



INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION

# Workbook Version 12.10.2023 IMGA General Assembly Thursday 16<sup>th</sup> of November, 2023





# AGENDA

## IMGA General Assembly

Date: Thursday 16th of November 2023

Time: 10h00-12h30 (Central European Time)

Place: **The meeting will be held virtually with Zoom and Lumi.**

	Item	Time
1.	Opening of the session	10:00 a.m.
2.	Identification of delegates and confirmation of their authority	10:05 a.m.
3.	Appointment of Scrutineers	10:10 a.m.
4.	Approval of the minutes from the last General Assembly 2022	10:15 a.m.
5.	President's report	10:20 a.m.
6.	Update on IMGA Governance	10:30 a.m.
7.	Management letter & Accounts	10:45 a.m.
8.	Approval of the accounts for 2022	10:55 a.m.
9.	Appointment of the professional auditor for 2023	11:00 a.m.
10.	Alterations to Constitution	11:05 a.m.
11.	<b>Next upcoming event Reports (Time zone order)</b>	<b>11:20 – 12:25 a.m.</b>
	- Taipei & New Taipei City WMG 2025: 15 min presentation + 5 min Q&A	11:20 – 11:40 a.m.
	- Abu Dhabi Open Masters Series 2026 - 10 min presentation + 5 min Q&A	11:40 – 11:55 a.m.
	- Lombardy WWMG 2024: 10 min presentation + 5 min Q&A	11:55 – 12:10 a.m.
	- Cleveland PANAMG 2024: 10 min presentation + 5 min Q&A	12:10 – 12:25 p.m.
12.	<b>Any other business</b>	<b>12:25 p.m.</b>
13.	<b>Place and date of the next General Assembly</b>	<b>12:30 p.m.</b>



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# 1. Opening of Session



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## 2. Identification of delegates and confirmation of their authority



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## 3. Appointment of scrutineers



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## 4. Approval of the minutes from the General Assembly 2022



# **IMGA Annual General Meeting**

Date: Wednesday 16 November 2022

Time: 09h00-11h45

Location: Zoom and LUMI (virtual)

## **IMGA Annual General Meeting Virtual Wednesday 16<sup>th</sup> of November, 2022**

### **AGENDA**

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<b>14. PLACE AND DATE OF THE NEXT GENERAL ASSEMBLY</b>	<b>5</b>
<b>CLOSING REMARKS FROM THE PRESIDENT</b>	<b>5</b>



### **IMGA Board in attendance:**

- Acting president: Sergey Bubka
- Board members: Kate Caithness, Marisol Casado, Denis Oswald, David Eades, Sari Essayah, Poul-Erik Hoeyer, Ser Miang Ng, Jose Perurena, Jens Holm

**Apologies:** John Coates, Robert Elphinston

### **From the Administration:**

CEO - Jens Holm

Director of Sport - Samantha Hayward

Director of Marketing & Communications – Kirsty Van Peer

## **1. Opening of the session**

The acting president Sergey Bubka welcomed the members.

**Decision:** No comments were made to the agenda

### **Declaration of interests**

No declaration of interests.

## **2. Identification of delegates and confirmation of their authority**

The acting president introduced LUMI who informed which voting delegates were present: Badminton World Federation (BWF), Fédération International de Basketball (FIBA), International Biathlon Union (IBU), International Canoe Federation (ICF), International Golf Federation (IGF), International Orienteering Federation (IOF), International Skating Union (ISU), International Tennis Federation (ITF), International Table Tennis Federation (ITTF), World Baseball and Softball Confederation (WBSC), World Curling Federation (WCF), World Archery (WA), World Athletics (WA), World Rowing (WR), World Triathlon (WT), World Squash Federation (WSF)

In addition to the voting delegates, the following associate members were present: International Life Saving Federation (ILS), International Floorball Federation (IFF), International Powerlifting Association (IPF), International Ski Mountaineering Federation (ISMF)

## **3. Appointment of Scrutineers**

LUMI is the scrutineer.

## **4. Approval of the minutes from the General Assembly 2021**

The acting president said the IMGA administration had received minor comments to the minutes sent on December 15<sup>th</sup>, 2021. (p. 6 of the workbook shared on 16.09.2022 2022, 07.11.2022 and with the minutes).

The vote was opened by LUMI.

**Decision:** The minutes were approved with 100% of the valid votes (13).

## **5. President's report**

The acting president shared his report with the members (p.12 of the workbook shared with the minutes).

## **6. Update on IMGA Governance**

The acting president referred to the IMGA Governance Review Recommendations document (p. 13 of the workbook shared on 16.09.2022 2022 and on 07.11.2022 and p. 17 of the workbook shared with the minutes) to explain that the recommendations that still needed to be implemented would be after the election of the new IMGA Board.

### **Questions:**

Jean Christophe Rolland (World Rowing) reminded the members that during the meeting last year he had asked why the full report from the Governance Working Group (GWG) hadn't been shared with all the members and that the President would consult the board and decide whether to share it or not.

The President reiterated the board had decided not to disclose the full document (as explained in the letter sent to the members on December 15<sup>th</sup>, 2021).

Jean Christophe Rolland (World Rowing) asked why item 3.5.1 from the GWG report regarding the expenses policy of the IMGA didn't appear in the update.

Alex McLin answered that this item falls under the terms of reference of the Remuneration Committee (as shared in the workbook for the 2021 IMGA General Assembly) and will be treated once the issues regarding the former president, the remuneration of the CEO, compensation policies of the staff have been treated.

Jean Christophe Rolland (World Rowing) asked what the status was on item 8.4 of the IMGA Governance Review Recommendations.

Alex McLin answered that the Remuneration Committee had mandated a legal firm, as stipulated in the recommendation and received an opinion that was considered in the recommendations that have been made to the board for going forward.

The Remuneration Committee made a recommendation to the board concerning the outstanding amounts related to the former president's compensation. This issue has been decided by the board and dealt with. The discussions related to the CEO's contract are still ongoing and are on track to be finalized soon.

## **7. Management letter & accounts**

The acting president said the IMGA administration had received no comments to the accounts (p. 21 of the workbook shared on 16.09.2022 and on 07.11.2022 and p. 25 of the workbook shared with the minutes).

Jean Christophe Rolland (World Rowing) asked for a confirmation of the number of employees of IMGA. The CEO informed the members that 2,75 full time equivalent are employed by the IMGA.

Jean Christophe Rolland (World Rowing) raised a question about the travel expenses policy - observation 4/4 on p.7 of the KPMG report - (p. 28 of the workbook shared on 16.09.2022 and on 07.11.2022 and p. 32 of the workbook shared with the minutes).

The CEO answered that the observation was made in connection with the governance review and that company credit cards had been now issued.

Previously, credit cards couldn't not be issued since the IMGA isn't registered in the Chamber of Commerce following an IMGA Board decision.

To overcome this issue, corporate credit cards were issued by establishing a security deposit.

It's the duty of the finance committee to redraft the expenses policy.

Until then, the policy approved by the Canton in 2017 will apply.

JCR would like to understand the level of expenses for 2020 and 2021 in years affected by the pandemic and Covid restrictions in terms of travel and suggests the finance committee to look into this.

The CEO suggested that to allow for more detailed answers, questions could as part of good governance be submitted prior to the meeting – which is one of the purposes of issuing the working documents two month before.

## **8. Approval of the accounts for 2021**

The vote was opened by LUMI.

**Decision:** the accounts were approved with 100% of the valid votes (12).

## **9. Appointment of the professional auditor for 2022**

The vote was opened by LUMI.

**Decision:** KPMG were approved as the professional auditor for 2022 with 100% of the valid votes (13).

## **10. Report on applications for affiliation**

The acting president informed the members that there would be no vote as the International Ice Stock Federation (IFI) has withdrawn their application.



## 11. Elections

The CEO explained that all board members are up for elections as the four-year term has ended. The IMGGA administration has received exactly the number of applicants as there is seats. This means that none of the seats are contested.

In order to speed up the process, the CEO asks the assembly to vote for the board in three groups: the President; the members representing the IFs and the independent members.

### Decisions:

The acting president Sergey Bubka was elected President with 100% of the valid votes (15).

The following members representing the International Federations (IFs) were elected with 100% of the valid votes (15):

- Catherine Caithness - World Curling Federation (WCF)
- Poul-Erik Hoeyer – Badminton World Federation (BWF)
- Prof. Dr. Ugur Erdener - World Archery (WA)
- Tom Hollowell – International Orienteering Federation (IOF)
- Petra Sörling – International Table Tennis Federation (ITTF)
- Manuela Di Centa – Fédération Internationale de ski (FIS)

The following independent members were elected with 100% of the valid votes (14):

- Prof. Makoto Chogahara
- Ser Miang NG
- Sari Essayah
- Alexander R. McLin
- David Eades

The two current vice-presidents Catherine Caithness and David Eades were confirmed with 100% of the valid votes (14).

Ser Miang NG was confirmed as the board member with financial expertise with 100% of the valid votes (13).

### Questions:

Zena Wooldridge asked if the elections happening all at the same time, wouldn't create some instability in the board.

Alex McLin answered that this will be considered by the new board when rewriting the IMGGA Constitution.

## 12. Next upcoming event Reports

The acting president introduced the host cities and opened the floor for their progress reports.

### APMG 2023

The Organising Committee of the APMG 2023 in Jeollbuk-do presented their progress report to the members. (p. 82 of the workbook shared on 07.11.2022 and p. 86 of the workbook shared with the minutes).

Tom Dielen asked what the current status of entries was considering that they will be the first event held after the pandemic.

800 athletes from 23 different countries have registered so far.

### WMG 2025

The Organising Committee of the WMG 2025 in Tapei City & New Taipei City presented their progress report to the members. (p. 116 of the workbook shared on 07.11.2022 and p. 120 of the workbook shared with the minutes).

No questions were asked.

### EMG 2023

The Organising Committee of the EMG 2023 in Tampere presented their progress report to the members. (p. 149 of the workbook shared on 07.11.2022 and p. 153 of the workbook shared with the minutes).

No questions were asked.



### **WWMG 2024**

The Organising Committee of the WWMG 2024 in Lombardia presented their progress report to the members. (p. 163 of the workbook shared on 07.11.2022 and p. 167 of the workbook shared with the minutes).

Alexander Kibalko asked that special medical information was shared with the athletes competing in speed skating on the Lake Palù as it's at 1900m high and could be a problem for some. Daniela De Rosa, Deputy CEO of the Organizing Committee said this would be considered.

Mr. Kibalko also asked if test events would be conducted.

Daniela De Rosa will refer to Mr. Vanoi in charge of sports and give an official answer to the ISU. But Chiesa Valmalenco, the village in which the lake is located has expressed their interest to do so.

Maria Teresa Samaranch expressed the full support of the figure skating branch of ISU towards the event.

Catherine Caithness expressed the full support of the WCF towards the event.

### **PANAMG 2024**

The Organising Committee of the PANAMG 2024 in Cleveland presented their progress report to the members. (p. 170 of the workbook shared on 07.11.2022 and p. 174 of the workbook shared with the minutes).

### **13. Any other business**

Tom Dielen from World Archery asked how the funds from Kansai would be treated by the auditors when auditing the 2022 accounts and what is the IMGA liability towards the future event and the impact for the finances for the future.

The CEO answered that as mentioned during the last General Assembly, all the funds have been paid by Kansai already and as according to the host city contract, there is no possibility of refund in case of cancellation. Since revenues are recorded as they come in, there is no immediate effect on the IMGA accounts.

### **14. Place and date of the next General Assembly**

The members will be informed about the date and location of the next general assembly in due time.

### **Closing remarks from the President**

The acting president closed the meeting by thanking everybody for their participation.



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## 5. President's report

Dear members, dear host cities, dear friends,

2023 has been a year of progress.

Looking back at the year, it is important to acknowledge that the events and tourism industry have not fully recovered from the implications of the COVID-19 pandemic and are currently impacted by the ongoing hostilities and economic turmoil. While there are significant improvements, we are not yet back to the pre-COVID levels of activity.

At the beginning of the year, we held a strategic retreat with the newly elected board to discuss the activities and strategic roadmap of the IMGGA to chart a clear path forward. This retreat served as a platform for open and constructive discussions, allowing us to identify key areas of focus and set goals for the years ahead.

One of the other outcomes of this retreat was the establishment of a new board charter. This charter clearly outlines board duties, including expense and travel policies, ensuring transparency and accountability. The implementation of these policies ensures we maintain the highest standards of governance and financial management within the organisation.

To further enhance the effectiveness of the board, we provided a comprehensive induction including an overview of the communication and social media channels of the IMGGA.

New brand guidelines for the IMGGA were introduced and implemented this year. These guidelines will help us create a consistent and impactful brand identity that resonates with our participants and stakeholders. Our regional events have been renamed to Open Masters Series, emphasising that each event is open for everyone to join from all over the world, promoting inclusivity and diversity within our sporting community.

In, our ongoing commitment to improvement of governance we have an important vote today. The proposed changes to the constitution are crucial in aligning, the IMGGA with the strategic roadmap and the recommendations, established by the governance working group. I therefore kindly ask for your support in taking this next step toward a more cohesive and forward-thinking organisation.

Following a successful evaluation visit, Abu Dhabi was selected as host city for the 2026 open master series.

This will be our first event in the Middle East, and an important step in fulfilling our mission statement of growing and strengthening the masters movement worldwide. We are looking very much forward to working together with them.

In May we finally had our first post-pandemic event in South Korea. It was despite the current economic climate, a highly successful event with over 8000 participants, setting a new record for regional Masters events. The enthusiasm and passion displayed by the athletes were truly inspiring, and it was a joy to witness the camaraderie and sportsmanship on display.

Due to Covid postponements, our next event already took place at the end of June in Tampere, Finland. Despite the ongoing war impacting the participation of athletes from Russia and Ukraine, we still had nearly 4000 athletes in attendance. This event showcased the resilience and determination of our participants, and the report has shown that the economic impact on the city and region was truly remarkable.

In the time between our events, we have conducted progress visits to all our host cities: Lombardy, Cleveland, and Taipei & New Taipei City. These visits have been truly impressive, showcasing outstanding venues and the incredible effort and dedication of the host city organising committees.

In our commitment to sustainability, we have developed the IMGA Impact Report. This report is based on Key Performance Indicators (KPIs) specifically tailored for the masters movement and aligned with the United Nations' sustainability goals. Having established clear parameters will allow us to directly compare our events and improve for the future.

Overall, the IMGA is proud to look back on a very successful comeback year. We have overcome numerous challenges and obstacles to bring our events back to life. The support of our members and host cities, as well as the dedication and hard work of our board and team, have been instrumental in achieving this milestone. You all have my gratitude.

As we move forward, we remain committed to further enhancing the IMGA events and ensuring that they continue to provide a platform for athletes from around the world to showcase their love for sport and life, by choosing a healthy, adventurous lifestyle and focusing on personal connections and growth. We will continue to work closely with our host cities and partners to create unforgettable experiences for all our participants and our Masters Community.

Thank you!



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## 6. Update on IMGA Governance

## IMGA Governance Review Recommendations

The following Working Groups or Committees should be formed:

- \ Constitution Working Group
- \ Remuneration Committee (established)
- \ Finance & Audit Committee
- \ Strategy Working Group
- \ Conflict of Interest & Ethics Committee
- \ Host City Selection Working Group
- \ Board Documents Working Group
- \ Other

In addition to the groups and committees, some of the recommendations are ongoing.

The IMGA Board has accepted all the recommendations from the Governance Working Group and the ITrustSport review report.

Many of the recommendations from the two reviews were duplicates.

Below, you will find the compilation of the recommendations without duplicates.

The IMGA Governance will be reviewed on a regular basis and members will be informed when working groups and committees are established.

Considering that most constitutional changes adopted at the last AGM in Nov. 2021 are related to changes in the board composition, some governance recommendations will be adapted following the next AGM when these have come into effect.

In the table below the colors indicate:

**Green** = Completed

**Yellow** = Partly implemented

**Red** = Not yet implemented

	<b>Constitution Working Group</b>	<b>Status</b>	<b>Deadline</b>	<b>Who is responsible?</b>
1.1	Consider increasing the number of independents on the board. Independence in this context means absence of affiliation with an IF member federation.	Adopted in Constitution – November 2021	Continuous review	IMGA Board
1.2	IMGA should take measures to achieve gender equality on the board. A clause in the Constitution to this effect should be introduced.	Adopted in Constitution – November 2021	Continuous review	IMGA Board
1.3	Implement a formal election process, with attention devoted to reviewing new board candidates along criteria including skills, ethics, risk and conflict of interest. Create an election oversight committee to	Skill matrix has been developed.	From 2023, when full review of Constitution is done by board	IMGA Board & Election oversight Committee

	ensure that the process happens as documented and can be approached during elections.	Review of current Constitution.	elected in Nov. 2022	
1.4	Election of the President and a majority of members of all executive bodies published on website	Achieved		IMGA Administration
1.5	Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes	Pending	From 2023, when full review of Constitution is done by board elected in Nov. 2022	IMGA Board
1.6	Election process with secret ballot under a clear procedure/regulation	Done by using LUMI at last AGM and upcoming ones	Continuous review	IMGA Administration
1.7	Make public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment	The steering committee and remunerations committee appointments have been shared with members.	On-going	IMGA Administration
1.8	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment	Eligibility rules established in Constitution adopted – Nov. 2021	On-going	IMGA Board
1.9	Term limits for elected officials	Adopted in Constitution – November 2021		IMGA Board
1.10	Provide for the representation of key stakeholders (e.g. athletes, host cities, etc.) in governing bodies	Pending	Elected board in Nov. 2022 to evaluate	IMGA Board

	Remuneration Committee	Status	Deadline	Who is responsible?
	All recommendations related to the Remuneration Committee are defined in its terms of reference. (Sent in workbook for AGM 2021)	On-going		Remuneration Committee

	<b>Finance &amp; Audit Committee</b>	<b>Status</b>	<b>Deadline</b>	<b>Who is responsible?</b>
2.1	Establish an internal audit committee that is independent from the IF decision-making body	On-going		IMGA Board/Appointed Financial expert as approved by the General Assembly
2.2	Adopt accounting control mechanisms and external financial audit	On-going		IMGA Board/Appointed Financial expert as approved by the General Assembly
2.3	Adopt policies and processes for internal control	On-going		IMGA Board/Appointed Financial expert as approved by the General Assembly

	<b>Strategy Working Group</b>	<b>Status</b>	<b>Deadline</b>	<b>Who is responsible?</b>
3.1	Create a committee to create a board skills matrix mapping the expertise present against the strategic requirements	Achieved		IMGA Administration
3.2	Put into place a specific strategy process, in addition to the regular planned board meetings, to review critical risks and opportunities, as well as competitive threats, and to discuss possible updates to the strategic plan.	On-going	Presented to the board on 28 <sup>th</sup> January 2023	IMGA Board
3.3	A clear process must be defined to communicate on the strategy. The strategy document that has been developed by the CEO should be shared with the board and a summary published on the website upon the approval of the board.	On-going	Presented to the board on 28 <sup>th</sup> January 2023	IMGA Board
3.4	Implement a risk management process to define the organization's risk appetite and systematically identify the IMGA's risk exposure.	On-going		IMGA Executive Committee

	<b>Conflict of Interest &amp; Ethics Committee</b>	<b>Status</b>	<b>Deadline</b>	<b>Who is responsible?</b>
4.1	Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making	Policy adopted		IMGA Board
4.2	Has a unit or officer in charge of ensuring that the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics			Deemed not relevant given the size of the IMGA
4.3	Establish an internal ethics committee with independent representation			Deemed not relevant given the size of the IMGA

	<b>Board Documents Working Group</b>	<b>Status</b>	<b>Deadline</b>	<b>Who is responsible?</b>
5.1	Board members guidelines to include clear and concrete expectations on performance including meeting and Games attendance, board meeting preparation and expected engagement with external stakeholders.	Board Charter adopted		
5.2	Board session to be devoted to design of board papers.	Achieved on 20.08.2021		IMGA Board
5.3	Create an online board portal/repository storing all board papers and archives.	DropBox established		IMGA Administration
5.4	Decisions made can be challenged through internal appeal mechanisms on the basis of clear rules	Board Charter adopted		IMGA Board

	<b>Host City Selection Working Group</b>	<b>Status</b>	<b>Deadline</b>	<b>Who is responsible?</b>
6.1	Review and evaluate the host city application process, to identify opportunities to enhance regularity of touchpoints, and transparency and proactivity with regard to communicating guidelines on the selection criteria.	Achieved when bid documents for EMG 2027 were reviewed		IMGA Administration

	Other On-going	Status	Deadline	Who is responsible?
7.1	Administration to send detailed agenda and board papers two weeks ahead of scheduled board meeting	Achieved	On-going	IMGA Administration
7.2	Minutes should be provided within a week of board meetings and within a month of General Assembly.	Achieved	On-going	IMGA Administration
7.3	Administration to provide more frequent and regular updates to board members. The frequency required should be determined by the board.	Achieved	On-going Quarterly reports	IMGA Board & Administration
7.4	Administration to provide an update at least twice per year to Member federations.	Achieved	On-going	IMGA Administration
7.5	Provide education to board members on how to monitor social media and other sources to track relevant external information.	Achieved		IMGA Administration
7.6	Ensure a meeting is held to give new board members sufficient depth of organizational context.	Achieved	During strategic retreat on 28 <sup>th</sup> January 2023	IMGA Administration
7.7	If meetings happen at SportAccord, it should be preparation for the General Assembly and should happen before the General Assembly with a follow-up meeting after, if needed. For, other board meetings the duration should be adapted to the agenda. We also recommend adding one or two virtual or hybrid board meetings per year.	IMGA Board meetings will no longer take place during SportAccord but during events and/or online. 3h allocated to every board meeting.	Continuous review	IMGA Administration
7.8	Consider the possibility of a yearly feedback session for board members (conducted either by the President or an external facilitator) to build a common understanding of where the board is and where it wants to go as a group.	On-going		IMGA President
7.9	A session on board dynamics should be facilitated by an external facilitator can help to create the psychological safety required to address potential dominance and dependence dynamics at play.	Achieved	During strategic retreat on 28 <sup>th</sup> January 2023	External Facilitator
7.10	More time needs to be devoted to board meetings, so that discussions	Achieved	Continuous review	IMGA Administration

	can happen to the depth required, while also observing efficient time management. Also, greater preparation ahead of time can reduce the need for management presentations and allow substantially more time for discussions among board members. (Refer to 3.2.2 relating to board papers timeliness and to 3.2.3 relating to board meeting frequency and duration.)	3h dedicated to all board meetings		
7.11	Publication of annual financial reports following external audit	Achieved	Continuous review	IMGA Administration
7.12	Publication of General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	Achieved	Continuous review	IMGA Administration
7.13	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF are published	Achieved	Continuous review	IMGA Administration
	<i>General recommendation: IMGA has a good CSR message to share which does not come through clearly on the website. Consider a section which articulates the benefits for host cities, the financial model, and the environmental requirements on host cities, and social impact. Couple this with a "triple bottom line" approach to reporting.</i>	Achieved  Triple bottom line included on the website and bid guidelines	Continuous review	IMGA Administration

	Other	Status	Deadline	Who is responsible?
8.1	The ASOIF assessment exercise should be repeated in 12 months' time.		On-going process	IMGA Administration
8.2	Creating a decision-making matrix clearly delineating the limits of the respective roles and responsibilities, to ensure coverage of key functions as well as adequate checks and balance.	Achieved		IMGA Board
8.3	Consider the pros and cons of registration in the commercial register. This also has the benefit of making signature rights transparent.	Achieved  Board decision is NO		IMGA Board
8.4	Mandate a legal firm specialist in Swiss association law to look at the current		On-going process	IMGA Board, External

	agreements and documents and recommend which ones are valid and which ones are not valid.			council & Legal Law firm
8.5	Establish confidential reporting mechanisms for “whistle-blowers” with protection scheme for individuals coming forward	On-going	Included in IMGA Host City Guidelines	IMGA Administration
8.6	Programmes or policies in place regarding safeguarding from harassment and abuse	On-going	Included in IMGA Host City Guidelines	IMGA Administration



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# 7. Management letter & Accounts



# International Masters Games Association

Management Letter  
Review of the financial statements 2022

13 June 2023



# Summary

## Page

### Who delivers the audit

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How we conducted the audit and our conclusions

3

Follow up on previously reported items:

- Compliance with the general provisions of the Constitution act
- Compliance with contractual conditions
- Corporate governance and internal control system

4

5

6

**Distribution:** President of the Board and CEO

# How we conducted the audit and our conclusions

To the attention of IMGGA Board

## Year-end review 2022 of International Masters Games Association (IMGGA)

**We conducted our examination in accordance with the Swiss Standard 910 “Engagements to Review Financial Statements”.**

According to the standard, our work is limited primarily to:

- inquiries of the persons responsible for management and preparation of the financial statements;
- analytical procedures.

**According to the standard, a review does not include in particular:**

- verification of the internal control system;
- obtaining confirmations from third parties;
- procedures to detect fraud or other violations of the law.

The work performed during our review has led us to issue an **unqualified review report** on the financial statements.

In our report, we confirm that nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the articles of the Constitution act.

However, following previous audits we had made observations and issued recommendations that are listed and followed up below in this document.

KPMG SA

Alexandre Probst  
*Licensed Audit Expert*

Hugues Morel  
*Licensed Audit Expert*

Lausanne, 13 June 2023

# Follow up on previously reported items (1/3)

## Compliance with the general provisions of the Constitution act (year-end 2019)

Observations	Recommendation	Management's response
<p>The constitution act, adopted on 16th April 2018, in Bangkok, states the following rule:</p> <p><i>“The IMGA is only bound by the signature of its President or Vice President in conjunction with the signature of the CEO or of another member of the IMGA Board”.</i></p> <p>We noticed during our tests of details that employment contracts were signed by the CEO and the employee. The CEO's contract was signed by himself and the president of the Board.</p>	<p>We recommend you to put in place a remuneration Board to ensure that decisions in relation to salaries and recruitments are taken jointly by members of the Board and the CEO.</p>	<p><i>The Board appointed Vice President Sergey to establish a remuneration Board under a defined setup, including the condition that two members must be chosen outside the elected IMGA Board Members, and a third member is chosen from the IMGA Board.</i></p> <p><b>Status 2021</b></p> <p>The remuneration Board is fully active and reviewing all documents and contracts. A final recommendation is expected in 2022.</p> <p><b>Status 2022</b></p> <p>The remuneration committee has finalized its recommendations regarding the contract of the CEO and the board has accepted the recommendations. The Committee will continue to be available should other questions regarding remuneration arise in the future. We consider this matter closed.</p>

# Follow up on previously reported items (2/3)

## Compliance with contractual conditions (year-end 2019)

Observations	Recommendation	Management's response
<ol style="list-style-type: none"><li>1. In the employment contract of the CEO a methodology for the calculation of his annual bonus payment is defined and approved by the Board. However, the methodology used to calculate the bonus doesn't follow the one predefined in the contract. The calculation is based on the income received during the year whereas the method defined in the contract is based on future revenues. Hence, the amount paid in 2019 is lower than the amount that could have been paid out, according to the contract.</li><li>2. In may 2012, it was formally agreed that the President of the Board receives an annual compensation of CHF 100,000. In 2018 a waiver of his consultancy fee was formalized. Hence, the compensation wasn't given out in 2018.</li></ol>	<ol style="list-style-type: none"><li>1. We are of the opinion that the method used for the calculation is more adequate than the method mentioned in the contract. In fact, it takes into account the amounts already collected, which makes sense and limits the risks for IMGA. Based on the aforementioned, we recommend you to make an amendment to the employment contract of the CEO to state the actual method used to calculate the bonus. This can prevent any future disagreements and ensures a systematic approach from year to year.</li><li>2. Regarding the compensation of the President of the Board, since waivers have been made, we recommend you to review the agreement. You might consider changing the fixed amount to determine that the compensation will be based on the time spent during the year and subject to approval by the remuneration Board.</li></ol>	<ol style="list-style-type: none"><li>1. <i>This will be taken up by the remuneration Board.</i></li><li>2. <i>The remuneration Board to decide on the president's compensation, but in order not to interfere with the rules of an association, the compensation – if any – should be based on the number of hours and worked performed.</i></li></ol> <p><b>Status 2021</b> The remuneration Board is fully active and reviewing all documents and contracts. A final recommendation is expected in 2022.</p> <p><b>Status 2022</b> The way of calculating the bonus of the CEO has been changed and adjusted in the new contract. The president is currently not receiving any remuneration. It will be up to the remuneration committee to suggest changes for the future at the request of the IMGA board. We consider the matter closed.</p>

# Follow up on previously reported items (3/3)

## Corporate governance and internal control system (year-end 2020)

### Observations

We have noticed that business and travel expenses are paid by credit card. A split between private and corporate expenses is made by Mr. Holm himself based on the credit card invoice. The private expenses are then booked on a separate account and reimbursed by Mr. Holm. However we were informed that no regulations on business expenses exist. Moreover, there is no approval process on business expenses.

### Recommendation

We recommend to:

- Implement a policy in order to establish clear guidance on the authorized expenses with indication of some guidelines (Airplane Business class, Train 1<sup>st</sup> class, Accommodation up to 4\* or 5\*, Tips etc.) to enable a proper approval process and avoid unauthorized expenses.
- Put in place an approval process on business expenses with a clear segregation of duties (4 eyes principle).

### Management's response

*Separate corporate credit cards have been established so there no longer will be need for reimbursement of private expenses.*

*The rules for travel expenses as approved by the canton in the "Règlement des remboursements" will be in function until the finance committee has established new rules for travel and expense control.*

#### **Status 2021**

A finance committee will be established following the IMGA Board's election in November 2022.

#### **Status 2022**

A new board charter has been introduced, including an updated travel expense policy. A member of the board with financial expertise has been appointed to exercise oversight over IMGA's financial operations.

We consider this matter closed.



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**International Masters Games Association,  
Lausanne**

Review Report to the Management

**Financial Statements 2022**



**KPMG SA**  
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## **Review Report to the Management of International Masters Games Association, Lausanne**

We have been engaged to review the financial statements (balance sheet, income statement and notes) of International Masters Games Association for the year ended 31 December 2022.

These financial statements are the responsibility of the Management. Our responsibility is to issue a report on these financial statements based on our review.

We conducted our review in accordance with the Swiss Auditing Standard 910 „Engagements to Review Financial Statements”. This standard requires that we plan and perform the review to obtain limited assurance as to whether the financial statements are free of material misstatement. A review is limited primarily to inquiries of company personnel and analytical procedures applied to financial data and thus provides less assurance than an audit. We have not performed an audit and, accordingly, we do not express an audit opinion.

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the Constitution act.

KPMG SA

Alexandre Probst  
Licensed Audit Expert

Hugues Morel  
Licensed Audit Expert

Lausanne, 13 June 2023

Enclosure:

- Financial statements (balance sheet, income statement and notes)

## International Masters Games Association, Lausanne

### Balance Sheet

ASSETS	Notes	CHF 2022	CHF 2021
<b>Current assets</b>			
Cash and cash equivalents		2 831 299.39	2 495 909.50
Prepaid expenses and accrued income		9 031.90	91 266.21
<b>Total Current assets</b>		<b>2 840 331.29</b>	<b>2 587 175.71</b>
<b>Fixed assets</b>			
IT material		14 253.10	10 111.10
Depreciation on IT material		-6 925.00	-4 705.00
<b>Total Fixed assets</b>		<b>7 328.10</b>	<b>5 406.10</b>
<b>TOTAL ASSETS</b>		<b>2 847 659.39</b>	<b>2 592 581.81</b>
<b>LIABILITIES AND EQUITY</b>			
<b>Current liabilities</b>			
Trade accounts payable to third parties		39 460.62	26 295.04
Other short term liabilities to third parties	<b>2.1</b>	14 756.60	55 723.75
Other short term payables to employees		8 707.54	8 475.51
Accrued expenses		10 835.00	81 194.60
<b>Total Current liabilities</b>		<b>73 759.76</b>	<b>171 688.90</b>
<b>Equity / Organisation Capital</b>			
Voluntary retained earnings			
- Accumulated profits or losses brought forward		2 420 892.91	2 391 847.48
- Profit (+) / Loss (-) of the year		353 006.72	29 045.43
<b>Total Equity/Organisation Capital</b>		<b>2 773 899.63</b>	<b>2 420 892.91</b>
<b>TOTAL LIABILITIES AND EQUITY / ORGANISATION CAPITAL</b>		<b>2 847 659.39</b>	<b>2 592 581.81</b>

Income statement

		CHF	CHF
		01.01.2022	01.01.2021
	Notes	31.12.2022	31.12.2021
Revenues from rights' fees	2.2	1 759 901.24	1 359 989.41
Other income		0.00	0.00
<b>Total operating income</b>		<b>1 759 901.24</b>	<b>1 359 989.41</b>
Personnel expenses		-914 196.63	-917 515.50
Travel and Representation expenses		-102 174.36	-83 650.43
Development and consulting expenses		-79 690.66	-55 467.35
Office rent and related expenses		-55 050.15	-57 528.80
Other operating expenses		-85 311.77	-100 645.25
Depreciation and impairment losses on non-current assets		-2 220.00	-1 808.38
<b>Total operating expenses</b>		<b>-1 238 643.57</b>	<b>-1 216 615.71</b>
<b>Operating result</b>		<b>521 257.67</b>	<b>143 373.70</b>
Financial expenses		-168 343.95	-114 284.77
Extraordinary, non-recurring or prior period expenses		93.00	-43.50
<b>Profit (+) / Loss (-) of the year</b>		<b>353 006.72</b>	<b>29 045.43</b>

## Notes

### 1 Principles

#### 1.1 General aspects

These financial statements were prepared according to the principles of the Swiss Law on Accounting and Financial Reporting (32nd title of the Swiss Code of Obligations). Where not prescribed by law, the significant accounting and valuation principles applied are described below.

#### 1.2 Functionnal currency

IMGA changed its functional currency from EUR to CHF with effect as at 1 January 2019. Although right fees are received in EUR or USD, the operational expenses are mostly in swiss francs. Hence, the functional currency should be the swiss franc.

#### 1.3 Foreign currency transactions

Transactions denominated in foreign currencies are converted in CHF at daily foreign exchange rates. Foreign exchange differences arising between the exchange rate at the transaction date and the rate at the payment date are recognised in the income statement under financial results.

Receivables and payables (current assets and liabilities in the balance sheet) denominated in foreign currencies at the year end are revalued in CHF at the closing exchange rate. The difference between the exchange rate at the balance sheet date and the date at which the receivable or payable was recognised is booked in the income statement under financial results.

Non current items of the balance sheet denominated in foreign currencies, are converted at their historical exchange rate. Hence, there is no exchange rate impact on the income statement.

#### 1.4 Revenue recognition

Revenues are recognized on a cash basis. The contracts are generally signed at least 4 years before the date of the games and provide fixed annual amounts to be paid by the contractors to IMGA, until the date of the games. It is stipulated in the contracts that the amounts paid to IMGA are not refundable in any circumstances.

The right fees booked in the financial statements relate mainly to the right fees received in cash. They also include other cash payments such as registration fees and reimbursement of accomadations for example.

### 2 Disclosure on balance sheet and income statement items

#### 2.1 Other short term liabilities to third parties

Other short term liabilities relate mainly to debts to social institutions.

2.2 Rights fee	2022		2021	
	CHF	EUR	CHF	EUR
WMG2021 Osaka	1 634.45	1 547.63	818 850.00	750 000.00
APMG 2022 South Korea	131 387.50	125 000.00	272 950.00	250 000.00
EMG 2023 Tampereen	210 580.00	200 000.00	218 620.00	200 000.00
WWMG 2024 Lombardy	252 515.00	250 000.00	0.00	0.00
PAMG 2024 Cleveland	58 239.29	55 313.20	49 569.41	45 401.55
WMG2025 Tapei	1 105 545.00	1 050 000.00	0.00	0.00
<b>Total Rights fee and other income</b>	<b>1 759 901.24</b>	<b>1 681 860.83</b>	<b>1 359 989.41</b>	<b>1 245 401.55</b>

#### Contractual income to be received in the next business years based on contracts signed as of 31.12.2022

Here below is the list of all contracts signed, for which revenues should be received in the following years but haven't been yet recognised in the income statement, according to the accounting principle set forth in the note 1.4.

#### **PAMG2022 Rio de Janeiro, Brazil - Total rights fee as per contract : USD 750,000**

Amount already received as at 31.12.2022 : USD 100'000

Balance to be received : USD 0.00 -> the event has been cancelled due to the global pandemic.

IMGA will retain the rights fees already paid (USD 100'000) and no further claims will be made.

**APMG2022 Jeonbuk-do, South Korea - Rights fees as per contract : EUR 800'000**

Amount already received as at 31.12.2022 : EUR 675'000

Balance to be received : EUR 125'000, accordingly to the following timetable :

2023 : EUR 125'000 - (received on February 7, 2023)

**EMG2023 Tampere, Finland - Rights fees as per contract : EUR 800'000**

Amount already received as at 31.12.2022 : EUR 600'000

Balance to be received : EUR 200'000, accordingly to the following timetable :

2023 : EUR 200'000

**WWMG2024 Lombardy, Italy - Right fees as per contract : EUR 350'000**

Amount already received as at 31.12.2022 : EUR 250'000

Balance to be received : EUR 100'000, accordingly to the following timetable :

09.2023 : EUR 100'000

**PAMG2024 Cleveland, Ohio, United States - Rights fees as per contract : USD 250'000 + Revenue share according to number of participants**

Amount already received as at 31.12.2022 : USD 125'000

Balance to be received : USD 125'000, accordingly to the following timetable :

2023 : USD 62'500

2024 : USD 62'500

**WMG2025 Taipei, Taiwan - Right fees as per contract : EUR 6'000'000**

2023 : EUR 1'050'000

Amount already received as at 31.12.2022 : EUR 2'850'000

2024 : EUR 1'050'000

Balance to be received : USD 3'150'000, accordingly to the following timetable :

2025 : EUR 1'050'000

**Contractual income to be received in the next business years based on contracts in process of signature**

**OMS2026 Abu Dhabi, UAE - Right fees as per contract : EUR 1'000'000**

Balance to be received : EUR 1'000'000, accordingly to the following timetable :

2023 (May 31) : EUR 250'000

2024 (March 31) : EUR 250'000

2025 (March 31) : EUR 250'000

2026 (February 28) : EUR 250'000

**EMG/OMS2027 Lake Como & Region, Italy - Right fees as per contract : EUR 800'000**

Amount invoiced in December 2022 and received in January 2023 : EUR 200'000

Balance to be received : EUR 600'000, accordingly to the following timetable :

2025 (February 28) : EUR 200'000

2026 (February 28) : EUR 200'000

2027 (February 28) : EUR 200'000

## **2.3 Pension scheme liabilities**

The pension scheme liabilities, of an amount of CHF 13'660.20 as at 31 December 2022 (CHF 55'184.55 as at 31 December 2021), are included in the balance sheet position "Other short-term liabilities to third parties".

## **3 Other information**

### **3.1 Full time equivalents**

The annual average number of full-time equivalents for the reporting year, as well as the previous year, did not exceed 50.

### **3.2 Contractual obligations**

Lease obligations : Open-ended office lease; annual cost KCHF 45, 3 months' notice.



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## 8. Approval of the accounts for 2022



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## 9. Appointment of the professional auditor for 2023



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Dear Members,

In line with Articles 25 and 34 of the IMGA constitution, the IMGA Board would like to recommend KPMG, Switzerland, for appointment as the professional auditor for the accounts of 2023.

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INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION

# 10. Alterations to Constitution

# Change Constitution

## Reason for changes

- Allow for registration in the chamber of Commerce
- Dissolution of GAISF
- Removal of reference to SportAccord
- Introduction of the Executive Board
- Allow regular updates to the constitution
- Two months reduction of notice periods
- Inclusion of Open Masters Series
- Minor grammar and spelling mistakes
- Allow for hybrid meetings



INTERNATIONAL  
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GAMES  
ASSOCIATION



# Constitution

Adopted on 15th November, 2021

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## **Part 1 GENERAL PROVISIONS**

### **Art. 01 Name and Site**

The International Masters Games Association, hereinafter known as IMGA, is a non-governmental, not for profit international association established for an indefinite period with legal status as association in accordance with Art. 60ff of the Swiss Civil Code.

### **Art. 02 Objectives**

The objectives of IMGA shall be:

- To strengthen and grow the Masters sports movement in partnership with its members, the international federations and other partners.
- To promote and encourage mature individuals, generally known as Masters, from all over the world to be active, with the awareness that competitive sport can continue throughout life.
- To promote friendship and understanding among mature sportspeople, regardless of age, gender, race, religion or sport status.
- To work with the IOC to explore possibilities to encourage International Sports Federations to focus on the development of masters' sport.

### **Art. 03 Non-discrimination**

The IMGA shall allow no political, racial, religious or gender discrimination.

### **Art. 04 Autonomy of Members**

The IMGA shall not interfere with internal matters of its member federations.

### **Art. 05 Seat, Governing Law and Financial Responsibility**

The IMGA has its legal seat in Lausanne, Switzerland, and all its relations are governed by Swiss law. Its members, officers and board members shall not have to contribute to its expenses and shall not be liable for its debts.

### **Art. 06 Emblem**

The emblem of the IMGA shall be five symbolized individuals side by side and holding hands, coloured blue, yellow, black, green and red, all colours in accordance with the colours of the Olympic Rings.

### **Art. 07 Language**

The official language of IMGA shall be English. Any other language may be used in correspondence or debate only if adequate translation is provided. In case of doubt the English language shall prevail.

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### **Art. 08 Interpretation**

If this constitution or any bye-laws, regulations or guidelines, issued by the IMGA or by a host city organising committee (HCOO), need interpretation, the IMGA Board shall have the sole power to interpret such rules.

## Part 2 MEMBERSHIP

### Art. 09 Members and Associates

The IMGA is an association of International Federations mentioned in Appendix (B). These sports are also referred to as "core-sports" and normally included in the programme of the [World Masters Games](#).

Provided the criteria in Article 10 are met, the IMGA may recognise other International Federations as "Associates" (without voting rights).

The IMGA may recognise other sporting and non-sporting organisations (without voting rights).

### Art. 10 Admission to membership

International Federations applying for membership must meet the following criteria:

- Be recognised by the IOC, including as a member of the ARISF or AIMS umbrella bodies
- Host own Masters events on a regular basis
- Have more than 500 athletes at own masters championships
- Have an established Masters Commission directly responsible to IF management

Supprimé: or be a member of GAIFS

Application for membership shall be submitted to the IMGA secretariat at least one months before the next General Assembly, where it will be considered.

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A sport which has been represented by more than 500 athletes at minimum three previous events under the authority of IMGA can be put directly forward to full membership. Otherwise a sport will remain an associate sport with no voting rights, until it has been represented by more than 500 athletes at three events organised under the authority of the IMGA, upon which they will be put forward as member candidates with full membership at the following General Assembly.

Member sports have priority over associate sports on the sports programme but the IMGA will seek to assure that associate sports are part of the sports programme before non-associate and non-member sports.

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Supprimé: program

### Art. 11 Rights and Obligations of Members

All Members shall have equal rights at IMGA General Assemblies.

All Members are obliged to support IMGA in its efforts to achieve its objectives; to observe the Constitution, bye-laws, regulations and guidelines in relation to IMGA activities; to undertake and observe and accept as binding the decisions of the competent authorities within IMGA and in this regards to recognise the Court of Arbitration for Sport in Lausanne, Switzerland, as the only external judicial authority to deal with any appeal or to resolve any litigation, to the exclusion of any court of law of any country, or any other arbitration body.

### Art. 12 Resignation

A member federation wishing to withdraw from membership of the IMGA at the end of the current year shall give notice of resignation by registered post to the IMGA secretariat no later than 30 September of that year. In no case can a member federation make demands on the assets of IMGA.

If a member sport is represented on the sports programme of an upcoming IMGA event their membership will not cease until the end of the year when this event is held.

Supprimé: program

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### **Art. 13 Expulsion**

If a member federation does not continue to fulfil the current conditions laid down to become a member of IMGGA and does not rectify the situation by a date fixed by the IMGGA Board, or if there are other justifiable reasons, the IMGGA Board may propose to the General Assembly to expel that federation. The General Assembly shall take its decision after having given the opportunity to the federation to present its case.

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## Part 3 ADMINISTRATION

### Art. 14 Administration

The administration of IMG A consists of:

- The General Assembly
- The IMG A Board
- The Executive Committee

### Art. 15 General Assembly

The General Assembly shall be the supreme authority of the IMG A, whose activities shall be subject to its control.

### Art. 16 Composition and Presidency

The General Assembly shall consist of delegates from the member federations of IMG A. The President of the IMG A Board shall preside. If the President is not present a Vice President shall chair the meeting. Should the President and Vice President(s) be absent the IMG A Board shall decide who shall chair the meeting. The IMG A Board shall also participate in the General Assembly without a vote. Board members may not act as delegates of member federations at the General Assembly.

### Art. 17 Delegates and Observers

Associate members and recognised organisations may attend the General Assembly with a maximum of two delegates each.

The IMG A Board may authorize others to attend part or all of the General Assembly as observers.

### Art. 18 Ordinary General Assembly

Delegates shall meet annually in an Ordinary General Assembly which may be held in person (physical), online (virtual) or in a hybrid (physical and virtual) format.

### Art. 19 Extraordinary General Assembly

Delegates shall meet in an Extraordinary General Assembly when the Annual General Assembly or the IMG A Board so decide, or when at least one fifth of the member federations submit a demand in writing to the IMG A Board, giving reasons therefor. An Extraordinary General Assembly may be held in a physical, virtual or hybrid format.

### Art. 20 Convening Notice and Agenda

The IMG A Board shall send out a convening notice at least two months before the date of the General Assembly. The convening notice shall call for member federations to submit in writing any specific proposals for inclusion in the agenda, as well as names of candidates for positions in the IMG A Board, if applicable. This written request must be received by the Secretariat of IMG A not later than one month before the date of the General Assembly. The IMG A Board shall send out the agenda for the General Assembly not later than two weeks before the date of the Assembly. Where possible, reports and any observations on the agenda items shall be sent out with the agenda.

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## Art. 21 Agenda for General Assembly

The agenda for an Ordinary General Assembly shall include

- Opening of the session
- Identification of the delegates and confirmation of their authority
- Appointment of scrutineers (if needed)
- Approval of the minutes of the last General Assembly
- President's and Board's report
- Accounts, financial report and auditor's report
- Approval of the accounts for the last fiscal year
- Appointment of the professional auditor for the following fiscal year
- Place and date of next General Assembly
- Report on applications for affiliation and voting consequent thereon
- Proposals from member federations and from IMGA Board
- Where appropriate, updates from host cities
- Where appropriate, alterations to the Constitution
- Where appropriate, elections
- Any other business.

Any other item, which a member federation or the IMGA Board may wish to bring up for discussion and/or decision, may be added to the agenda subject to art. 22.

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## Art. 22 Proposals from member federations

A member federation may submit in writing to the IMGA Board proposals to be included in the agenda of the General Assembly or to be discussed under an existing agenda item. The reasoning behind each proposal must be submitted with the proposal.

If a proposal is received at the IMGA headquarters at least one month before the date of the next General Assembly, it will be included in the agenda for that General Assembly. Proposals received after that date will be included in the agenda for the following General Assembly.

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## Art. 23 Proposals from the IMGA Board

The IMGA Board may include any proposal that it considers appropriate in the agenda, which is sent out not later than two weeks before the General Assembly. Also the IMGA Board may submit a proposal to the General Assembly at any time provided it relates to an item on the agenda.

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## Art. 24 Alterations to the Constitution and elections

The Constitution may only be altered by the General Assembly.

Elections to the IMGA Board shall be carried out by the General Assembly whenever seats on the Board become available, whether through expiry of a term or by virtue of a casual vacancy.

Supprimé: Every four years, in the year following the World Masters Summer Games, alterations to the Constitution must be included as an agenda item with a view towards addressing alterations to the Constitution as part of a regular four-year review cycle.

## Art. 25 Auditing of Accounts

IMGA's accounts shall be audited each year by a professional auditor appointed by the IMGA Board. Subsequently, the accounts may be inspected by a representative of a member federation. The fiscal year shall run from 1 January until 31 December.

## Art. 26 Quorum

Except for the provisions of Article 38, the decisions of the General Assembly shall be valid irrespective of the number of member federations represented.

### Art. 27 Voting

Irrespective of the number of delegates representing it when voting, each member federation shall be entitled to one vote only.

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### Art. 28 Majorities

Subject to the provision of paragraph 2 of this Article and of Article 33, decisions of the General Assembly shall be taken on the basis of a simple majority of the votes cast. Abstentions, blank, spoiled and invalid votes will not be counted. In the case of elections, if additional ballots are necessary, the candidates obtaining the smallest number of the votes cast in each ballot shall be eliminated until one candidate obtains a simple majority of the votes cast.

Alterations to the Constitution shall be carried only if they obtain two thirds of the votes cast, abstentions and invalid votes do not count.

### Art. 29 Date of taking effect

Elections and decisions of the General Assembly shall take effect immediately after the General Assembly session at which they occurred, unless decided otherwise by the General Assembly.

### Art. 30 Management

The IMGA shall be managed by a Board, consisting of a minimum of nine members and a maximum of thirteen members, as follows:

- One President proposed by either a Member Federation (IF) or any member of the Board and elected by the General Assembly.
- One or two Vice Presidents selected amongst the Board members by the Board, and approved by the AGM.
- One Board member shall have the requisite financial expertise to exercise oversight responsibility over the IMGA's financial operations and shall be selected amongst the Board members to do so, and approved by the AGM.
- A minimum of five and a maximum of seven members from the member IFs and elected by the General Assembly. Of those members at least one shall be elected from a Summer Sports Federation and one from a Winter Sports Federation.
- A minimum of one and a maximum of five independent members proposed by the IMGA Board and elected by the General Assembly; each representing expertise, knowledge, and continuity within the interest areas of IMGA.
- The CEO of the IMGA *ex officio*, without a vote.

The names of the candidates must be received by the Secretariat no later than one month before the General Assembly.

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Any representative from a member federation must be approved by their federation.

If one or more positions for election become vacant within one month of a General Assembly, the

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IMGA Board can propose candidates for election to those vacancies at the General Assembly.

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### Art. 31 Election of the IMGA Board

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The members of the IMGA Board shall each be elected for a four-year term. They can serve a maximum of three terms.

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The President, Vice Presidents and Treasurer shall each be elected for a four-year term. The President can serve a maximum of three terms as President notwithstanding any previous terms served as a Board member.

Members of the IMGA Board are eligible for re-election. Only candidates who have been nominated by their federation or the IMGA Board at least one month before the General Assembly are eligible unless a casual vacancy arises within one month of a General Assembly.

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In case of casual vacancy, an election for the balance of the term shall take place at the next General Assembly.

In the event there are two Vice Presidents, there must be one of each gender. When proposing candidates for election, the Board shall seek to achieve gender equity while respecting the Board's needs for specific knowledge and/or expertise. At a minimum, there shall be one female Board member from a Summer Sports Federation, one female Board member from a Winter Sports Federation, and one female independent Board member.

A person is independent if they are free from any close connection to the IMGA and if, from the perspective of an objective outsider, they would be viewed as independent. A person may still be deemed to be independent even if they have an affiliation with one of the IMGA's member federations and/or play one of the sports in the Masters Games' programme. Examples of a close connection include but are not limited to: (a) active involvement in the IMGA's affairs within the last four years, as a representative of a specific interest group such as an international federation or a bid committee or current Local Organising Committee of a Masters Games; (b) employment by the IMGA within the last four years; or (c) close family ties with any of the organisation's senior employees and/or a financial interest tied to the IMGA's activities.

### Art. 32 Organisation and Executive Committee

The IMGA Board shall itself attribute different functions to its members, including through the establishment of an Executive Committee which takes decisions as needed between meetings of the IMGA Board.

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The composition, attributions and delegations to the Executive Committee, and to other committees or groups that the IMGA Board may establish, are included in a charter which the IMGA Board approves and which is published as updated and approved from time to time.

### Art. 33 Decisions

Decisions of the IMGA Board shall be taken by a simple majority of votes cast; abstentions, blank, spoiled and invalid votes will not be counted. In the case of a tie, the President shall have a casting vote.

### Art. 34 Duties of the IMGA Board

The duties of the President:

- To represent the IMGA and lead the IMGA Board

The duties of the Vice Presidents:

- To perform the President's duties if s/he is unavailable.

The duties of the IMGA Board shall be:

- to take such steps as may be necessary to achieve the objects laid down in Article 2 of the Constitution,
- to ensure the execution of decisions taken by the General Assembly,
- to appoint city(ies) in charge of the organisation of the next IMGA Masters Games,
- to monitor the progress of the preparations for future IMGA Masters Games and take necessary steps to ensure the maintenance of proper standards in the organisation of IMGA Masters Games,
- to approve the proposed sports programme of the IMGA Masters Games,
- to ensure that drug testing is carried out in accordance with the rules and regulations in the World Anti-Doping Code (WADC),
- to ensure compliance with the overall guidelines related to the organisation of IMGA Masters Games,
- to seek organisers for future IMGA Masters Games and to negotiate with them,
- to grant IMGA patronage, upon such terms and conditions as it may consider appropriate, to Masters sport events,
- to recommend a professional auditor to the General Assembly for appointment,
- to appoint and delegate specific responsibilities to the CEO of IMGA,
- to appoint Honorary positions within the IMGA,
- to introduce and amend bye-laws, regulations and guidelines in relation to all matters, subject to the authority of the IMGA,
- to carry out any other duty not specifically attributed to the General Assembly,

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### Art. 35 CEO

The CEO is responsible for the day-to-day administration. The CEO reports to the IMGA Board and seeks their advice and opinion as necessary.

The CEO has the following responsibilities:

- Making recommendations to the President and the Board on the activities of the IMGA,
- Implementing policy and instructions decided by the President and the Board,
- Reporting regularly to the President and the Board,
- Preparing budgets and accounts of the IMGA,
- Preparing the General Assembly and the meetings of the Board,
- Establishing the minutes of these meetings,
- Any other duties specifically delegated by the Board.

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### Art. 36 IMGA Board meetings

The IMGA Board shall meet in person at least once a year, preferably on the occasion of an IMGA Masters Games. It may also make decisions by correspondence including suitable electronic means as established by the Executive Committee.

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### Art. 37 Representation

As a general rule, the IMGA is only bound by the signature of its President or a Vice President in conjunction with the signature of the CEO or of another member of the IMGA Executive Committee. In the case of the unavailability of the President, a Vice President shall replace him. Any further modalities concerning signature rights are included in the Board Charter.

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## Part 4 DISSOLUTION

### Art. 38 Dissolution

A quorum of two thirds of the member federations must cast votes for a decision about dissolution to be valid.

The dissolution of the IMGA can only be effected, if carried by four fifths of the votes cast by member federations representing an extraordinary General Assembly specifically convened for this purpose. Abstentions and invalid votes do not count.

### Art. 39 Assets

If the motion for dissolution is carried, the IMGA Board shall realise the assets of the IMGA, which shall be donated to the IOC to promote the Masters athletes' movement.

### Art. 40 Exceptions

In no circumstances shall any member federation have any claim to any share whatever in the assets and any member federation ceasing to be affiliated shall forfeit any claim to any asset of the IMGA.

#### Supprimé: Part 5 TRANSITORY PROVISIONS

##### Art. 41 Transition

This Constitution, drafted in English only, comes into effect on 15 November 2021. It replaces all previous versions.

Terms already served by Board members count towards calculation of the Article 31 term limits for purposes of the next scheduled election.

## APPENDIX (A) General Rules governing IMGA Masters Games

### A. Organisation

As a general rule, IMGA Masters Games ([Summer or Winter](#)) take place every four years in one city and its surroundings. They can also be organised by more than one city, situated in one or more countries, provided these cities are in close proximity to each other. [IMGA Open Masters Series events may be organised at any time as approved by the IMGA Board.](#)

Pursuant to Olympic Agenda 2020 Recommendation 6.2, the IMGA and the IOC shall study the possibility for the Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.

### B. Choice of Host City

The host city(ies) for the next IMGA Masters Games shall be chosen by the IMGA Board preferably five years or more before the said IMGA Masters Games.

### C. Sports

The sports [programme](#) of IMGA Masters Games shall be in accordance with the IMGA guidelines for each event.

All sports are held subject to facilities being available.

All sports must be held in accordance with the rules and authority of the relevant international federation.

Each International Federation governing a sport on the programme of the games, shall designate a technical delegate, who shall be responsible for overseeing the competition within the limits set by the IMGA Board.

The HCOC has the option of selecting additional sports to complement the core program. Those sports should be selected on the basis of the facilities available and the strength of those sports at masters' level in that country and internationally.

The optional sports must have the final approval by the IMGA Board.

### D. Participation

It is the goal of the IMGA Masters Games to promote participation and to be inclusive of all who want to compete. Because of the level of interest however, it may become necessary to limit participation by some measure. Such limitation shall be subject to the approval of the IMGA Board. In principle, the participation from the host nation should not exceed 60% of the total numbers.

### E. Principle

At IMGA Masters Games, participation and friendship among participants are much more important than athletic performances, and this principle should be emphasised as much as possible.

### F. Sanction fee

Upon being awarded an IMGA Masters Games, the HCOC shall pay to the IMGA a sum to be determined by the IMGA Board in order to confirm its right to organise those IMGA Masters Games.

### G. Intellectual rights

Supprimé: program

All rights on the names (WMG, [WWMG](#), [PAMG](#), [APMG](#), [EMG](#), [IMGA\\_OMS](#)), the emblem, the motto, etc., belong to the IMGA, but the HCOC shall have the right to use them on conditions laid down by host city contract and guidelines.

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#### **H. Advertising and sponsorship**

The opportunities to display advertising and to conclude sponsorship contracts may be restricted by the IMGA Board, both for the organising committee and for the participants. Major or naming rights sponsorship secured by the HCOC for a World Masters Games shall not be included in the title of the event unless approved by the IMGA Board.

#### **I. No representation**

The participants participate as individuals. They do not represent any country, region or city. There are no national anthems and no national flags (for example at victory ceremonies). Hence all IMGA events are open events and not limited to participation from the geographical region they are being held in.

#### **J. Clothing**

All participants compete in the clothes that are common for their particular sport.

#### **K. Multiclub teams**

Participants from different clubs and countries may unite to form multiclubs or multinational teams. More than one team from each country can compete in the same sport category.

#### **L. Costs**

Participants shall pay for their own transport and accommodation to compete in any IMGA Masters Games.

#### **M. Fees**

All participants shall pay a stipulated games registration fee. The amount of these fees shall be set by the HCOC and be subject to the approval of the IMGA Board.

#### **N. Medals and certificates**

Winners, second and third places of each competition shall receive the Master's medals in gold, silver and bronze. All participants shall receive a certificate of participation.

#### **O. Conditions of participation**

All participants shall meet the age qualification and abide by the competition rules laid down by their respective international sports federations, or, where appropriate, by the national sports federation of the host country, as well as by the IMGA and the IMGA Board.

#### **P. Related activities**

The HCOC shall organise for the participants, apart from the sports competitions, different activities such as cultural and social events, sightseeing and tourism.

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## APPENDIX (B)

### Member Federations

- Badminton World Federation (BWF),
- Fédération Internationale de Volleyball (FIVB),
- International Biathlon Union (IBU),
- International Basketball Federation (FIBA),
- International Canoeing Federation (ICF),
- International Cycling Union (UCI),
- International Football Federation (FIFA),
- International Golf Federation (IGF),
- International Hockey Federation (FIH),
- International Ice Hockey Federation (IIHF),
- International Orienteering Federation (IOF),
- International Rowing Federation (FISA),
- International Skating Union (ISU),
- International Ski Federation (FIS),
- International Shooting Sport Federation (ISSF),
- International Table Tennis Federation (ITTF),
- International Tennis Federation (ITF),
- International Weightlifting Federation (IWF),
- World Archery (WA),
- World Athletics (WA),
- World Baseball & Softball Confederation (WBSC),
- World Curling Federation (WCF),
- World Squash Federation (WSF)
- World Triathlon (WT)

### Associate Members

- World Taekwondo (WT),
- International Floorball Federation (IFF),
- International Life Saving Federation (ILS),
- International Ski Mountaineering Federation (ISMF),
- World Dance Sport Federation (WDSF),
- World Flying Disc Federation (WFDF)
- International Powerlifting Association (IPF),

### Recognised Organisations

- Confederation of Australian Sport



INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION

# 11. Next upcoming event Reports



INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION

# Taipei & New Taipei City World Masters Games 2025

SPORTS beyond AGE! LIFE without LIMITS!



# IMGA General Assembly Progress Report

World Masters Games 2025  
Taipei & New Taipei City Organizing Committee



# OUTLINE

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- I. Overall Report
- II. Milestones
- III. Divisional Report
- IV. Next Stage



# 01

## Overall Report



# Leadership Change



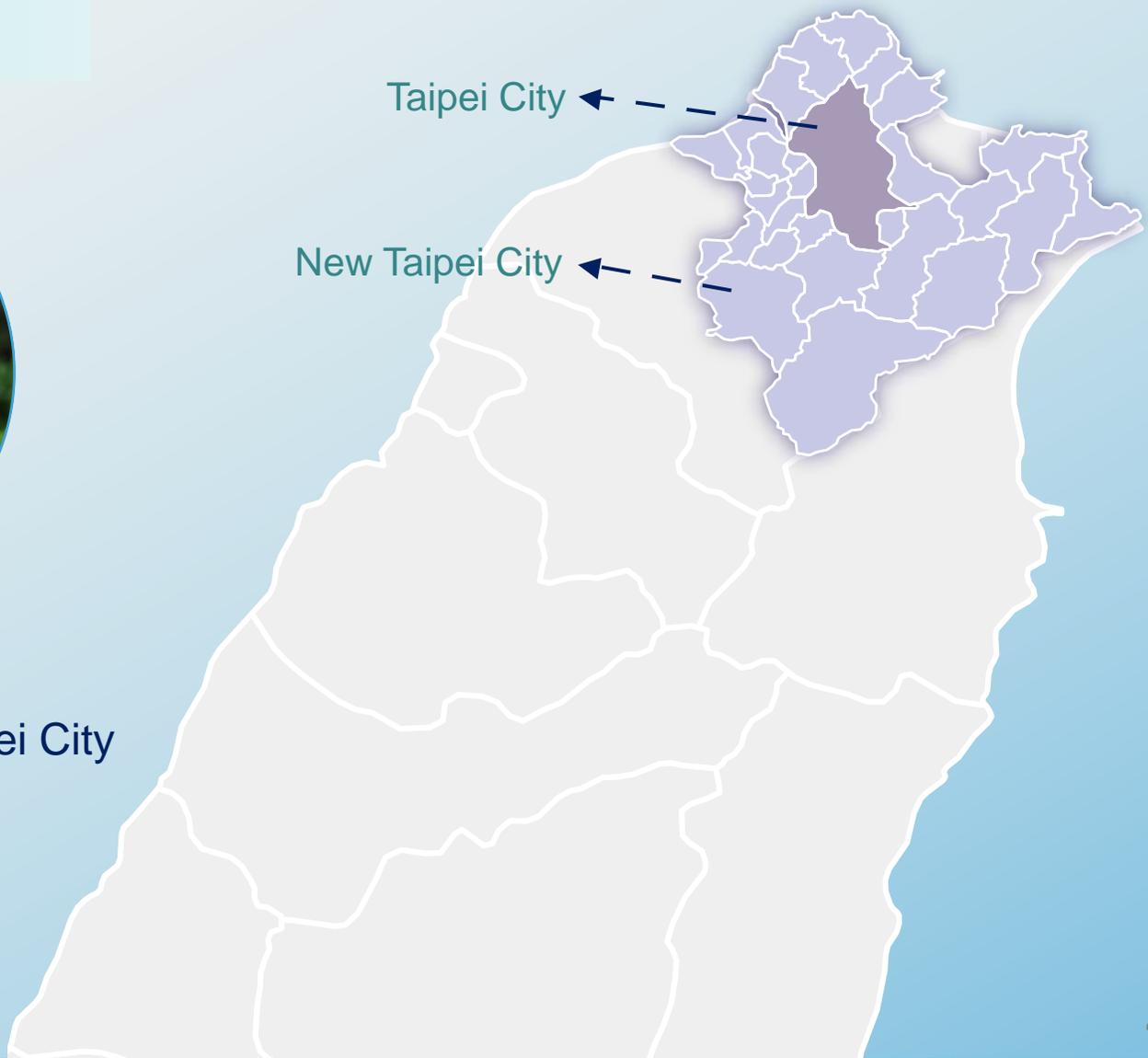
## Organizing Committee Chairperson



**Chiang, Wan An**  
Mayor of Taipei City



**Liu, Ho Jan**  
Acting Mayor of New Taipei City



# Leadership Change



Executive Committee  
Chairperson

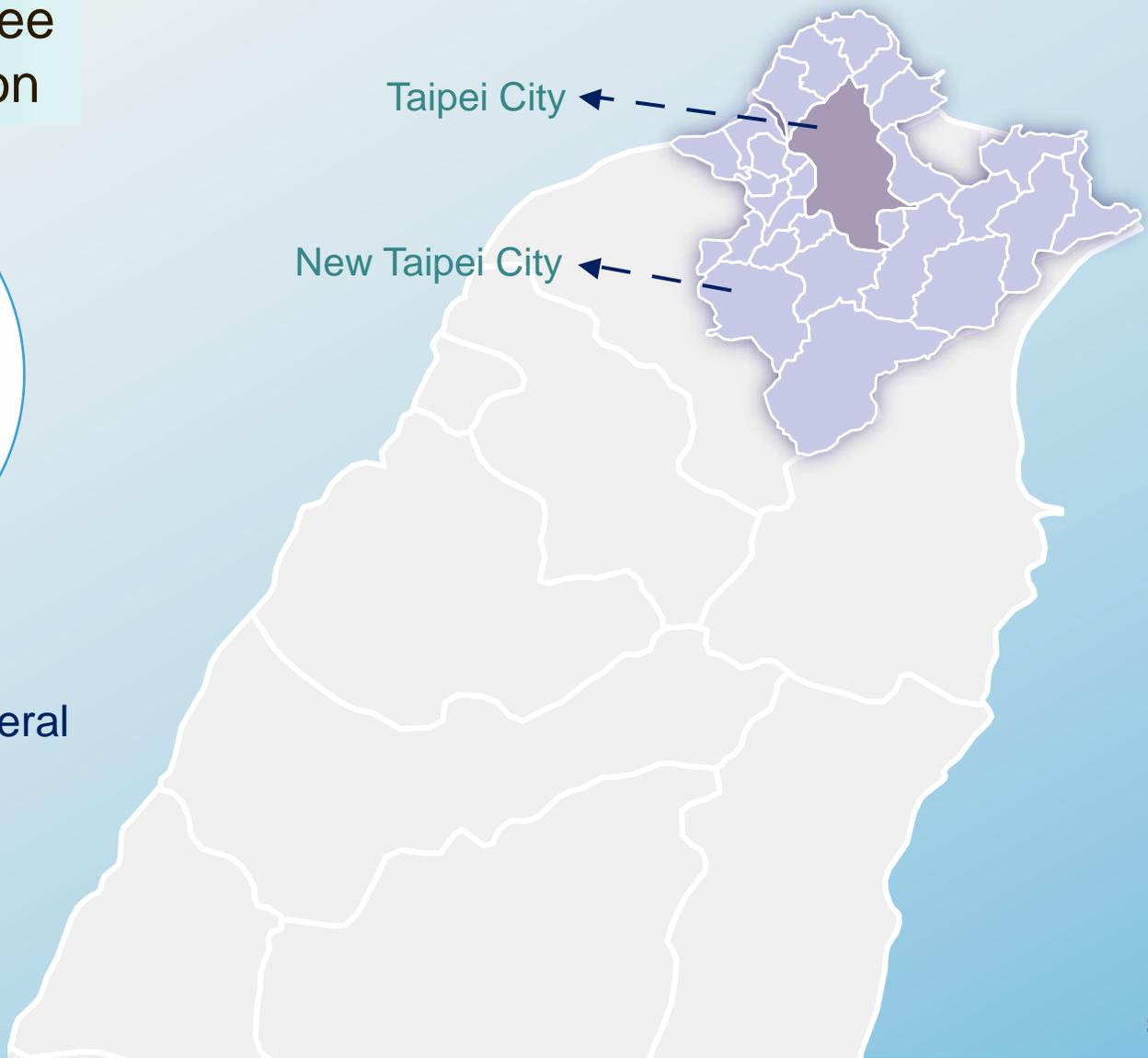


**Lin, Yi Hua**  
Deputy Mayor of Taipei City

Executive Committee  
Deputy Chairperson



**Kung, Ya Wen**  
Deputy Secretary General  
of New Taipei City



# Leadership Change

## Chief Executive Officer

### Deputy CEO



**Wang, Hung Shiang**

Commissioner, Department of Sport  
Taipei City Government



**Lin, Che Hung**

Deputy Secretary General of Taipei City

### Deputy CEO



**Chang, Ming Wen**

Commissioner, Education Department  
New Taipei City Government



**May  
5th**

**June  
19th**

**July  
10th**

**July  
28th**

4th CEO Meeting

4th EC Meeting

5th OC Meeting

5th CEO Meeting



## Equipment

- Competition equipment
- Equipment for the Game
- General supplies



## Service

- Cash flow service, insurance etc.



## Venue

- Competition Venue
- Hotel
- Golf Course
- VIP Accommodation



## Uniform

- Uniform for workforce
- Uniform for volunteer



## Communication Equipment

- Internet
- Mobile SIM card



## Marketing

# Venue



## Golf

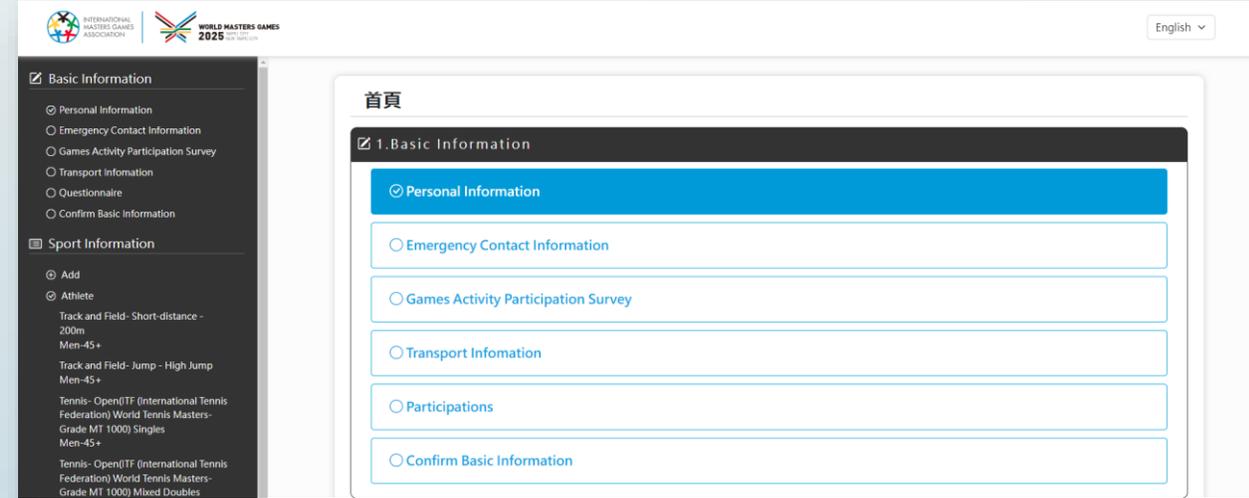
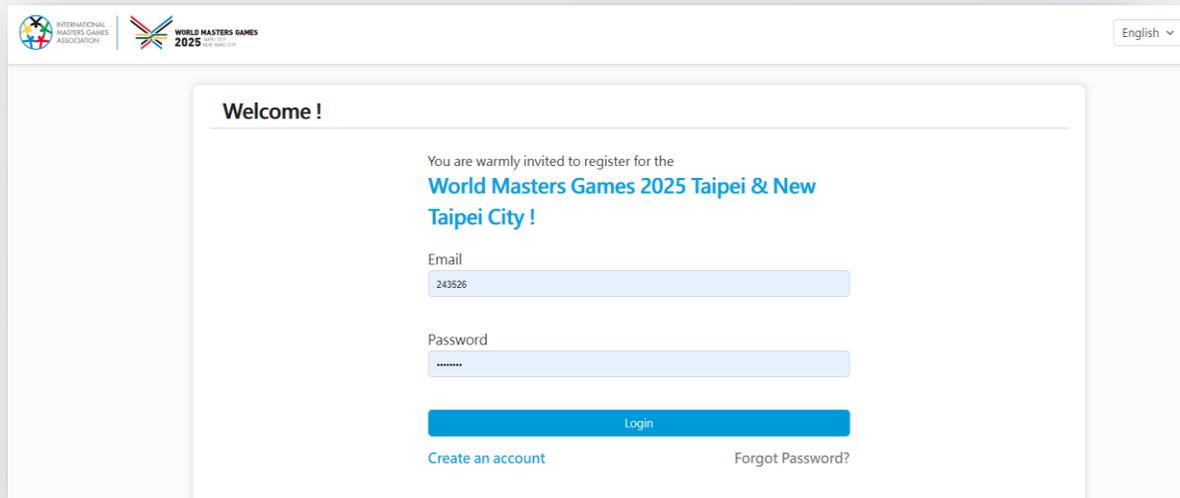
Looking for the golf course through sponsorship. OC have signed MOU with 4 golf courses.

## Surfing

From Jhongjiao Bay International Surfing Base, New Taipei City to Waiao Beach, Yilan County

# Competition Venue: 66





Aug. - Sep. 2023

Oct. 2023

Dec. 2023

Jan. 2024

Feb. 2024

Confirm Interface and system process for registering, logging in

IMGA Inspection

Collection and refund function and Stress and integration testing

IMGA Test review

Launch the system



## Co-Host Cities

- Volunteer Recruiting
- Tourism Schedule
- Venue Cooperation
- Game Entry Promotion
- Security Control
- Medical Service
- Sport Injury Protection
- Public Transportation and Shuttle bus

## Other Cities

- Tourism Schedule
- Game Entry Promotion

# Volunteer Recruiting



## Recruitment Targets

- 1 Volunteer
- 2 Group Volunteer

Over **30 people** in that group

## Type

- 1 Volunteer
- 2 Language Volunteer
- 3 Cadre Volunteer

## Recruit Procedure

- Period: Jan.- Dec., 2024
  - Registration: Taipei Volunteer Management website
- Looking for 12,000 volunteers





**WORLD MASTERS GAMES 2025**  
雙北世界壯年運動會  
TAIPEI CITY NEW TAIPEI CITY

**INTERNATIONAL MASTERS GAMES ASSOCIATION**

# 2025 雙北世界壯年運動會

## WORLD MASTERS GAMES

2025.5.17-30 和世界挑一場

2024年2月 開始報名

運動無界 | 人生無限 SPORTS beyond AGE! LIFE without LIMITS!



Strong Win training camp & warm up series press conference



Banner decoration in Taipei Tennis Center



Official Visit – New leadership of Taipei City



Meetings with WMG2025 OC



Tourism Experiencing – Whiskey DIY



Venue Inspection - Golf

# 02

Milestones





# 03

Divisional Report



# INTERNATIONAL AFFAIRS

## ▶ Finished Observation program of APMG2023 & EMG2023

Participate in the Observation Program for the future directors of hosting masters games to gain experience in prepare for marketing the games and tips for compile the terms and conditions

## ▶ Visit Universities and search for language volunteer

Visit 7 universities with foreign language departments to look for cooperation in recruiting language volunteer

## ▶ Planning for IMGA Visiting Tour

Schedule the tour including division meeting, venue inspection, cultural and tourism experiencing and official visit



# LOGISTICS MANAGEMENT

- ▶ Cooperation with the Puncar Association in outdoor venues  
Plan to serve foods for athletes who participate in outdoor sports
- ▶ Look for cooperation with food delivery platform  
Set up an area for food delivery in the venue to let athletes receive their food easier



Uber Eats



# COMPETITION

## ▶ Finish the Sport Information Guideline

Compile 35 Sport Information Guideline and reviewed by IMGA, and all guidelines will announce in December this year

## ▶ Strong Win training camp & warm up event

Finished 54 training camps from September to October and the warm up events will be held in 2024



# MARKET DEVELOPMENT

## ▣ Design the Mascot

Finalize the bidding and held experts consulting meeting to correct the design of mascot

Sep.  
2023

### Finalize Bidding Process

- Selection meeting
- Finalize and sign the contract

Oct.  
2023

### Character Plan

- Basic design
- Graphic design
- 3D design

Nov.  
2023

### Meeting & Correction

- Experts consulting meeting and correction

Dec.  
2023

### Finish the design

- Complete application settings

Feb.  
2024

### Costume & Press Conference

- Mascot Costume
- Press conference to introduce the mascot

# CULTURAL AFFAIRS

## ▶ Change the farewell ceremony venue

Modified the farewell ceremony venue to Tamsui Fisherman's Wharf. Plan to have vendors and firework show during the ceremony

## ▶ Create a Team for the Welcome and Farewell ceremonies

Confirm the core team member and plan for program design, procedure and stage design equipment



# TOURISM SERVICES

## ▶ Plan cultural events for participants

Confirm the program content and executive solution

## ▶ Prepare WMG2025 Tourism and Travel Information website

Set up WMG2025 Tourism and Travel Information website to provide more local tourism information for all the participants



# 04

Next Stage



Nov. 2023

- ▶ Announce Terms and Conditions and Sport Information Guideline

Dec. 2023

- ▶ Announce Mascot



Jan. 2024

- ▶ Volunteer Recruit
- ▶ Establish Volunteer Service Center

Feb. 2024

- ▶ Registration System Open
- ▶ Entry Start

Mar. 2024

- ▶ International Promotion & Entry Recruit



INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION

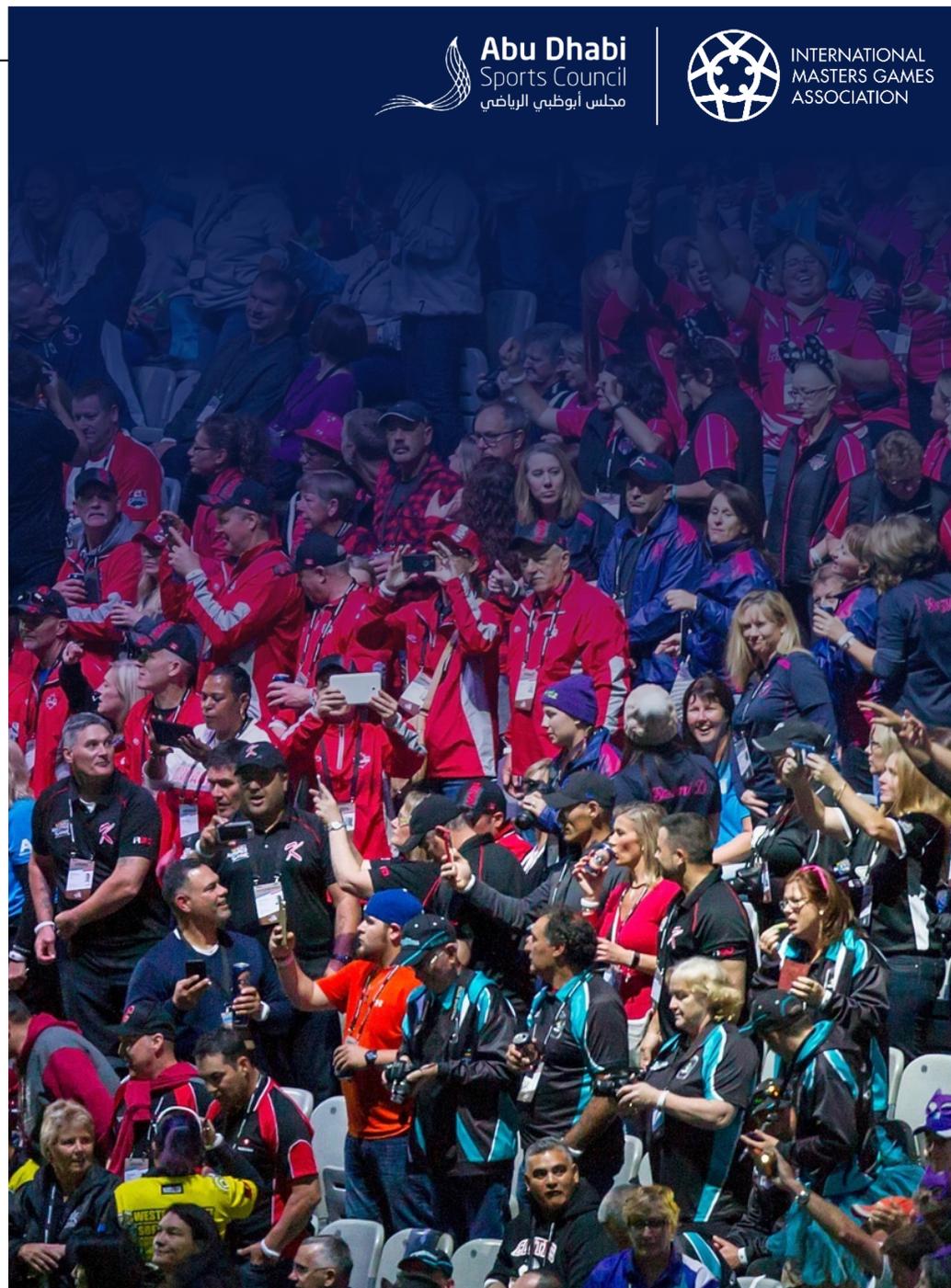
# Abu Dhabi Open Masters Series 2026

# IMGA Open Masters Series Abu Dhabi 2026

IMGA General Assembly  
November 16<sup>th</sup>, 2023

Abu Dhabi  
Sports Council  
مجلس أبوظبي الرياضي

INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION



## **TABLE OF CONTENTS:**

1. Vision statements
2. Updated sports list
3. Our venues



# Our vision for a successful games and legacy will lead to positive outcomes for Abu Dhabi and the international masters sport movement

VISION STATEMENTS



**Promoting healthier, more active lifestyles for senior residents**

Embed a culture of sport participation and exercise into daily life in our communities, particularly for senior residents, by showcasing the opportunities for all to take part in recreational sport



**Building stronger, more cohesive local communities**

Foster a sense of belonging and build strong intergenerational bonds by engaging the whole community in an inclusive event – be it through competing, supporting, volunteering or across wider community engagement



**Showcasing Abu Dhabi's unique cultural offering to the world**

Provide the best welcome for visiting participants and their families, offering unforgettable cultural, traditional and touristic experiences beyond the field of play



**Delivering world-class games experience and infrastructure legacy**

Provide a seamless experience for all client groups and use existing high-quality venues and infrastructure that leaves a physical venue legacy to enhance future community participation

KPIs

Total participants

Proportion of senior residents

Awareness of community sport opportunities

Number of sports

Total community activations

Total volunteers and satisfaction

Total visitors

Participant satisfaction with Abu Dhabi

Total ancillary events

Economic impact

Participant satisfaction with event

Quality of venues

Non-government revenue

LEGACY OUTCOMES



Improved physical and mental health for senior residents



Higher participation at local sports clubs



Soft skills development (leadership and teamwork)



Increased civic pride and inclusion



Stronger connections between residents, expats and visitors



Stronger intergenerational bonds and understanding



Enhanced reputation for Abu Dhabi as a cultural and sporting destination



Enhanced economic impact for Abu Dhabi



Return tourist visits by participants and supporters



Enhanced reputation of Abu Dhabi as an event host



A legacy of more highly utilised community sport infrastructure



Workforce skills development for future event delivery



# We have updated our proposed list of 30 sports for the Games

## LIST OF SPORTS (30)

TEAM SPORTS	INDIVIDUAL SPORTS	RACQUET SPORTS	WATER SPORTS
 Basketball (3x3)	 Athletics	 Badminton	 Sailing
 Beach volleyball	 Cycling	 Padel	
 Cricket	 Golf	 Squash	
 Football	 Obstacle race	 Table Tennis	
 Ice Hockey	 Swimming		
 Netball	 Triathlon		
 Rugby 7s	 Weightlifting		
 Volleyball			

COMBAT SPORTS	SHOOTING SPORTS	EQUESTRIAN AND CAMEL
 Judo	 Archery	 Camel Racing
 Jujitsu	 Shooting	 Endurance
 Karate		 Show jumping
 Muay Thai		
 Wrestling		

 PARA SPORT OPTION

 DEMONSTRATION SPORT



# Our Venues

		Abu Dhabi Golf Club	Abu Dhabi Marine Club	Abu Dhabi Cricket & Sport Hub	Alforsan Resort	Al Wathba Track	Dhabian Equestrian Club	Hudayriyat island	Jujitsu Arena (Mubadala Arena)	MBZ City	Mubadala Dome	Yas	Zayed Sports City
Combat	Judo								X				
	Jujitsu								X				
	Karate								X				
	Muay Thai								X				
	Wrestling								X				
Equestrian and Camel	Camel Racing					X							
	Endurance horse race					X							
	Show jumping						X						
Individual	Athletics			X									
	Cycling							X					
	Golf	X											
	Obstacle race							X				X	
	Swimming									X			
	Triathlon							X				X	
Weightlifting								X					
Racquet	Badminton			X									
	Padel			X									
	Squash			X									
	Table Tennis			X									
Shooting	Archery			X									
	Shooting				X								
Team	Basketball (3x3)										X		
	Beach volleyball			X									
	Cricket			X									
	Football			X									
	Ice Hockey												X
	Netball			X									
	Rugby 7s			X									
Volleyball										X			
Water	Sailing		X										



# Pictures of venues

Abu Dhabi Golf Club



Abu Dhabi Marine Club



Abu Dhabi Cricket & Sport Hub



Alforsan Resort





# Pictures of venues

Al Wathba Track



Dhabian Equestrian Club



Hudayriyat island



Jujitsu Arena (Mubadala Arena)



# Pictures of venues



MBZ City Swimming pool



Mubadala Dome



Etihad Arena



Zayed Sports City





INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION

# Lombardia Winter World Masters Games 2024



# WWMG LOMBARDIA 2024

UPDATE  
FROM JULY TO NOVEMBER 2023





# REGISTRATIONS

We have low numbers comparing with Innsbruck  
Why?

1. Our event is not compact but spread in all the Region
2. To arrive in our venue with public transport is complicate
3. Due to the war we don't have russian and belarus participants



# REGISTRATION

WHAT WE ARE DOING FOR:

1. COMMUNICATION
2. CONTACT NATIONAL SPORT CLUBS
3. AGREEMENT WITH EUROPECAR

# CLUSTERS AND ACCREDITATION CENTRE

5 Clusters:

Sondrio , Welcome Ceremony ( Daniela)

Chiesa Valmalenco ( Filippo)

Chiavenna e Madesimo ( Filippo)

Aprica, Tonale , Pellizzano e Vermiglio ( Alessandro)

Bormio ( Daniela)

4 Accreditation Centres



# PRESS CONFERENCE

On November 9 we organized a press conference at Regione Lombardia HQs to present our event to the press and to present the mascotte, and medals



# PRESS CONFERENCE

On November 9 we organized a press conference at Regione Lombardia HQs to present our event to the press and to present the mascotte, medals and commercial partners



# ACCREDITATION

For the Opening Ceremony we will have 2 type of accreditation:  
one for the athletes parade and the other to enter in the seating area  
( Guests)



# MASTERS VILLAGE

5 Masters Villages  
APRICA  
BORMIO  
CHIAVENNA  
CHIESA VALMALENCO  
PONTE DI LEGNO



# EXPERIENCES

We already publish on our website a wide range of experiences for our participants and it is also a working in progress



# EDUCATION

In each co-host city we will have a Masters Games educational in schools.  
One International Master Athlete and one local parent/grandparent  
Will talk about the importance of sport as a tool as an healthy style of life, as  
an opportunity to socialize and meet new friends, and opportunity to visit  
other places



# WELCOME CEREMONIES

During the visit of IMGA in Sondrio we establish time and route for the Athletes Parade. We open a new email address: [welcomeceremony@wwmglombardia2024](mailto:welcomeceremony@wwmglombardia2024) to receive info regarding the participation with the aim to organize buses from and to co-host cities and Sondrio

As agreed we will have in total 20 minutes of show between the speeches 3 ( Region, IMGA, Mayor of Sondrio)

# SPORT

## PROGRESS STATUS OF THE WORK:

**Madesimo** : *Ice arena, ice preparation for curling*

**Chiavenna** : *Ice arena, increase number of teams*

**Chiesa Valmalenco:**

Orienteering: *cross country track preparation and  
and international inspections, (IOF)  
catering tends and tracks mappings*

Speed Skating: *Race ice ring preparations, Ice machines (Engo)  
athletes tents and athletes transportations*

Snowboard : *Cancellation???*

# SPORT

**Bormio:** Short Track: Ice arena

Figure Skating: preparation of the arena for sport  
changeover and training ice ring

**Aprica:** Super G: track preparation , stadium setup,  
starting setup

ski mountaineering: track preparation,  
stadium setup, arrival setup

**in case of few competitors we will organize together a local competition ( Stralunata)**

Snowvolley: stadium setup

# SPORT

## **Ponte di Legno Tonale:**

Alpine ski: *track preparations, stadium setup and starting setup*

ski mountaineering: *track preparation, stadium setup,  
and arrival setup*

Snow run: *Cancellation ????*

**Vermiglio:** Biathlon: *preparation of 30 manual targets,  
cross country competition and training  
track preparation, stadium setup*

Cross country: *cross country competition and training  
track preparation, stadium setup*

# SPORT

**Pelizzano :** Jump: *Jump Hill hs 66 delivery 20 December, organization of test events 27 /30 December with Italian athletes and Jump Hill hs 66 free to test upon reservation*

Nordic combined: *the cross-country race will also take place in Pelizzano, passing through the village with artificial snow*



# SPORT

- 2) Competition Manager**
- 3) Judges and Timekeepers**
- 4) Farewell ceremonies**
- 5) Anti-doping and medical**



# 4. Google & meta analytics, ads, newsletter, Social Media



# COMMUNICATION

1. Communication strategy;
2. Press Office, Public Relations and Influence Marketing activities
3. Media proposal and Digital Campaign
4. Google & meta analytics, ads, newsletter, Social Media



# COMMUNICATION STRATEGY

- Year 2022: definition of communication strategy with identification of which countries are our potential athletes/customers, and how to reach them
- What benefits the event will bring to the territories involved
- The territorial partners
- The sponsors of the event



## 2. Press Office, PRs and Influence Marketing activities

- 1) Press and Public Relations Office for the period 01 October - 31 January 2024 (4 months)
- 2) Organization of 3 press conferences: Milan - Trentino and Sondrio
- 3) Organization of 3 press trips (early December 2023) for the national press to present the territories that will host the event



## **2. Press Office, Public Relations and Influence Marketing activities**

4) 9 Influencer activation for the period 01 October - 30 November 2023 (2 months)

5) physical press room will be based at PR & Go Up's headquarters in Milan;

### 3. Media proposal and Digital Campaign

- Radio Italy campaign
- Digital campaign ITA and abroad (DE - CZ - PL - N - S - DK - FI) : Teats
- Digital campaign on Google Adv
- Branded tram in the centre of Milan



# EVENTS

Definition of a LIVE SHOW TOUR equal to all 5 Masters Villages (Chiavenna, Chiesa in Valmalenco, Aprica, Bormio and Ponte di Legno Tonale) with music and live performances.



# Q&A

Thank you





INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION

# Cleveland Pan American Masters Games 2024



# PAN-AMERICAN MASTERS GAMES 2024 CLEVELAND

*ATHLETES TODAY. COMPETITORS FOR LIFE.*

*IMGA BOARD OF GOVERNORS  
NOVEMBER 16, 2023*



# BUDGET OVERVIEW – 8,000 ATHLETES

Total Expense: \$4,500,000

- > Sports & Operations
- > Staff Salaries
- > IMGGA Expense (bid fee & athlete guarantee)
- > Athlete Experience (athlete gift, socials, ceremonies)
- > Marketing & Communications
- > Admin (apparel, supplies, rent, meetings, travel)
- > Recruitment
- > Insurance
- > Programming

Total Revenue: \$4,575,000

- > Guaranteed: State of Ohio, DC, Cleveland Event Fund - \$995,000
- > Sponsorship/Fundraising - \$1,200,000
- > Entry & Guest Fees - \$1,880,000
- > Hotel Rebate - \$400,000
- > Merch Sales - \$100,000

Net Revenue: \$75,000

## **IMGGA Revenue Estimates (plus \$250,000 guaranteed bid fee)**

***6,000 Athletes: \$390,000      8,000 Athletes: \$645,000      10,000 Athletes: \$900,000***





# SPONSORSHIP & FOUNDATION FUNDRAISING

## Sponsor Commitments: \$646,000

- > Supply Side USA & JunAID Foundation: \$125,000
- > Kevin Stein: \$125,000
- > Cleveland Clinic: \$100,000
- > KeyBank Foundation: \$100,000
- > FirstEnergy Foundation: \$50,000
- > Cleveland Cliffs - \$50,000
- > Huntington: \$25,000
- > JACK Entertainment: \$25,000
- > Manisha and Neil Sethi: \$25,000
- > DiGeronimo Companies: \$10,000
- > Dan T. Moore: \$6,000
- > Stewart Kohl: \$5,000

## Grants Secured: \$395,000

- > J.P. Murphy Foundation: \$50,000
- > Figgie Family Foundation: \$75,000
- > State of Ohio Major Event Fund - \$170,000
- > Lozick Family Foundation: \$100,000 (verbal)

## Proposals Submitted:

- > Medical Mutual of Ohio - \$25,000
- > AARP - \$75,000

## Prospects:

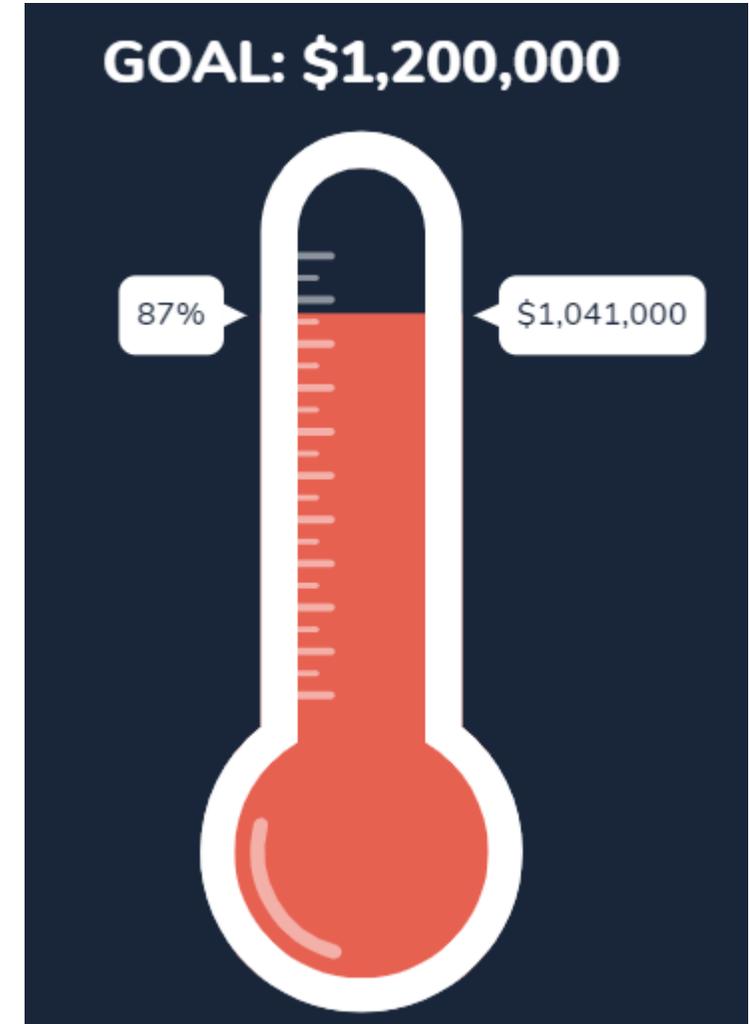
- > MetroHealth
- > Vitalia
- > J.M. Smucker
- > Cleveland Diagnostics
- > Rumpke Waste and Recycling
- > Bridgestone
- > Discount Drug Mart
- > Nestle
- > Marc's
- > Aldi
- > Sysco

## Foundation/Governmental Prospects:

- > Cleveland Foundation - \$100,000
- > City of Cleveland Event Fund - \$100K-\$150K

## Value-In-Kind Contributors:

- > Cleveland Clinic
- > University Hospitals
- > Cleveland Metroparks



# SPORTS & OPERATIONS



## > Schedule

- > Competition schedule finalized (next slide)
- > Estimated daily competition times in progress

## > Venues

- > 45 venues confirmed
- > Convention Center – Host of six (6) sports + Accreditation center
- > Cleveland Metroparks – Host of seven (7) sports

## > Equipment

- > Venue assessments completed
- > Equipment rental plans in progress – Tents/tables/chairs, radios, golf carts, portable restrooms, bike rack barricades, bleachers, sport court, scoreboards
- > Meeting with vendors late-fall

## > Hospitality

- > Detailed hospitality plan in progress
- > Staff, officials, volunteers' hospitality – snacks, meals
- > Seeking local restaurants, businesses to donate meals + snacks

## > Awards/Medals

- > Design in progress
- > Identified medal numbers
- > Outreach to vendors
- > Award presentation plan in progress



# 2024 PAN-AMERICAN MASTERS GAMES EVENT SCHEDULE

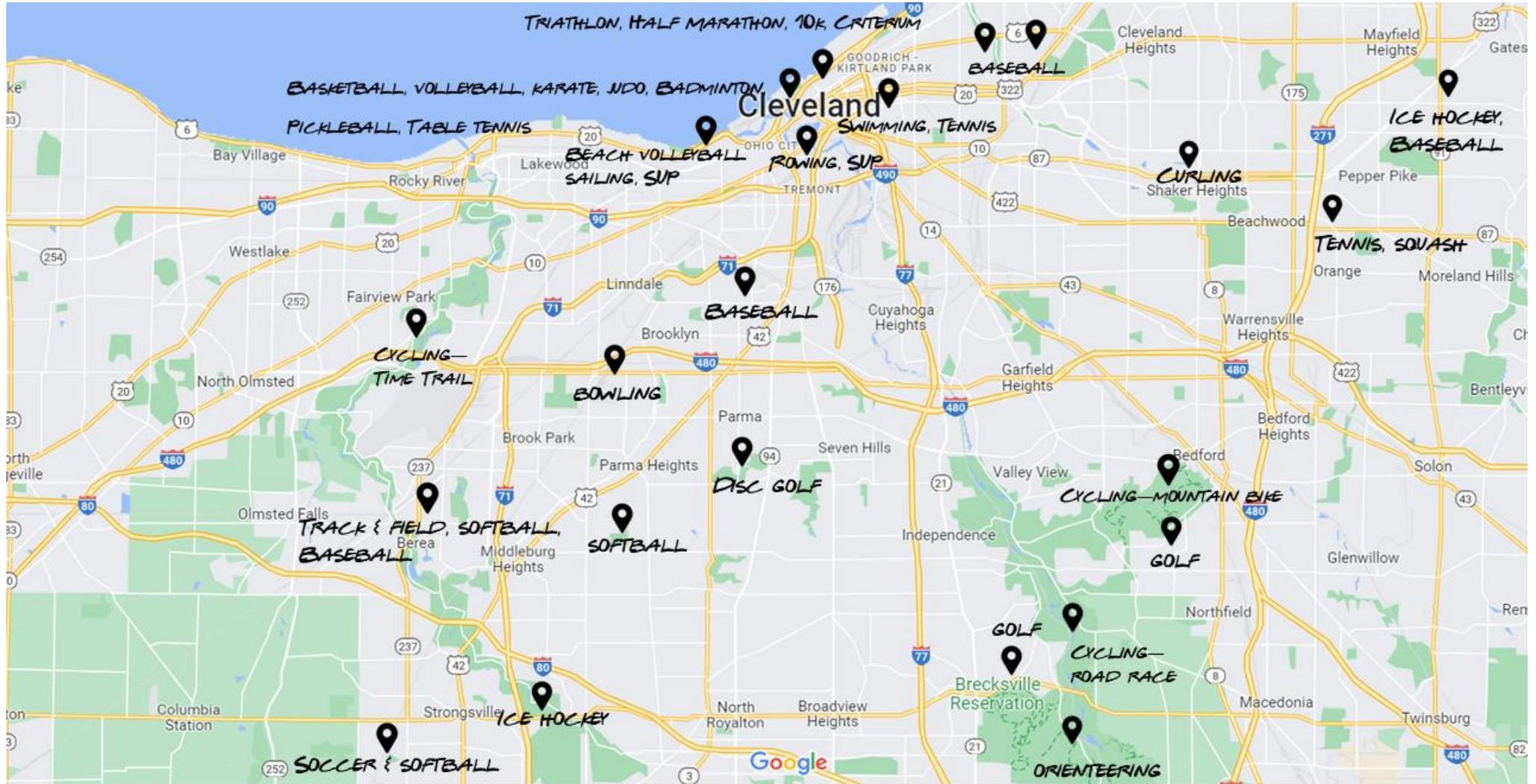
subject to change

P - Open practice days R - Rain dates

SPORT/DISCIPLINE	WED 7/10	THU 7/11	FRI 7/12	SAT 7/13	SUN 7/14	MON 7/15	TUES 7/16	WED 7/17	THU 7/18	FRI 7/19	SAT 7/20	SUN 7/21
ARCHERY		P										
ATHLETICS - ROAD RACE 10K + HALF MARATHON												
ATHLETICS - TRACK & FIELD			P						R			
BADMINTON		P										
BASEBALL												
BASKETBALL (3x3)								P				
BOWLING												
CURLING				P								
CYCLING - CRITERIUM												
CYCLING - ROAD RACE												
CYCLING - TIME TRIAL												
CYCLING - MOUNTAIN BIKE										R		
DISC GOLF												
GOLF										R		
ICE HOCKEY												
JUDO			P									
KARATE										P		
ORIENTEERING					R			R				
PICKLEBALL							P					
ROWING												
SAILING												
SOCCER												
SOFTBALL - SLOW PITCH											R	
SOFTBALL - FAST PITCH												
SQUASH				P								
STAND UP PADDLE (ICF)						R						
SWIMMING							P					
TABLE TENNIS *Exact dates coming soon												
TENNIS												
TRIATHLON												
VOLLEYBALL - INDOOR		P										
VOLLEYBALL - BEACH							P					

## SPECIAL EVENTS

ACCREDITATION CENTER												
WELCOME CELEBRATION (Free)												
ROCK & ROLL PARTY (Additional fee)												
PAMG NIGHT AT THE BALLPARK (Included)												
COMMUNITY 5K & 1M RUN/WALK (Additional fee)												
FAREWELL CELEBRATION (Free)												



# SPORTS & OPERATIONS

## > Transportation

- > Athlete transportation plan in progress
  - > Identifying public transit options from accreditation to each venue
  - > Parking options at each venue

## > Staffing

- > Event staffing plan Summer 2024 finalized
  - > 20 sport interns (May - Aug)
  - > 5 PAMG specific positions (May - Aug)
  - > 9 event crew (2 weeks - July)
- > Recruitment at local colleges + universities
- > Applications open in December - January

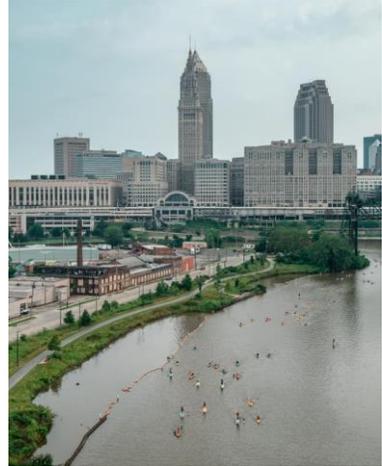
## > Security

- > Meetings with Cuyahoga County Sheriff, U.S. Coast Guard, City of Cleveland Police, Ohio Department of Transportation
- > Joint safety + security task force steering committee established and will meet next month
- > Security contractor hired November 2023





# VENUES & OPERATIONS





# VOLUNTEERS

- > Volunteer registration website in progress
- > Volunteer registration will open in January 2024
- > Volunteer recruitment plan
  - > Colleges + universities
  - > Civic organizations
  - > Corporate engagement – companies large and small (group volunteering)
  - > Sport-specific clubs and organizations
  - > Community volunteers – BVU
- > Volunteers benefits plan in progress
  - > Hospitality
  - > Volunteer kit to include shirt, backpack, hat, etc.

# VOLUNTEERS

- > **Sports/Competition**
  - > Assist with sport specific tasks at one of our many venues around Cleveland.
- > **Athlete Accreditation**
  - > Assist with checking in athletes at the Huntington Convention Center.
- > **Awards Distribution Station**
  - > Assist in handing out the awards to the athletes throughout the games.
- > **Airport Greeters**
  - > Welcome our athletes from all around the world at Cleveland Hopkins International Airport.
- > **Hotel Information Station**
  - > Serve as an information point for athletes regarding event venues, schedules, and the city of Cleveland.
- > **Special Events**
  - > Assist in making sure our ceremonies and special events run smoothly.
- > **Hospitality**
  - > Assist with hydration and food stations at different venues around the city.



# HEALTHCARE & MEDICAL

- > Medical coverage provided by Cleveland Clinic & University Hospitals; two major hospital systems in Cleveland
- > Establishing scope of medical coverage needed at venues – physicians, athletic trainers, EMS – and what medical equipment is needed (AED, tape, ice, etc.)
- > Follow-up meetings will be scheduled to continue discussions and develop Emergency Action Plans
- > See attached medical coverage grid



# REGISTRATION

287 Registered Participants as of 11/16/23



Countries Represented: 23 - Australia, Bolivia, Brazil, Canada, Chinese Taipei, Germany, Guatemala, India, Indonesia, Ireland, Israel, Jamaica, Japan, Kuwait, Mexico, Mongolia, New Zealand, Switzerland, Trinidad & Tobago, United Kingdom, United States, US Minor Islands, and US Virgin Islands.

States Represented: 31 - Arizona, California, Colorado, Florida, Idaho, Illinois, Indiana, Kansas, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Missouri, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, Ohio, Oregon, Pennsylvania, South Dakota, Tennessee, Texas, Vermont, Virginia, Washington, and Wisconsin

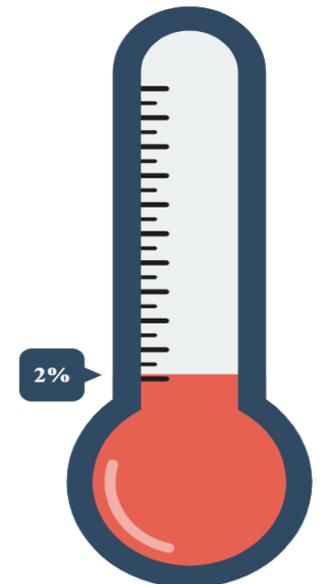
Registrations by Sport: Archery (58), Athletics RR (19), Athletics TF (38), Badminton (5), Baseball (1), Curling (17), Cycling Crit (21), Cycling - MTB(10), Cycling - RR(25), Cycling - TT (21), Disc Golf (7), Golf (4), Karate (5), Orienteering (5), Pickleball (21), Rowing (1), Sailing (3), Soccer (2), Softball FP (32), SUP (2), Swimming (15), Table Tennis (4), Tennis (4), Triathlon (15), Volleyball - Beach (9), Volleyball - Indoor (15).

Hotel Nights Booked: 252  
% to Goal: .5%

## Registration Goals

- November 1 - 500
- December 1 - 1000
- January 1 - 1200
- February 1 - 2500
- March 1 - 4000
- April 1 - 6000
- May 1 - 8500
- June 1 - 10,000

Goal: 10K





# RECRUITMENT

- > IMGGA Newsletter – monthly to 80,000 athletes
- > PAMG Newsletter – monthly to 10,706 athletes
  - > Added over 3,000 subscribers since we’ve begun recruitment
- > Social Media
  - > Developed a targeted list of over 2,000 clubs and organizations on Facebook from which to recruit
- > Recruitment Travel
  - > Completed Trips: Asia-Pacific Masters Games, European Masters Games, National Senior Games, World Disc Golf Championships, USA Masters Track & Field Outdoor National Championships, Australian Masters Games, Huntsman World Senior Games
  - > Upcoming Travel:
    - > MSBL Fall Classic (Jupiter, FL) – Nov 15-17
    - > Diamond Amateur Pickleball Championships (Daytona, FL) – Dec 3-6
    - > Phoenix Fiesta Senior Tennis Open (Phoenix, AZ) – Dec 7-9
    - > IMGGA Winter World Games (Lombardi, Italy) – January 2024
    - > New Zealand Masters Games (New Zealand) – February 2024
  - > Collateral Sent: US Rowing Masters Nationals, North American Orienteering Championships, US Masters Swimming Championships, upcoming USA Masters T&F events
- > PAN-AMbassadors & Sport Chairs
  - > Currently have 81 representatives between these two groups
  - > Meeting 10/25 to reconvene and generate excitement

# COMMUNITY PROGRAMMING

## Internationalism:

- > Working with Dan Hanson and ClevelandPeople.com to engage Cleveland's cultural neighborhoods to support athletes and attend PAMG events
  - > Attended September 26 meeting - 60 people; 28 leaders within national communities
- > Continuing to encourage local organizations to develop global-themed events during PAMG to complement the Cleveland experience
  - > Conversations started with Public Square, Downtown Cleveland Inc, Cleveland Cultural Gardens, University Circle, Pro Football Hall of Fame, Rock & Roll Hall of Fame and others

## Active Aging:

- > Hosting a Community 5K & 1-Mile Walk - Sunday, July 21 at Public Square (during Farewell Celebration)
  - > Held in conjunction with the PAMG 10K/Half Marathon
  - > Opportunity to connect local community with PAMG participants
  - > Opportunity to promote health at every age
- > Fairfax Fitness Park - continuing to explore options
- > Aging & Equity - working with Cleveland City Council to offer free registration for underserved City of Cleveland residents from each ward



# CORPORATE ENGAGEMENT

## Goal:

- > Attract 100+ local companies to sign up to engage to make PAMG a success in Cleveland.

Plan: Local companies agree to one or more of the following ways to help PAMG (and designate a “PAMG Captain” to serve as a main point of contact).

- > Sponsor a sport or other aspect of Games (Welcome/Farewell Celebrations, community parties/events)
- > Supply Value-In-Kind support (hospitality, equipment, supplies)
- > Provide individual or group volunteers
- > Promote attending opening, closing, community party and/or sports competitions throughout Northeast Ohio
- > Promote athlete participation in PAMG
- > ‘Adopt’ athletes from another country to meet/greet and/or host events in the community

Recruitment of Companies: Ways to promote corporate engagement

- > GCSC Board, A-Board, and PAMG sponsors
- > LOC referrals
- > Proactive outreach to HR professionals and Employee Resource Groups
- > Speakers’ bureau





INTERNATIONAL  
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PAN-AMERICAN  
MASTERS GAMES  
2025 CLEVELAND



# MARKETING & COMMUNICATION

Over 35,000 website sessions

- > Over 14,000 direct visitors
- > Over 9,000 visitors from social
- > Over 7,800 visitors from search
- > Over 3,000 visitors from referral

Website Updates

- > Schedule
- > Venues
- > Map
- > Hotels

**Total Followers = 2,408**

Facebook = 936

Instagram = 720

X (Twitter) = 752

*Since May 2023, we have had a 50% increase in social media followers.*

*Continue to increase followers with plans to further engagement with posts of venue updates, countdown to the games, ambassador athlete features, and destination play + stay posts.*



# PAID AD CAMPAIGNS - VIDEO ADS (OCTOBER - NOVEMBER)

## META (FACEBOOK/INSTAGRAM)

- > Impressions = 208,558
- > Reach = 91,204
- > CTR = 2.27%
- > Web Leads = 289
  - > Number of people who clicked Register Button on the ads)

## GOOGLE

### *Registration Search Campaign*

- > Impressions = 100,910
- > Clicks = 5,140
- > CTR = 5.09%

### *Registration Performance Max Campaign*

- > Impressions = 199,293
- > Clicks = 4,160
- > CTR = 2.09%



# REGISTER NOW!

MEET US IN CLEVELAND, OHIO, U.S.A.  
JULY 12-21, 2024



CLEVELANDMASTERS2024.COM



# SOCIAL MEDIA TOOLKITS

Sport Chairs & PAN-AMbassadors

Board Members

Cultural Leaders



**REGISTER NOW!**

MEET US IN CLEVELAND, OHIO, U.S.A.  
JULY 12-21, 2024



CLEVELANDMASTERS2024.COM



**VOLUNTEER JOIN THE FUN!**

JULY 12-21, 2024



CLEVELANDMASTERS2024.COM



**WITNESS HISTORY**

GET INVOLVED IN THE LARGEST INTERNATIONAL GATHERING IN CLEVELAND'S HISTORY

JULY 12-21, 2024

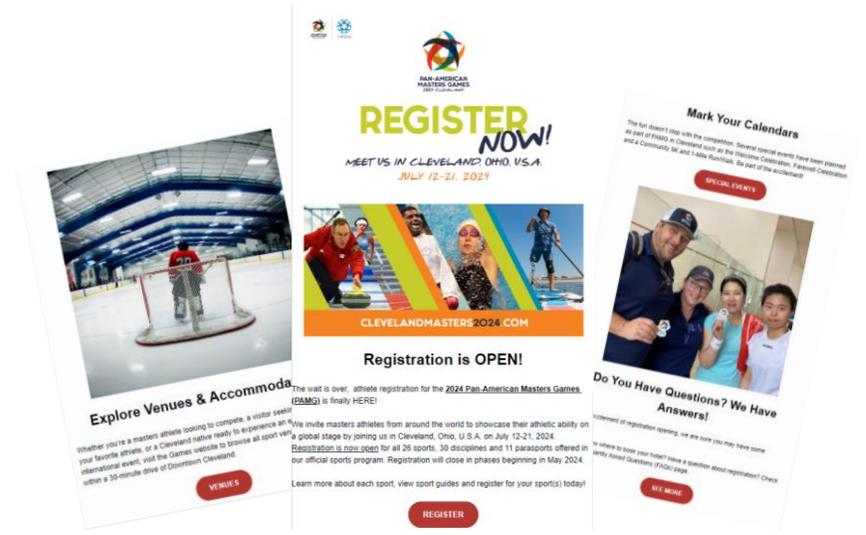


CLEVELANDMASTERS2024.COM



# MONTHLY NEWSLETTERS

- > 10,706 Subscribers
- > Open Rate = 53% (better than average rate of GCSC and industry)
- > CTR = 5-7%
- > Developing communication plan for the next 9-10 months
- > Topics to include:
  - > Sports/Venues: Registration, Sport/Venue Spotlights
  - > Visitor Info: Hotels, Transportation, Heritage, Destination
  - > Get Involved: Volunteer, Special Events



# CO-PROMOTIONAL PARTNERS

- > North American Masters Indigenous Games (August 2023)
- > Huntsman World Senior Games (October 2023)
- > Australian Masters Games (October 2023)
- > New Zealand Masters Games (February 2024)



# SPECIAL EVENTS

## Accomplishments:

- > Identified date, location and overall vision for Welcome Celebration
- > Confirmed athlete social events with Cleveland Guardians and Rock & Roll Hall of Fame and Museum
- > Planning community 5K to coincide with Farewell Celebration

## Schedule of Events:

- > Welcome Celebration on 7/13/24 at Mall B
- > Rock & Roll Party at the Rock & Roll Hall of Fame on 7/16/23 (*extra cost*)
- > Athlete Celebration at Guardians Game on 7/19/24
- > Farewell Celebration at Public Square on 7/21/24
- > Sport-specific socials to be managed by sport chairs

## Next Steps:

- > Meredith Camp Events leading planning process for Welcome and Farewell Celebrations
- > Destany Post coordinating with Guardians and Rock & Roll Hall of Fame
- > Becky Griesmer working with sports/ops to finalize details for the 5K





# WELCOME CELEBRATION

Saturday, July 13, 2024

- > Location Mall C
- > Estimate of 5,000-8,000 attendees
- > Free for everyone; special gift for registered participants
- > Elements
  - > Athlete March from Mall B
  - > Official Welcome
  - > Athlete Recognition
  - > Athlete Oath
  - > Fan Engagement Elements
  - > Entertainment
  - > Food Trucks
  - > VIP Component

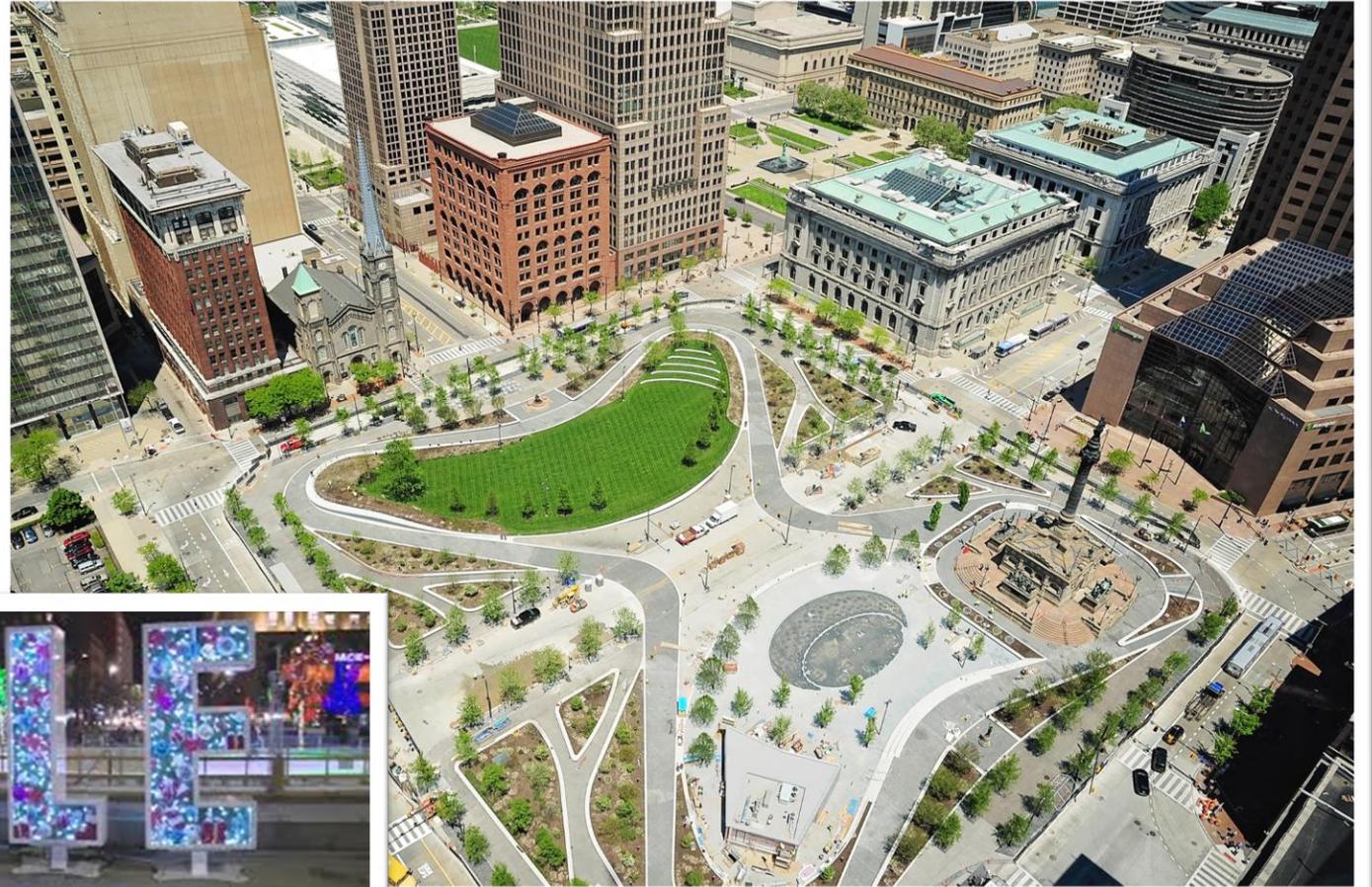




# FAREWELL CELEBRATION

Sunday, July 21, 2024

- > Cleveland Public Square
- > Estimate of 3,000-5,000 attendees
- > Free community event
- > Held in conjunction with the PAMG 10K/Half Marathon and Cleveland Community 5K run/walk
- > Elements
  - > Passing the Flag
  - > Fan Engagement Elements
  - > Entertainment
  - > Food Trucks





# ATHLETE SOCIAL EVENTS

## Athlete Celebration: PAMG Night at the Ballpark

- > Friday, July 19, 2024
- > Cleveland Guardians MLB Baseball Game
- > Opt-In for all paid registrants (general admission)
  - > Option to purchase additional GA tickets
- > First Pitch
- > In-Game Recognition



## Rock & Roll Party

- > Tuesday, July 16, 2024
- > Rock & Roll Hall of Fame and Museum
- > Includes museum admission and high-end dinner reception, 2 drink tickets, photo op and keepsake
- > Optional paid event - \$125/person
- > Can accommodate up to 1,500 people
- > Tickets to be included in sponsor benefit packages



# STAFFING

> The Team has been Assembled:



> Recruiting now for 34 full-time paid interns for May – August 2024:

- > 21 Sport & Event Interns
- > Volunteer Intern
- > Athlete Services Intern
- > Special Events Intern
- > Marketing & Communications Intern

> Will also hire 9 Event Crew (14-day contract before/during/after event) focusing on operations, results and communications





IMGA



CLEVELAND





INTERNATIONAL  
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## 12. Any other business



INTERNATIONAL  
MASTERS GAMES  
ASSOCIATION

## 13. Place and date of the next General Assembly