

CÁSTOR FANTOBA

**STRATEGY PROPOSALS
CIVA**

March 2018

CIVA Strategy Proposal March 2018

Before getting into any detailed roadmap or decision making...

What is happening with Aerobatics?

- Fewer pilots
- Traditional financing harder to obtain. Today the pilots pay for all or the majority of the costs
- NACs less centre-stage, CIVA becoming less relevant
- Limited consistent quality media traction globally (even with special efforts failing, such as FAME, WAG...)

If we think -and I do- that we must close the gap of differences with the other motorsports to reach a level in Aerobatics that ensures that the sport is sustainable long-term, we must define and sort out the problems.

What can CIVA do? About financing and the media problem, we must work on new competition formulas, more attractive, that will make room for sponsors. This is in motion, it will take some time, but we will do it. In terms of the structural problems, the solution is not so easy. Further down are some ideas to consider.

In general, implement procedures and structures as seen in other successful motorsports:

- Establish servicer partnerships with suppliers
- Establish agreements with sport promoters
- Establish a communication policy: Every event must have media coverage, and CIVA records of it
- Create a Sponsors brochure, with well-defined sponsoring options and costs
- Organize attractive events, more similar to car races than aero club competitions

And in order to fulfil these points, increment the income to be able to invest in judging, technology, media and other necessary costs.

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Glider Aerobatics

GA Proposal 1

Glider Aerobatics as Olympic Sport

With the aim of putting Glider Aerobatics in the Olympic Games, create a Working Group (WG) to prepare information and study possibilities of how to reach this goal.

Rationale: No air sports in Olympics. Being part of the Olympic family would give us more possibilities to get recognition, credibility, financing, media impact and popularity.

Be part of the IWG is the first step. According to the IOC website, to be recognised by the IOC, a sport must:

- First of all be governed by an International Federation (IF). This is required in order to conform to the Rules of the Olympic Charter and the World Anti-Doping Code.
- In order to develop and promote the Olympic Movement, the IOC may recognise, as IFs, international non-governmental organisations administering one or several sports at world level and encompassing organisations administering sports at national level.
- The Statutes, practice and activities of the IFs within the Olympic Movement must be in conformity with the Olympic Charter, including the adoption and implementation of the World Anti-Doping Code. Subject to the foregoing, each IF maintains independence and autonomy in the administration of its sport.
- It must be practised also widely worldwide and meet various criteria.

After that, the IOC 's Executive Board may recommend recognising the sport so as to be added to the Games Programme, if approved in an IOC session.

We would need to request a formal meeting with the IOC to address the steps needed.
So, we must designate a WG, determine a timeline, and identify “ambassadors” to begin the process.

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Powered Aerobatics

Four distinct actions

1. Category One events – maintain them as the core of the sport. They are our most valuable event, as they cannot be replicated, it is pure sport. It is the exclusive source of a single official world ranking. In addition, start to incorporate the concept of Commercial Teams to meet several objectives:

- Attract more pilots to the heart of the sport
- Attract new sources of funding for competitors and the competition
- Increase income to CIVA by alternative methods (pilot check-outs, super licenses and canons for Commercial Teams...)
- Evolve the competition structure to a format more compatible with media and public
- Use the Championships for the creation of a World Ranking to be used by all stakeholders including Category Two events, media...

And to do this, simplification of the ranking would be key

- Rename Categories
- Gender-neutral ranking
- One World Champion title and one European Champion title

2. Category Two events – this is where we explore new formats of Competition, Management and Dissemination, with technology partners and it can be the testing ground of the future Aerobatic Competitions.

- Formulas, which over time, may evolve into subclasses of Cat One events
- Management by motorsport specialists or organisers with demonstrable experience in the sector
- Dissemination in professional media, using companies or individuals with proven experience
- Search for technical and technological partners (Chrono's, logistics...)

3. Financing

Establish a sponsorship protocol and develop new activities to create new channels of income for CIVA, using its "officiality": Commercial Teams, Official Schools and Manuals, Sponsors...

4. Media

Define media communications objectives, a strategy and appropriate tactics. Define audiovisual production capability and educational outreach of the sport.

https://www.facebook.com/pg/worldaerobatics/posts/?ref=page_internal

CIVA Strategy Proposal March 2018

PA Proposal 1

Change the calendar of meetings from 1 to 4 CIVA meetings per year

Rationale: There is no organisation in the world that works properly with only one meeting per year. We suggest to have four decision-making moments per year, one in person (the existing CIVA meeting) and three virtual meetings.

Definitions

YEAR: In relation to this proposal a YEAR is understood to be the period of time that runs from the first working day following the CIVA meeting, to the final day of the CIVA meeting of the following year.

CIVA MEETING: The annual multi-day conference of CIVA. The CIVA meeting is an “in person” meeting.

VIRTUAL MEETING: Are 10 day-periods where proposals are voted by electronic means (web-based method). A virtual meeting calendar will be published not later than 10 days after the CIVA meeting. E.g.

Virtual Meeting	Proposal submission deadline	Proposal list publication date	Voting commences	Voting deadline
Virtual 1	1 February	4 February	5 February	15 February
Virtual 2	1 May	4 May	5 May	15 May
Virtual 3	1 August	4 August	5 August	15 August
CIVA Meeting	Existing process			

Framework

1-Elections to the CIVA Bureau as usual, at the CIVA Meeting.

2-Report presentation, at the CIVA Meeting.

3- Sequences approval process, at the CIVA Meeting.

4-Rules approval process at the CIVA Meeting *or at the Virtual Meetings*. All approved proposals come into compulsory effect from the 1st of January of the following year, except

1-if they have been implemented for safety reasons, whereby they take immediate effect

2-if the Bureau determines it necessary to be implemented immediately

5-These proposals must be presented at least 15 days prior to the Virtual Meeting deadline it is to be voted at, so comments and amendments can be submitted by other delegates. Proposals will be voted, to be approved or rejected to be modified.

6-The members that are eligible to vote in the Virtual Meetings (as well as their proxies) will be the members that have attended the annual CIVA meeting (in person). If a country has not attended the CIVA meeting, they would not be able to send comments and amendments nor have the right of vote in the Virtual Meetings, during that year.

7-The voting process in the Virtual Meetings will be by web-based.

8-All valid proxies presented in the annual meeting are valid throughout the year at the virtual meetings.

9-For the Virtual Meeting a list of valid proposals will be provided by CIVA to the delegates 10 days before the deadline day of voting. The delegates will be able to vote from the moment the list is presented through to the deadline.

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PA Proposal 2

Decide which philosophy we want to follow in order to define a long-term strategy for the sport.

Rationale: begin to move the sport in a specific direction, but not only with single actions but with defined objectives and strategy:

- 1-No restriction in type of plane for any category, or
- 2-Limit the power/planes in each category

If we choose the **first option**, where any pilot can fly any plane in any category, the differences between categories is down to just the skill of the pilot, in which case it would be logical to have only *one World Champion (Unlimited)*, and *one ranking* (this doesn't apply to YAK WAC as it is a monotype competition, and the Champion is the best in the world in that type).

If we choose the **second option**, we would have different mechanical performance categories so, the best in each category would be World Champion of the category, as it is now in YAK WAC.

The second option is almost impossible and extremely expensive to implement (it is easy to "tune" engines and planes to get better performance. CIVA does not have the knowledge or money to check properly all engines/planes to ensure a fair competition and so our preferred and realistic option is the first one.

So, we propose to vote if we decide to proceed in the future according 1 or 2.

Note: This proposal doesn't mean that we directly cancel the World and European titles in Advanced or the title in Intermediate. This proposal is just asking to choose which model to follow going forward.

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PA Proposal 3

Unification of the Overall of the WAC and EAC Competitions into a single non-gender Overall

Only Overall Individual, no breakdown by men and women. Cancel the title of Women's World Champion, as there is no need for it and there is not a title of Men's World Champion.

Event	Women	Men
2013 WAC	6	46
2014 EAC	5	31
2015 WAC	7	51
2016 EAC	5	35
2017 WAC	0	36

Rationale: It's a sport that is not based on physical strength but on skill. What greater equality can there be therefore that to put it all on a single and level playing ground. This formula is already applied in Glider aerobatics, Advanced Powered Aerobatics and seen in all the main motorsports as well as many other sports such as Formula1 Maria de Villota, Simona de Silvestro, Susie Wolf and Moto3 María Herrera.

Wolff said she was against such segregation, noting that in the main sports where both genders take part together -- sailing, horse riding and motorsport -- there is an external means of propulsion.

"None of those sports come down to just the physical attributes of the competitor," Wolff said. "I am the first to admit that if you put me up against a guy in any kind of physical test, I will not beat him. I have 30 percent less muscle. But I raced and had success my whole career against men, so why would I suddenly want to start racing only against women, in a sport that isn't even segregated? For me that makes no sense."

International New York Times article

INTERNATIONAL NEW YORK TIMES

FRIDAY, SEPTEMBER 16, 2016 | S1

SINGAPORE GRAND PRIX

After its summer in Europe, Formula One returns to Asia this weekend for the season's 15th Grand Prix, racing under the lights on Singapore's steamy Marina Bay street circuit.



Formula One cars racing through the streets of Singapore during the city-state's nighttime Grand Prix, which is considered by many drivers to be the most excruciating physical challenge of the season, as it is run in extreme heat and humidity, under floodlights and around a long, sinuous city circuit.

Why aren't there any women?

Elite racing remains men-only, even with eased physical demands

BY BRAD SPURGEON

When Formula One returned from its summer break for the Belgian Grand Prix on Aug. 28, a series that used to separate the boys from the men suddenly found itself with two teenagers on the grid.

One of them, Max Verstappen, who will be 19 on Sept. 30 and who started in the series last year at age 17, has already won a Grand Prix. The other, Esteban Ocon, will be 20 on Sept. 17, and joined the series at the Belgian race.

But while the series is now integrating teenagers, it's still not including women drivers, even though the traditional physical challenge of man against machine is no longer what it used to be. In recent years, the machines — the cars — have been so transformed that the more experienced drivers say they are physically the easiest they have driven.

The Singapore Grand Prix this weekend is still considered the most excruciating physical challenge of the season, as it is run under floodlights at night in extreme heat and humidity, around a long, sinuous city circuit.

But the Formula One cars of the past required great body strength to cope with G-forces similar to those encountered by jet pilots. The tires grip was huge, steering was heavy and braking was muscular. Since new regulations introduced in 2014, however, with downsized hybrid engines the cars have been so less physical to drive that the racing has become, if not quite child's play, at least accessible for teenagers like Verstappen and Ocon.

And yet, there are still no women driving in the world's elite racing series.

To date, only two women, both Italians, have qualified and raced in the series: Maria Teresa de Filippis, who entered five races in 1988 and 1989 and qualified for three of them, with a highest finish of 10th; and Lella Lombardi, who entered 17 races over three seasons from 1974 to 1976, and qualified

for 12. She is the only woman to score points in Formula One, when she finished sixth at the 1973 Spanish Grand Prix and scored half a point after the race was cut short.

The most recent woman to take to the track was Susie Wolff of Scotland, who took part in Formula One practice sessions while she was a test driver for the Williams team from 2012 until last year. Also in 2012, María de Villota, a Spanish test driver at the Marussia team, had a freak, low-speed accident that caused a serious head injury. She died a year later after a heart attack.

Before her, there was Giovanna Amati, another Italian, who unsuccessfully tried to qualify for three races in 1992. Replacing Amati in the Brabham car that year was Damon Hill, who also failed to qualify the car — though Hill went on to become world champion at the Williams team in 1996.

The fact is that women have never been given a chance to compete at a top team. So without the physical challenge of driving the cars since 2014, the question remains: Why?

"That's the big question and it always has been," Wolff said. "When I was a test driver for Williams, without a doubt I could drive the car. It wasn't physically easy. Women have 30 percent less muscle mass than men. But with hard training and a lot of preparation in the background, I could manage those cars."

"So physically, for me, in the current generation of Formula One, there is no boundary to why a female cannot be competing on the grid," she added. "And I proved that. I did a race distance."

But Jolyon Palmer, a driver at the Renault team, said it was a question of numbers, going all the way back to when drivers take up motor racing as children.

"If you look in karting," he said, "at age 6 or age 10, there is probably one girl for every 10 boys. And when there are only 22 places in Formula One and everybody is fighting so hard to get there, if you have 10 more guys to girls at a lower level then it filters out probably at a higher level as well."

Wolff agreed. "When I was racing in the karting world championship in Braga in 2006, in the qualifying there were over 120 drivers worldwide, and there were

only three women," she said. "And I was the only one to make the finals. You don't have a big enough talent pool."

"Because if you have a thousand little boys starting at various different levels of karting when they are 8 years old and you have maybe 20 girls," she added, "the chances of just one of those girls making it all the way through to the pinnacle of motorsport is very, very slim."

Wolff, 33, has started a program called Dare to Be Different, which is designed to encourage young women to go racing. The group takes school girls to karting tracks to discover go-karting and involves them in competitions and other racing projects.

Nevertheless, she emphasized that it was not just numbers that count, but the quality of the racer.

"Formula One is the pinnacle, it is the elite of motorsport, and to get there you have to be talented, you have to be good enough," Wolff said. "There are different ways to get into the sport, in terms of putting a good sponsorship package together, etc., but once you are there, it doesn't matter how much money you've brought or what your nationality is, you have to be good enough."

Ocon, though, entered the series in the middle of the season at the Manor team to replace a driver whose sponsorship had dried up.

Simona de Silvestro, 28, a Swiss driver who has raced in the United States-based Indy-style series — and who won five races in Formula Atlantic — is now racing in the Formula E series. She was hired by the Sauber Formula One team as an "affiliated driver" in 2014, with a view to racing for the team in 2015. But Sauber then had financial problems and sought drivers who pay for their seat.

I think that we can compete. I have shown in the past that I can be on podiums and things like that," de Silvestro said. "But it's about not getting the opportunity, because the only way in those series — Formula One and IndyCar — to create the opportunity is if you bring a lot of money. And in my case, I don't really have that. We were close to being in Formula One but that didn't happen because of that."

For female drivers, finding sponsorships and building a career are more difficult than for men because of perceptions that racing is not for women.

Claire Williams, the deputy team principal of the Williams team, where Wolff test drove, said that such prejudices was one of the biggest obstacles for women.

"It's a case of role models, really," she said. "Formula One is perceived as a very male-dominated sport. I think that's certainly changed, and it has changed very rapidly over the past few years. And Susie was a real trailblazer in that sense. I know that she inspired a lot of the younger generation to look at Formula One as a serious career opportunity."

"But it's going to take a while for that inspiration to click in and for the people to come up through the ranks," Williams added. "I think it's a generational thing, really. It's going to take us a while to see a female driver in Formula One."

Because the stigma is so strong, women are treated entirely differently than men. "I only ever did one interview in my whole career where I wasn't asked about my gender," Wolff said.

Verstappen, the youngest driver ever to race in Formula One, is the son of Jos Verstappen, who raced in Formula One, and Sophie Kumpken, who was a top international kart racer.

"In general it's more difficult," Verstappen said of the situation for female racers. "I spoke a lot to my mom about it as well, she had to work harder in go-karting compared to some guys who had the same strength. Why in tennis do you have the male tennis and the female tennis? Why don't they combine it? Because if you do it, it's not fair."

Wolff said she was against such segregation, noting that in the main sports where both genders take part together — sailing, horse riding and motorsport — there is an external means of propulsion.

"None of those sports come down to just the physical attributes of the competitor," Wolff said. "I am the first to admit that if you put me up against a guy in any kind of physical test, I will not beat him. I have 30 percent less muscle. But I raced and had success my whole career against men, so why would I suddenly want to start racing only against women, in a sport that isn't even segregated? For me that makes no sense."

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The New York Times. By BRAD SPURGEON 16 September 2016

SPECIAL REPORT: SINGAPORE GRAND PRIX Where Are the Women Drivers in Formula One?

When Formula One returned from its summer break for the Belgian Grand Prix on Aug. 28, a series that used to separate the boys from the men suddenly found itself with two teenagers on the grid. One of them, Max Verstappen, who will be 19 on Sept. 30 and who started in the series last year at age 17, has already won a Grand Prix. The other, Esteban Ocon, will be 20 on Sept. 17, and joined the series at the Belgian race. But while the series is now integrating teenagers, it is still not including women drivers, even though the traditional physical challenge of man against machine is no longer what it used to be. In recent years, the machines -- the cars -- have been so transformed that the more experienced drivers say they are physically the easiest they have driven. The Singapore Grand Prix this weekend is still considered the most excruciating physical challenge of the season, as it is run under floodlights at night in extreme heat and humidity, around a long, sinuous city circuit. But the Formula One cars of the past required great body strength to cope with G-forces similar to those encountered by jet pilots. The tire grip was huge, steering was heavy and braking was muscular. Since new regulations introduced in 2014, however, with downsized hybrid engines the cars have been so less physical to drive that the racing has become, if not quite child's play, at least accessible for teenagers like Verstappen and Ocon. And yet, there are still no women driving in the world's elite racing series. To date, only two women, both Italians, have qualified and raced in the series: Maria Teresa de Filippis, who entered five races in 1958 and 1959 and qualified for three of them, with a highest finish of 10th; and Lella Lombardi, who entered 17 races over three seasons from 1974 to 1976, and qualified for 12. She is the only woman to score points in Formula One, when she finished sixth at the 1975 Spanish Grand Prix and scored half a point after the race was cut short. The most recent woman to take to the track was Susie Wolff of Scotland, who took part in Formula One practice sessions while she was a test driver for the Williams team from 2012 until last year. Also in 2012, María de Villota, a Spanish test driver at the Marussia team, had a freak, low-speed accident that caused a serious head injury. She died a year later after a heart attack. Before her, there was Giovanna Amati, another Italian, who unsuccessfully tried to qualify for three races in 1992. Replacing Amati in the Brabham car that year was Damon Hill, who also failed to qualify the car -- though Hill went on to become world champion at the Williams team in 1996. The fact is that women have never been given a chance to compete at a top team. So without the physical challenge of driving the cars since 2014, the question remains: Why? "That is the big question and it always has been," Wolff said. "When I was a test driver for Williams, without a doubt I could drive the car. It wasn't physically easy. Women have 30 percent less muscle than men. But with hard training and a lot of preparation in the background, I could manage those cars." "So physically, for me, in the current generation of Formula One, there is no boundary to why a female cannot be competing on the grid," she added. "And I proved that. I did a race distance." But Jolyon Palmer, a driver at the Renault team, said it was a question of numbers, going all the way back to when drivers take up motor racing as children. "If you look in karting," he said, "at age 6 or age 10, there is probably one girl for every 10 boys. And when there are only 22 places in Formula One and everybody is fighting so hard to get there, if you have 10 more guys to girls at a lower level then it filters out probably to a higher level as well." Wolff agreed. "When I was racing in the karting world championship in Braga in 2000, in the qualifying there were over 120 drivers worldwide, and there were only three women," she said. "And I was the only one to make the finals. You don't have a big enough talent pool." "Because if you have a thousand little boys starting at various different levels of karting when they are 8 years old and you have maybe 20 girls," she added, "the chances of just one of those girls making it all the way through to the pinnacle of motorsport is very, very slim." Wolff, 33, has started a program called Dare to be Different, which is designed to encourage young women to go racing. The group takes school girls to karting tracks to discover go-karting and involves them in competitions and other racing projects. Nevertheless, she emphasized that it was not just numbers that count, but the quality of the racer. "Formula One is the pinnacle, it is the elite of motorsport, and to get there you have to be talented, you have to be good enough," Wolff said. "There are different ways to get into the sport, in terms of putting a good sponsorship package together, etc., but once you are there, it doesn't matter how much money you've brought or what your nationality is, you have to be good enough." Ocon, though, entered the series in the middle of the season at the Manor team to replace a driver whose sponsorship had dried up. Simona de Silvestro, 28, a Swiss driver who has raced in the United States-based Indy-style series -- and who won five races in Formula Atlantic -- is now racing in the Formula E series. She was hired by the Sauber Formula One team as an "affiliated driver" in 2014, with a view to racing for the team in 2015. But Sauber then had financial problems and sought drivers who pay for their seat. "I think that we can compete, I have shown in the past that I can be on podiums and things like that," de Silvestro said. "But it's about not getting the opportunity, because the only way in those series -- Formula One and IndyCar -- to create the opportunity is if you bring a lot of money. And in my case, I don't really have that. We were close to being in Formula One but that didn't happen because of that." For female drivers, finding sponsorships and building a career are more difficult than for men because of perceptions that racing is not for women. Claire Williams, the deputy team principal of the Williams team, where Wolff test drove, said that such prejudice was one of the biggest obstacles for women. "It's a case of role models, really," she said. "Formula One is perceived as a very male-dominated sport. I think that's certainly changed, and it has changed very rapidly over the past few years. And Susie was a real trailblazer in that sense. I know that she inspired a lot of the younger generation to look at Formula One as a serious career opportunity." "But it's going to take a while for that inspiration to click in and for the people to come up through the ranks," Williams added. "I think it's a generational thing, really. It's going to take us a while to see a female driver in Formula One." Because the stigma is so strong, women are treated entirely differently than men. "I only ever did one interview in my whole career where I wasn't asked about my gender," Wolff said. Verstappen, the youngest driver ever to race in Formula One, is the son of Jos Verstappen, who raced in Formula One, and Sophie Kumpfen, who was a top international kart racer. "In general it's more difficult," Verstappen said of the situation for female racers. "I spoke a lot to my mom about it as well; she had to work harder in go-karting compared to some guys who had the same strength. Why in tennis do you have the male tennis and the female tennis? Why don't they combine it? Because if you do it, it's not fair." Wolff said she was against such segregation, noting that in the main sports where both genders take part together -- sailing, horse riding and motorsport -- there is an external means of propulsion. "None of those sports come down to just the physical attributes of the competitor," Wolff said. "I am the first to admit that if you put me up against a guy in any kind of physical test, I will not beat him. I have 30 percent less muscle. But I raced and had success my whole career against men, so why would I suddenly want to start racing only against women, in a sport that isn't even segregated? For me that makes no sense." Ends.

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PA Proposal 4

Creation of a World and Continental Ranking.

The Sports Body (CIVA) to produce a single World Ranking, as in other sports. No other organization should be involved. It would always be under CIVA criteria and ruling.

Rationale:

- A fairer and more true reflection of the skill level of the pilots
- Easier for the public, media and sponsors to understand the level of skill of pilots
- Good reference tool for pilot selection for other (CAT 2) competitions and events
- The ranking would valid through to the next International competition that would determine the “new” or updated Ranking

The existing category breakdown of the sport is not clear, not for sponsors, not for media nor for the general public. So at least we need to produce a clear and fair classification that makes it easy to understand the status and performance of each pilot. Our core value is the performance of our Unlimited Aerobatic pilots. It is the best and easiest “product” to sell. We must put this into play, and a Ranking is the only way to clarify the present-day mess.

A- if in PA Proposal 2, option 1 has been selected (1-No restriction in type of plane for any category)

We propose a simple and clear Universal ranking format: one for World Championships and one for European Championships: The World Ranking will be the WAC Overall of Unlimited followed by results from the World Advanced followed by World Intermediate competition. The European ranking would be the overall of the EAC followed by the EAAC overall results.

B- if in PA Proposal 2, option 2 has been selected, (2-Limit the power/planes in each category)

Give the name of World and European Ranking exclusively to the Unlimited Category,

-European ranking based on the sum of points obtained by a pilot in Classic plus Freestyle competition in the EAC

-World ranking based on the sum of points obtained by a pilot in Classic plus Freestyle competition in the WAC

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PA Proposal 5

Name change of the Aerobatic Categories

If PA Proposal 2 has been rejected, or PA proposal 2 option 2 has been adopted, then change the name of the categories to simplify comprehension of structures and sport hierarchy:

Acro1 (A1) for Unlimited, Acro2 (A2) for Advanced, and Acro3 (A3) for intermediate.

Rationale: This would be following the format as seen in other motorsports as it is to segregate ability and skills. Public will better understand the categories and skill of pilots, similar to other motorsports classes. This together with the World Ranking defines perfectly and simply each pilot and the level at which they compete.

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PA Proposal 6

Create a “CIVA Certificate of Performance”

To be issued to pilots to provide factual evidence of the pilot skills, to be presented as support information, when proposing to or responding to requests to perform Aerobatic Airshows. This Certificate would be given to all the pilots that have obtained more than 65% in the sum of the scorings in Classic *and* Freestyle in an International Competition or in an official CIVA check.

Rationale: Considering that greater transparency and information reduces risks, provides discipline and recognition of CIVA as a regulator and enhances safety.

Ensure that CIVA is the valid and relevant supervisor for providing standards and criteria.

Putting into play the relevance and importance of CIVA.

Two years ago, the media in various countries reported on the crash and death of a “World Aerobatic Champion” during an Airshow in China. The fact is that the pilot was World Champion in Intermediate Category. These reports have helped to create the negative and misleading perception amongst key stakeholders (sponsors, organisers, regulators...) of the dangerous nature of our sport: *If a World Champion crashes in an air show, just imagine how dangerous it can be.*

Other air show organisers have come under unjustified pressure and scrutiny due to this.

We propose to create a CIVA Certificate of Performance, issued to pilots with proven competency in Freestyle and Classic in the Unlimited Category.

Of course, a pilot can perform Airshows without this certificate, but having the Certificate, will:

- Enable the air show organisers to ensure that they can select pilots with a proven track record,
- Support the pilots competing at the highest level,
- Create a solid link between CIVA and safety, helping the organizers of air shows to choose high-level, reliable, current and safe pilots.
- Increase the number of competitors in the top category. As the request for the Certificate by Air Show organisers increases it will drive pilots to take part in the Unlimited Category European or World Championships.

This Certificate will have a validity of 2 years and can only be renewed by:

- competing in an Unlimited Category European or World Championship or
- attending a Check Session, where two International Judges score flights according to the criteria established by CIVA:

1. CIVA will provide Check teams of 2 international judges, who will visit the Pilot (s) at a suitable airfield to be agreed mutually (base training camp, national event, or similar) to carry out official Check Sessions. The Pilot (s) will pay for all costs relating to travel, accommodation and meals of the Judges, the CIVA Fee, who in turn will remunerate the judges attending.
2. CIVA will have a rating exam comprised of flight programmes for pilots, which will be public and updated yearly. It will include a Free Known Programme, an Unknown Programme and a Freestyle Programme.
3. Each pilot can fly one series of programmes at each Check Session. (1 QFree, 1 Unknown, 1 Freestyle)
4. There is no maximum number of times that candidate pilots can attend Check Sessions.
5. The tariff will be a fixed price for each pilot and will be paid regardless of the outcome of each Check Session.
6. The rating expires on December 31 (of the second year after the Check Session or the Competition, whichever was first).

PA Proposal 7

Introduction of Commercial Teams for World and European Championships

Rationale: The introduction of Commercial Teams aims to make the competition sustainable in terms of number of pilots, financial income and popularity, ... Making the event attractive to sponsors by enabling for multinational teams, which thanks their support, would mean that more pilots are able to compete and give the National Teams “room” to include younger pilots – increasing rotation of pilots on teams. As well, the Commercial Teams will help to finance CIVA and NACs with the taxes generated.

Commercial Teams Proposal – basic structure and rules

Pilots from different countries can be member of the same commercial team. Looking ahead to the team score, they will compete for the same under the same conditions as conventional teams (only consideration would be the Team flags at the ceremony. We could consider that the team flag be that of the country chosen by the team sponsor, or just the sponsor commercial logo flag)

The Commercial team pilots can have access to the International competitions directly without competing in the National Championships of any NAC event, but all its team pilots need to complete a special qualification procedure to be defined by CIVA (Super License). If the Team pilots have competed in their respective NAC national Championship, with a score of more than 65%, a Super License is not needed.

There is a Commercial team fee payable to CIVA per year.

A Commercial or Private Team will be comprised of a maximum of three pilots and a Reserve.

All competing pilots of a Commercial Team should hold a National Federation Licence from a National Air Club or equivalent.

The pilot members of these teams will take part in international competitions with the same rights and obligations of all other pilots from National Teams, opting for all prizes, and if they obtain individual medals, their national flag will be flown. e.g. this is applicable for the selection of figures for the Unknown programmes...

The National Teams selection and entry process is as per their procedures as always.

In addition, we need to:

- Develop Qualification method for pilots pertaining to Commercial teams to grant an International License. (Super Licence given by CIVA)
- Develop an evaluation method and designate CIVA staff
- Create CIVA registration fees for Commercial teams

Calendar

- | | |
|------|--|
| 2017 | CIVA Meeting present concept of commercial teams and present also a draft of its regulation code for consideration |
| 2018 | At the European Championship Commercial Teams are able to participate for the first time opting to both individual and team categories |

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Selection Method Proposed and Tariffs (Super License)

- 1-CIVA selects groups made up of 2 active International Judges, who will visit the Commercial Team at a suitable airfield chosen by the Team (base training camp or similar). The Commercial Team will pay for all costs relating to travel, accommodation and meals of the Judges.
- 2-CIVA will have rating exam comprised of flight programmes for pilots, which will be public and updated yearly it will be a Free Known programme and an Unknown Programme.
- 3-Candidate pilots for the Commercial Teams can request to be tested as often as they want in a year.
- 4-The tariff will be a fixed price for each pilot (not team), and will be paid regardless of the outcome of each rating exam.
- 5- The Super Licenses are issued to the pilots, and expire on December 31 (of the second year after the check or the competition, whichever comes first).

Method of payment of registration Tariffs (proposed)

Registration of Commercial team members are the same as the other participants in the competition in which they will take part.

1. Commercial teams must also pay a Commercial Team Fee (CTF) made up of two parts, one that will go to CIVA and one that goes to the NAC of the participating pilots. Thus, the NACs also are benefiting from the participation of Commercial Teams. The Commercial Team Fee list (price) is regulated by CIVA every two years to enable for greater planning and budgeting stability purposes. This CTF must be collected by the organizer NAC and transferred to CIVA. CIVA will transfer then the applicable to the individual pilots NACs.
2. The payment of this fee will have a deadline beyond which the Commercial team cannot take part in the International Competition without financial settlement, being 2 months prior to each competition
3. The fee will be annual, ending on December 31, and will be valid for all international competitions in which the team will participate in the calendar year it is paid.

Example of Commercial Team Tariffs. (Amounts are indicative only)

A Commercial Team comprised of three pilots +a reserve requests CIVA to be registered and pilots checked, in order to take part into an EAC, WAC or WAG.

The tariffs would be as follows:

- Visit of two CIVA Judges to the Airfield chosen by the Team, which pays all the Judges expenses, Judges fees and 3 super licenses:
 - 3 super licenses: €3.000 (€1.000 per Super License)
 - Judges expenses: estimated at €2.000 (European tickets, 3 day expenses)
 - Judges fees: €1.000 Euro (€500 per Judge, to be booked and processed by CIVA)
- Commercial Team License: €10.000
- Inscriptions in EAC, WAC, WAG, as other Teams, amount set by each organiser.

Suggested distribution of funds:

- Super License money goes to CIVA
- Judges expenses, self-explained
- Judges Fees go to the judges through CIVA process.
- Commercial Team License (€10.000):
 - 70% (€7.000 Euros) go to CIVA
 - 30% (€3.000 Euros) go to the NACs of the Team pilots. If one is French, another is Spanish and the third British, €1.000 go to each of these NACs.

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So, for each Commercial Team income by stakeholder would be:

- CIVA gets €10.000 (Net)
- Judges €500 per flight check
- NACs at least €1.000 per pilot in a Commercial Team (up to as many pilots their country provides)
- Championship Organiser, standard inscription fees

For a Commercial Team comprised of three pilots, the costs of a year of International Competition is €17.000 plus the given Championship inscriptions.

For the Advanced Category, we would apply the same model, adapting the tariffs.

PA Proposal 8

Pilot Representative

Rationale: Pilots are financing all aspects of sport. They need to be somehow represented within the CIVA structure, with voice and vote. Some of the NAC representatives are pilots, but are in CIVA as NACs, not as Pilots.

We suggest to open a vote process between active pilots in international competitions to select a pilot representative in CIVA for 2018. This process could be replicated every year to assure transparency in the representation.

PA Proposal 9

Judge Representative

Rationale: Judges are part essential of sport. They need to be somehow represented within the CIVA structure, with voice and vote. Some of the NAC representatives are Judges, but are in CIVA as NACs, not as Judges.

We suggest to open a vote process between active international Judges in international competitions to select a Judge representative in CIVA for 2018. This process could be replicated every year to assure transparency in the representation.

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PA Proposal 10

Sponsoring policy

CIVA and FAI don't have a Sponsoring model or policy beyond use of brand (brand guidelines). It is well known the issue about the sponsoring of the WAC 2013. A well-known watch brand offered to sponsor the WAC with around 100.000 USD. But the offer was declined due the contract with FAI and Breitling, which was below this amount.

Rationale: We think that the sponsoring policy must be decided for CIVA activities by CIVA. We must redefine with FAI our role in the sponsoring process, taking the lead and with the veto clause to protect the broader interests of our sport.

Example of CIVA Sponsorship Policy

Institutional sponsors

A- Official institutional sponsor

Institutional sponsors shall be understood as those which sponsor CIVA as an organisation, rather than one or more specific events.

CIVA shall not accept any institutional sponsorships which have not been expressly approved by the Bureau.

An institutional sponsor may not automatically veto a sponsor of a CIVA event.

To secure veto rights, the sponsor will need to have signed a sponsorship contract accounting for 90% of the official sponsorship of the event, in the same category as (or higher than) the sponsor it is seeking to veto, for all CAT I competitions on the CIVA calendar for the contract period.

(Unlimited World or European Championships, Advanced World or European Championships, YAK52 World Championships, Non-powered Aerobatics World or European Championships, WAG).

Should a sponsor exercise its veto rights at any Championship, CIVA shall credit the Championship organiser's account with the outcome of the following calculation: the amount corresponding to the sponsorship in question, divided by the number of CAT I events over the year, minus a 10% discount. The purpose is to provide the maximum funding to events so that they can be high standard.

B- Official Institutional Supplier

The official supplier provides materials required for the practicing or management of our sport.

CIVA shall not accept any institutional suppliers which have not been expressly approved by the Bureau.

The supplier agreement includes a cash amount plus a certain amount of material. (See supplier agreement.)

An official institutional supplier may not veto an official supplier of a CIVA event. To secure veto rights, a supplier will need to have signed a supplier agreement which accounts for 90% of official event suppliers for all CAT I competitions on the CIVA calendar for the contract period. (Unlimited World or European Championships, Advanced World or European Championships, YAK52 World Championships, Non-powered Aerobatics World or European Championships, WAG)

An institutional supplier may not veto a SPONSOR of a CIVA event.

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Event sponsors

A- Official suppliers

Cost

10,000 euros in materials (cost price) plus 5,000 euros in cash

Presence

- Third-level presence on signage, programmes and organisational documents.
- Use of the title: "Official supplier of the World Aerobatic Championship 2017"
- Placement of 10 advertising flags within the aerodrome facilities, supplied by the sponsor.
- Placement of 2 1.5m x 3m banners on aerodrome perimeter, supplied by the sponsor.
- Direct link on WAC website/FB
- Logo featured on press releases

B- Mini sponsor

Cost

10,000 euros

Presence

- Third-level presence on signage, programmes and organisational documents.
- Use of the title "Official Sponsor of the World Aerobatic Championship 2017"
- Placement of 10 advertising flags within the aerodrome facilities, supplied by the sponsor.
- Placement of 2 1.5m x 3m banners on aerodrome railings, supplied by the sponsor.
- Direct link on CIVA and Championship's website/FB
- Logo featured on press releases

C- Core sponsor

Cost

20,000 euros

Presence

- Second-level presence on signage, programmes and organisational documents.
- Use of the title "Official Sponsor of the World Aerobatic Championship 2017"
- Placement of 20 advertising flags within the aerodrome facilities, supplied by the sponsor
 - Media Wall
 - Direct link on CIVA and Championship's website/FB
 - Representative presents an award, TBD
 - Logo featured on press releases
 - Brand presence on brief video for social media and sponsor's own advertising (45 55 seconds)
- Placement of 5 1.5m x 3m banners on aerodrome perimeter, supplied by the sponsor.

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D- Pro sponsor

Cost

50,000 euros

Presence

- Top-level presence on signage, programmes and organisational documents.
- Use of the title "Official Sponsor of the World Aerobatic Championship 2017"
- Media Wall
- Placement of 8 advertising flags within the aerodrome facilities, supplied by the sponsor.
- Direct link on CIVA and Championship's website/FB
- Representative to present awards for an entire category, TBD
- Logo featured on 2 press releases
- Brand presence on brief video for social media and sponsor's own advertising (45-55 seconds)
- Placement of 12 1.5m x 3m banners on aerodrome railings, supplied by the sponsor.
- Brand presence on limited edition merchandise

E- Main sponsor

Cost

200,000 euros

Presence

- Top-level presence on signage, programmes and organisational documents.
- Use of the title "Main Sponsor of the World Aerobatic Championship 2017"
- Media Wall
- Placement of 12 advertising flags within the aerodrome facilities, supplied by the sponsor
- Direct link on CIVA and Championship's website/FB
- Representative to present awards for an entire category, TBD
- Logo featured on 2 press releases
- Brand presence on brief video for social media and sponsor's own advertising (45-55 seconds)
- Placement of 12 1.5m x 3m banners on aerodrome railings.
- Brand presence on limited edition merchandise.

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F- Exclusive sponsor

Cost

500,000 euros

Presence

- Name of the World Championships “COCA-COLA World Aerobatic Championship 2017”
- If there is an exclusive sponsor, there can be no main sponsors. Exclusive sponsors only share sponsorship of the event with PRO, CORE and MINI sponsors
- Exclusive presence (along with small logos of the Federation, aerodrome and organising club) on signage, programmes and organisational documents
- Use of the title “Exclusive Sponsor of the World Aerobatic Championship 2017”
- Exclusive Media Wall (along with small logos of the Federation, aerodrome and organising club)
- Placement of 30 advertising flags within the aerodrome facilities
- Direct link on CIVA and Championship’s website/FB
- Representative to present awards in Unlimited category
- Presence on 2 press releases
- Brand presence on brief video for social media and sponsor’s own advertising (45-55 seconds)
- Placement of 100 x 1.5 metre banners on airfield railings
- Brand presence on limited edition T-shirt
- Exclusive customised tower (control)

Indicative budgets:

EAC/WAC	500,000 euros
WAAC/EAAC/YAKWAC	300,000 euros
EGWC/WGAC	150,000 euros

**Note 1: Flags and banners are paid for by the sponsor but produced and placed by the organisation, to safeguard uniformity of advertising material and safety at venue.*

**Note 2: Sponsorship and supply agreements should be drawn up for use at CIVA and to be supplied to NAC having had legal review (FAI legal office?)*

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CIVA Strategy Proposal March 2018

PA Proposal 11

CIVA APPROVED TRAINING CENTER

A project to implement the CIVA quality seal for aerobatic flight schools, or Training Centers recommended by CIVA, in the teaching of sport aerobatics.

Rationale: At present, in most of the specialties of the aerial sport does not count on a regulated education based on quality. The idea of this project is to initiate a standardized “technification” of the schools to reach optimal levels. To this end, the CIVA quality seal, or approved training center, would be awarded to qualifying schools, which would provide them with an added official endorsement.

Likewise, CIVA would see its non-subsidized revenues increased, which are necessary to invest in other activities.

In order to start this project, it is necessary to start with basic teaching manuals, drafted by commissions, sportsmen, or others, that would be owned or produced by CIVA, and which would be periodically updated to adapt to changes in other regulations that affect them, or to the logical evolution of each sports specialty.

CIVA can select “Official” or “Recommended” manuals or books, after reaching an agreement with the writer or rights owner. CIVA would get income from this association, and the book writer would be authorized to use the CIVA quality stamp or the text “CIVA recommended manual” and sell more books to schools and students.

Basic Requirements

A- The minimum requirements for a school to receive the CIVA quality seal would be:

- Belong to a Club attached to a NAC belonging to CIVA
- To be an Aerobatic school recommended by the NAC
- Teaching (manuals and procedures) recommended by CIVA
- The instructors of these schools must have license in the NAC
- All students in training must have a valid NAC license and
- Audits by CIVA staff or delegates
- Pay the corresponding Fee to CIVA

B- Duration of the Quality Seal / Recommendation

- Two years from the date of payment of Fees

C- Advantages for qualifying schools

- Use the CIVA quality seal in your documents / advertising
- Appear in the list of schools recommended by CIVA on its website

D- Advantages for CIVA

- Diversify income
- Increase in income from, necessary to invest in other activities
- Strengthening of the CIVA image by providing official support to schools and clubs of recognized reputation
- CIVA approves texts of specific teaching that it considers appropriate. CIVA receives a percentage of the sale of each book.
- In the same way, the text becomes Official text or recommended by CIVA.

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D- Implantation period

- Immediately following the approval of a regulatory regulation. Implementation in 6 months.

*We estimate an initial number of 10 (ten) requests for “CIVA approved training center” certificates.

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Questionnaire

Please complete the below questionnaire, to help me to understand your views as to the priorities of these initiatives in order to take the sport forward and stop the slow draining of number of pilots, interest and financing and so we can continue to work effectively.

Please rate the proposals by importance to you/your stakeholders from 1 to 3, where 1 you consider a low priority, 2 you consider of medium priority and 3 you consider a high priority to help move the sport forward.

Once completed, please be so kind as to return it to me before 15 April 2018. Thanks!

Proposal	subject	rating
Glider 1	Glider Aerobatics as Olympic Sport	
Power 1	Change the calendar of meetings from 1 to 4 CIVA meetings per year	
Power 2	Decide which philosophy we want to follow in order to define a long-term strategy for the sport.	
Power 3	Unification of the Overall of the WAC and EAC Competitions into a single non-gender Overall	
Power 4	Creation of a World and Continental Ranking.	
Power 5	Name changes of the Aerobatic Categories	
Power 6	Create a "CIVA Certificate of Performance"	
Power 7	Introduction of Commercial Teams for World and European Championships	
Power 8	Pilot Representative in CIVA	
Power 9	Judge Representative in CIVA	
Power 10	Sponsoring policy	
Power 11	CIVA approved training centers	