHF 2'000.00 - 3'000.00	CHF 500.00 - 1'000.00	CHF 500.00 - 1'000.00	CHF 500.00 - 1'000.00
Coupe Gordon Bennett	CHF 1'000.00 - 1'500.00			
Other Category One	CHF 1'000.00 - 2'000.00			

**References:**

CIA Sanction Fee Structure (2001)  
<http://www.fai.org/ballooning/loabocs.asp>

CIA CIA First Category Event Sanction Procedures, Version 6/01, March 2001 / Chapter 8 / paragraph 14.3 Sanction Fee structure  
<http://www.fai.org/ballooning/loabocs.asp>

CIA Minutes of the Annual Meeting of the FAI Ballooning Commission (CIA), Lausanne, 12 and 13 March 2010.  
<http://www.fai.org/ballooning/loabocs.asp>

in Fee, Deposit (FCE) Page 16

**Guidelines for FAI Competitions**  
Ver. 0.0 (on 1 October 2010)

**6.3. FAI Corporate Identity and Use of Logos**

**6.3.4. "General purpose" competition logo from FAI**

**When/Deadline:** Before any official use or communication

**Who:** Organiser

**To whom:** FAI Secretariat

Organizers of FAI-sanctioned events who do not wish to develop their own specific competition logo may obtain a "general purpose" competition logo from FAI.

Before sending it by email to the Organizer, the FAI will fill in the necessary details relating to the specific competition on the right-hand side of the logo.

**References:**  
FAI Styleguide: Visual Image of FAI  
Ver. 3.0 / 17 February 2008  
[http://www.fai.org/fai\\_online\\_styleguide/](http://www.fai.org/fai_online_styleguide/)

6.3. FAI Corporate Identity and Use of Logos Page 20



# 4 - 2010 FAI Office Projects

Communication / Sportcal

Major Sports Events Guide 2011

What is it ?

- An electronic & paper Guide on major sporting events
- An additional opportunity to give visibility to our events
- A service provided by FAI to ASCs free-of-charge ...
- ... for the benefit of us all
- Sportcal agreed to offer an additional page

Issue

- Not much response rate from ASC



# 4 - 2010 FAI Office Projects

## Communication / Sportshub

What is it ?

- A “youtube” channel created through Sportaccord
- It's open to all IFs members of Sportaccord
- We manage what we upload - So don't hesitate to provide us with your videos

Status

- 60 Videos uploaded
- 115 “friends”
- 14200 videos viewed

<http://www.youtube.com/airsportschannel>



# 4 - 2010 FAI Office Projects

## Sporting License Database

### Concept / Objectives

- Centralized Sporting License Database
- Allow Event organizers & FAI Officials to check a Pilot's License

### How it works

- Web-based interface
- Restricted Access:
  - NAC to upload data (manual and login sent)
  - FAI Officials or Organizers to access data (manual and login to come)

- <http://sportinglicences.fai.org/>



# 4 - 2010 FAI Office Projects

## Sporting License Database

### Status

■ License Loaded	21	NACs
■ License in Process	8	NACS
■ Trial	7	NACS

### Missing NACs

- Class 2/3 Italy
- Class 4/5 China, Brazil, Finland, Norway, Poland, Spain, Turkey
- Class 6/7/8 Hungary; Korea, Sth Africa, Indonesia, Argentina, Croatia, Israel, Lithuania, Romania, Slovenia
- Class 9/10 Belarus, Chinese Taipei, Egypt, India, Mexico, Pakistan, Portugal, Serbia, Bulgaria, Columbia, Cuba, Ecuador, Estonia, HK China, Kuwait, Latvia, Lebanon, Luxembourg, Malaysia, Moldova, Montenegro, Morocco, Mozambique, Nepal, San Marino, Saudi Arabia, Thailand, UAE, Uzbekistan, Venezuela

# 4 - 2010 FAI Office Projects

## Sporting License Database

### Next Step

- FAI HQ to remind NAC + Send login & manual to Others
- Announce Mandatory during Plenary
- Go “live” on January 1, 2011

### Operations in 2011

- FAI HQ to write a procedure for organizers
- Will need to be flexible (minimize impact on Pilots)
- Lead-Time between end of registration and Competition

# 4 - 2010 FAI Office Projects

## Multi-Sports Events

### IOC Related - Recognized sports

- Asian Games
- South East Asian Games

### IWGA & Sportaccord

- World Games Cali 2013
- Beach Games / Artistic Games

### World Air Games

- Settlement for Turin 2009
- Cancellation WAG 2011
- Launch of Bid Process for 2013