

THE OFFICIAL MAGAZINE OF **BUSINESS AIRPORT WORLD EXPO 2013**, MARCH 19-21, LONDON FARNBOROUGH, UK

Business Airport

I N T E R N A T I O N A L

April 2012



With slots at an absolute premium, this summer's London 2012 Olympic Games offers FBOs and charter companies a golden opportunity to shine

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BUSINESS AIRPORT WORLD EXPO 2012 REVIEW; INTERVIEW WITH BRIAN HUMPHRIES, EBAA

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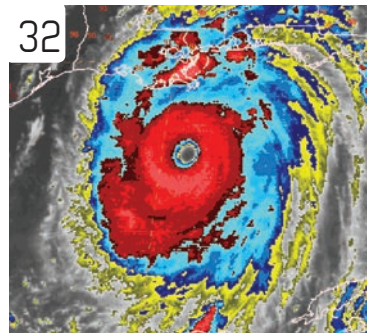
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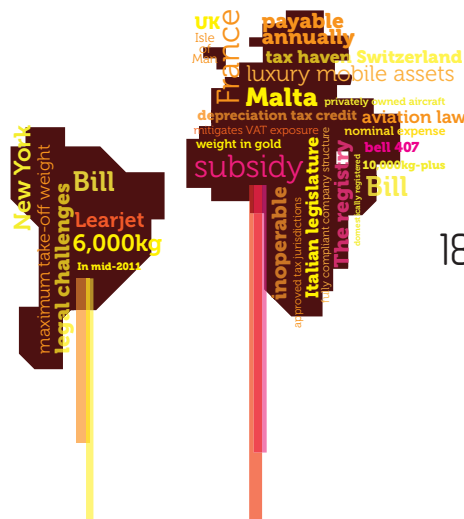
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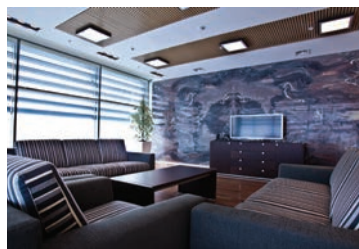
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Welcome

It is well documented that travel will be the biggest logistical challenge throughout the London 2012 Olympics. It is predicted that more than half a million international visitors will descend on the UK for the Games, the majority of which will travel by air. Most will use scheduled flights, but it is expected that there will be an extra 700 charter flights and 3,000 additional business jet movements during the event.

To cope with the increase and ease management of slots, UK authorities identified that 36 airports in the London area will have to change the way they operate and become coordinated. This means for operators, planning is paramount, as highlighted by Lee Campbell, managing director of Airport Coordination Limited (ACL) in *First come, first served* on page 18: "We have already received a high number of advanced bookings, with more than 700 slots taken so far."

Not everyone in the industry agrees with the way slot allocation will be managed during the Games.

Brian Humphries, president of the European Business Aviation Association, believes that there are some constraints: "The plan that the UK authorities have developed seems to be okay, but I believe the lack of flexibility will be a problem and because of this I think there will be huge disruption to helicopters and normal business aviation traffic."

Whether the revised slot allocation system will work flawlessly or not remains to be seen; according to Campbell it will be "business as usual" for business aviation during the Games, and ACL will be on hand to help with any last-minute queries. However, operators traveling to the UK's capital during the event must plan ahead, even if they don't intend to visit the Games, which are now just three months away.

Helen Norman
Editor



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Chattanooga FBO receives LEED platinum certification

The 9,000ft² FBO facility at Chattanooga Airport, Tennessee, which opened in August 2011, has been awarded platinum certification from the US Green Building Council's Leadership in Energy and Environmental Design (LEED) certification program.

This is the highest possible level of energy and environmental performance achievement and the FBO is the first aviation terminal in the world to receive such certification.

"This remarkable achievement reflects Chattanooga Airport's belief that sustainability is more than a simple responsibility to the environment," says Dan Jacobson, chairman of Chattanooga Metropolitan Airport Authority (CMAA). "Sustainability represents our civic duty to improve the quality of life for the community in which we all live, work, and play."

Designed by Allen & Hoshall, the FBO, which is operated by Wilson Air, was built to provide the airport with a high-performance green building that was healthier, more environmentally

responsible, and more economically viable. It features locally sourced furniture, an alternative transportation system – including a bus service, bike storage, changing rooms, and reserved parking for low-emission and fuel-efficient vehicles – and a 4,000-panel solar installation at the south end of the terminal that generates 1MW of clean power every year.

Talking about the airport's sustainability project, Terry Hart, interim president and CEO of CMAA, says, "The construction of the new FBO is one piece of our airport's larger sustainability program. Over the past 40 years, the City of Chattanooga has transformed itself from one of the most polluted cities in the nation to one of the cleanest. As a cornerstone of the community, the CMAA shares the city's vision for sustainability.

"Five years ago, the airport pledged to reduce our environmental footprint and we started small by initiating sustainable practices both on the airfield and within the commercial terminal. Over time, we incorporated this green philosophy

into larger projects including the solar farm and LEED-designed facilities."

The airport, along with its designers and contractors, originally sought a LEED silver rating for the new FBO. However, following analysis of sustainable components used at every phase of the design, the team realized gold status was attainable, explains Glen Heath, vice president at Allen & Hoshall. "With the addition of the 1MW solar farm on site, and cooperation from the local transportation authority by adding bus routes, a platinum rating was achieved. The FBO became essentially a net zero-energy building."

The airport also received gold certification for its 12,000ft² hangar, also located on the West Airfield Corporate Aviation Campus.

The airport now has plans to continue its sustainability drive. Hart says, "We have applied for a grant for Phase II of the solar farm, which would add 1.1MW. We will continue to upgrade lighting to more energy-efficient solutions and hope to grow our sustainability focus."





The Chattanooga FBO terminal includes an open-floor plan lobby complete with fireplace, integrated coffee bar, a well-appointed executive conference room, and a fully equipped business center.



Panel power

The 4,000 high-efficiency crystalline silicon photovoltaic (PV) solar panels at Chattanooga Airport were installed by Inman Solar and were funded by a Federal Aviation Administration Voluntary Airport Low Emission Grant.

The installation began in October 2011 and was completed in December. At the time of going to press, the energy generated so far by the solar farm is equivalent to 1,506 bulbs (60W) being used for eight hours a day over one year, and 21,382 gallons of gas have been saved.

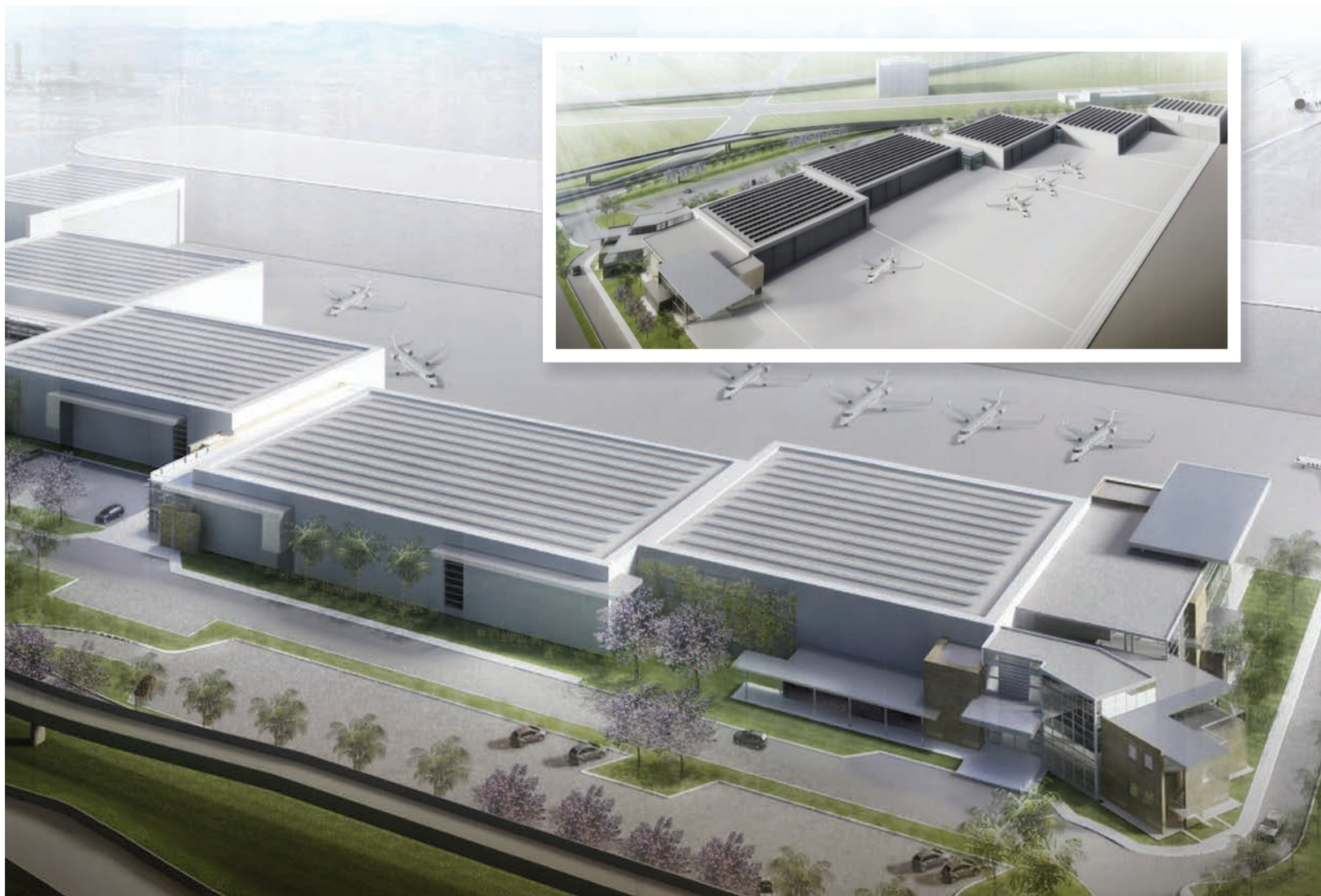
"This is the first step in a historic project that will provide a clean and renewable source of energy on land that was unusable for aviation," says John Baumstark, chief executive officer at Suniva Inc., who manufactured the panels. "The solar plant is representative of the type of innovation that will help deliver a more sustainable future for Tennessee and the USA."



Green development


Chattanooga Airport has undertaken a number of projects to improve its sustainability, including in the areas of:

- **Lighting** – the airport replaced old incandescent airfield lighting with energy-efficient LEDs as part of its taxiway construction project. The terminal's interior and exterior lighting was upgraded from metal-halide lights to compact fluorescent lights, and motion and light detectors were fitted to ensure lights were used only when needed, saving 1MW of energy every year for the past five years.
- **Green practices** – day-to-day operations were evaluated, and green cleaning products, green pest control, green landscaping practices, and recycling programs have been introduced.
- **Ground surfaces** – asphalt removed during ground surface maintenance and reconstruction is recycled and used to produce aggregate for new asphalt at the airport.



Construction of the new FBO at San Diego International will begin in 2013

Landmark Aviation awarded lease for new FBO at San Diego International Airport

 Landmark Aviation has been awarded a 37-year lease for the development and operation of a corporate and general aviation FBO facility at San Diego International Airport following a year-long competitive process held by the San Diego County Regional Airport Authority.

The company beat off competition from four other operators to design, build, and operate a 20,000ft² terminal, a 250,000ft² aircraft parking ramp, five hangars, and 16,500ft² of office space on 12.4 acres of airport property. It will offer a number of services to business and private aviation customers, including fueling, maintenance, and aircraft parking.

Landmark has operated the existing FBO at the airport since June 14, 1988, and this current lease expires on April 30, 2012, with the new contract commencing on May 1, 2012. According to Katie Jones from the San Diego County Regional Airport Authority, construction of the FBO will begin in 2013 and operations will commence in 2014.

"The Board just awarded the agreement in February, so the program is still in its infancy," revealed Jones. "The key stakeholders have conducted a kick-off meeting to ensure we all begin on the same page, and both groups are committed to making this program a success."

The San Diego County Regional Airport Authority estimates that the lease will provide US\$315 million in revenue over the

37-year term, an additional US\$4.5 million in rent annually over the current level.

"This award marks an exciting moment for the general aviation community," said Thella F. Bowens, president/CEO of the Airport Authority. "The new FBO will provide the latest amenities to corporate and general aviation customers. We have had a positive experience working with Landmark and look forward to many more years of partnering with them."

Landmark Aviation will also ensure the facility gains LEED Platinum certification, the highest possible LEED rating from the US Green Building Council. It will be required to invest at least US\$39 million into the construction of the FBO and will be in keeping with the airport's plans to build sustainable construction projects in the future.

"We have enjoyed working with the San Diego Airport Authority over the past four years, and are excited to continue that relationship," said Dan Bucaro, president and CEO of Landmark Aviation. "We look forward to building a LEED Platinum, state-of-the-art facility, and continue to be committed to providing the highest level of service and safety."

Jones concludes, "The FBO will be a state-of-the-art terminal that will enable general aviation passengers to arrive and depart in style. The airport will also benefit from increased efficiency and parking for general aviation aircraft."



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ABOVE: Terminal A will help to substantially increase the number of premium-class passengers at Sheremetyevo



Sheremetyevo International Airport's business aviation complex begins operations

The new Terminal A business aviation complex at Moscow's Sheremetyevo International Airport has officially begun operations and will serve 30-35 business aviation flights per day by the beginning of summer 2012.

Construction of the terminal began in 2006 and was completed in December 2011. The airport then underwent a series of tests to ensure all internal IT systems, passenger and crew clearance systems, and staff were fully operational and ready for the opening in March 2012.

Speaking at the opening, Mikhail Vasilenko, director general of JSC Sheremetyevo International Airport, commented, "The new terminal at Sheremetyevo is not only a natural development of the airport in the field of business aviation, but also a strategic step at national level. The launch of Terminal A will not only significantly increase our business aviation traffic, but will also improve the level of service and comfort offered to the corresponding category of passengers."



RIGHT: The Terminal A business aviation complex offers 23,000m² of aircraft parking space

The 3,000m² facility will be able to handle 75,000 passengers a year, and features a modern design, spacious and comfortable rooms, and a panoramic roof to allow plenty of natural light into the terminal. There is a duty-free shop selling a wide range of luxury goods, a restaurant offering views over the airfield and an extensive menu, as well as VIP rooms, and a conference room that is suitable for business meetings.

Avia Group, a subsidiary of Sheremetyevo International Airport, will operate the new Terminal A. The company has already constructed a 15,000m² two-hangar complex with 23,000m² of aircraft parking space that can house a number of business aviation aircraft. The complex also offers modern engineering systems for heating; ventilation and air-conditioning; electrical facilities; lighting; lightning protection and electrical earthing; automated fire-fighting; communication; radio notification; video surveillance; security and fire alarm; water supplies; and sewerage.

According to Anna Mashugina, PR manager at Avia Group, the company also plans to build a helipad to "save passengers time when transferring from the airport and to make Terminal A even more convenient".

Sheremetyevo International Airport is 100% state-owned and has a route network comprising more than 200 destinations. In 2011, the airport served more than 22.5 million passengers, a 16.7% increase on 2010 figures, putting it among the top-three airports in eastern Europe, according to UK-based research company Skytrax.

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Who cares what the weatherman says?

“ Automated stations are becoming increasingly prevalent worldwide due to their efficiency and cost savings ”

Aviation operations are particularly sensitive to the weather and therefore accurate weather prediction is essential. Low ceilings, updrafts, crosswinds, ice, sea level pressure, obscurations to vision, and many other factors need continuous observation and updated reporting. Airports often have automated weather stations – these are automated sensor suites designed to serve the observation needs for safe and efficient aviation operations and meteorological forecasting. Most of the busier airports also have human observers. Automated stations are becoming increasingly prevalent worldwide due to their efficiency and cost savings.

Still, not every airport can afford to have an automated weather station. At Lake Wobegon Airport in Northern Minnesota, they have a low cost – but very accurate – solution for weather forecasting: a flock of geese. When the geese honk high, fair weather; when the geese honk low, foul weather. Whereas automated stations can suffer from mechanical breakdown, geese don't! You may not have heard of Lake Wobegon; actually you won't find it on a map because of the incompetence of the surveyors who mapped out the state of Minnesota in the 19th century – according to author Garrison Keillor, who created the fictional town...

'Wobegon' is a fictional Native American word (dreamed up by Keillor) meaning 'the place where we waited all day in the rain'. The characterization of the community, where 'all the women are strong, all the men are good looking, and all the children are above average' has been used to describe a real and pervasive human tendency to overestimate one's achievements and capabilities in relation to other people. It is also a fact that, in academic circles, the 'Lake Wobegon Effect' stands for a 'better-than-average' effect, or, to express it in a more scholarly way – 'illusory superiority'.

The Lake Wobegon Effect, where all or nearly all of a group claim to be above average, has been observed among pilots, charter operators, and airport managers. Most of them appear to believe that their skills and abilities are above average. When people compare themselves with their peers, they focus egocentrically on their own skills and insufficiently take into account the skills of the comparison group. Thus, the

Lake Wobegon Effect, which is also widely cited as a potential cause for rising CEO pay, is said to occur because no company wants to admit to having a CEO who is below average, and so no company allows its CEO's pay package to lag market expectations. Apparently, this compensation method does not apply to pilots.

Meteorologists are typically not affected by the Lake Wobegon Effect. The fact is that, no matter what, they cannot make the weather any better; popularity is not an issue. Yet, they may offer a better way to present the weather to the aviation community – known as 'providing tailored weather information'. This does not mean that the weather is tailored to the wishes of the VIP passengers, but rather that the information itself is tailored to the needs of pilots and dispatchers.

The career opportunities for advancement of a weather forecaster range from meteorologist to chief meteorologist. Nonetheless, there is another way for weather prophets to stand out – by working for a TV station where they can make their predictions more dramatic. Subsequently the salaries are also more dramatic, and a chief TV-meteorologist can make US\$500,000 a year, or even more.

Aviation industry forecasting has strong similarities with weather forecasting, and is similar to the so-called 'analog' technique of weather forecasting. This technique is a complex way of making a forecast, requiring the forecaster to remember a previous weather event, which is expected to be mimicked by an upcoming event. What makes it a difficult technique to use is that there is rarely a perfect analog for an event in the future. Yet, by cleverly using statistics, industry analysts can always create a projection that makes one feel as good as 'woe be gone'. Aviation industry forecasters are indeed affected by the Lake Wobegon Effect, whereby the claim to be above average literally pays off. They are praised and frequently quoted in the various aviation periodicals, and they sort of determine the climate of the industry. However, meteorologists know that climate is what we expect and weather is what we get. ☺

Commander Bud Slabbaert is an expert in strategic communications and business aviation development. He is also the initiator and chairman of BA-Meetup



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Business Airport WORLD EXPO 2012

Main event

This year's Business Airport World Expo was hailed as a great success by visitors and exhibitors alike, with more than 2,250 attendees from 50 countries

Held in Cannes, France, on February 22-23, Business Airport World Expo 2012 (BAWE) brought together more than 2,250 business aviation executives, brokers, and owners and operators of executive jets to discuss future opportunities and strengthen existing relationships. The event was co-hosted with Business Jet Interiors Expo, and complemented by the Business Aviation Conference, which received spectacular feedback from all who attended – it was quite possibly the best conference of the year!

Graham Johnson, managing director at UKIP Media & Events, the international exhibitions and publishing company that organizes Business Airport World Expo and publishes *Business*



Airport International, said, "We were delighted with the quality and quantity of attendees this year. You could see business being done throughout the exhibition hall. Indeed, Business Airport World Expo 2013 in London Farnborough from March 19-21 is already almost 70% sold out, so we are going to have to make more exhibition space available next year. Visitors can expect around 170-plus exhibitors and I'd be very surprised if we don't see at least 3,500-4,000 attendees next year."

What visitors had to say...

Samir Bazbaz, president, B.J. Aviation, Jordan

"The show is excellent. There is a good combination of local providers, FBOs, and



Iyan Ayasso, publicity executive at Hadid International Services, sponsor of Business Airport World Expo 2012, said, "We feel the future of the exhibition and conference is extremely positive. We attended last year's show, which we found really useful for creating business contacts, and that is why we decided to support the 2012 event. It is getting bigger and better, and is the best way for us to communicate with new and existing clients."



Oliver Stone, managing director, Colibri Aircraft, speaking at the free-to-attend conference, which proved to be an extremely successful addition to this year's show. More than 25 speakers covered everything from business jet interiors and finance, to safety management systems and emerging regulations. The conference attracted a constant audience of well over 150 people.

interior companies, which means we can connect with all the relevant people in the business aviation sector under one roof. Business Airport World Expo allows us to communicate with a wide range of people and build up our business portfolio. There are plenty of buying opportunities for us here."

Christine Hadley, sales and marketing manager, Greenpoint Technologies, USA
 "The exhibition provides excellent networking opportunities for us and the free-to-attend conference has been extremely informative."
(continues overleaf)



**Hakan Celt, president,
Bilen Air Service, Turkey**

"It's great to see all our customers and clients in the same location, and we have been able to speak with some of the leading service providers in the industry. We hope to build new relationships with suppliers and discuss business opportunities with existing clients."

**Federico Scanferlini, general
aviation supervisor, SAVE SpA, Italy**

"The highlight of the show has been the opportunity to connect with our clients face to face; that is really valuable to us. We have been able to

sign-off on commercial opportunities, which proves that Business Airport World Expo is a great business opportunity for us."

**Eugen Hartl, founder, Eugen Hartl
Aviation Advisors, Switzerland**

"Business Airport World Expo provides great networking opportunities for us and there are a number of big names here. We have found the conference highly interesting and will definitely be returning to continue to build-up our client base."



Business Airport World Expo hosted a mid-show networking event on the evening of February 22 at the Grand Hotel on La Croisette. The event provided a great opportunity for visitors to make new contacts in the industry. Over 600 people attended!



The exhibition provided companies with the opportunity to show-off new products and services. Staff from London Oxford Airport were on hand to discuss its new 35,000m² jet parking area that will be capable of handling an influx of visitors to the Olympic Games.

**What exhibitors had
to say...**

**Luana Marie, commercial
department, Argos VIP, Italy**

"This is one of the most important exhibitions for us as it provides us with a great way to see our clients face-to-face, and to discuss the business opportunities we have been working on."

**Chris Omomia, executive director,
BASE Aviation Systems, Nigeria**

"Business Airport World Expo enables us to showcase our services, interact with customers,

and find out about other businesses that we can partner with. We sincerely believe that the event provides us with the opportunity to meet new clients and establish relationships with them. We have already booked our stand for next year!"

**Edwin P. Niemoller, FBO director,
KLM Jet Center, The Netherlands**

"Business Airport World Expo is a superb promotional tool for us and the quality of visitors is great. People come here with a purpose and this allows us to really build our business."

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depreciation

mitigates VAT exp

weight in gold

subsidy

US\$25

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busin

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depreciation

mitigates VAT exp

weight in gold

subsidy

inoperable

Taxation of top-quality, privately owned aircraft is always complicated, and a good aviation tax lawyer is worth their weight in gold. Most aspects of owning and operating an aircraft – where it's bought, registered, and flown – influence its taxable status. US owners of business jets probably know this better than anybody else. When Pennsylvanian lawmakers introduced a Bill late last year that would exempt the sale of business aircraft from the state's sales and use taxes, there was a chorus of complaints about a US\$10-14 million subsidy to the rich.

"If you buy a car, a truck, a boat, or any other vehicle in Pennsylvania, you pay sales tax," complained the Pennsylvania Budget and Policy Centre, a left-leaning think-tank. "But if you are one of the few in the market for a Bombardier Learjet or a Gulfstream aircraft, you would get a pass on paying that."

In fact, similar exemptions already exist in other states, such as Connecticut, Maine, New York, and Kansas, the US capital of business-jet manufacture. And in several other states, including Alaska, Delaware, Montana, Oregon, New Hampshire, and Massachusetts, there's no sales tax, although there may be a usage tax, which is different.

Taxation of private jets is a running issue in the USA. In mid-2011, president Barack Obama attacked the Republican Party over the depreciation tax credit it once provided for owners of private jets. But in December, the tension over taxation of 'luxury mobile assets', a category that includes super-yachts and cars, also hit Europe when Italy's new government announced plans to slap new charges on not only domestically registered, privately owned jets, but also on foreign-registered aircraft that spend more than 48 consecutive hours on Italian soil. Helicopters would pay double.

Based on the aircraft's maximum take-off weight (MTOW), the taxes will be considerable and payable annually. A Cessna Citation Mustang with a MTOW of 6,000kg would incur €30,000 (US\$39,656), while in the 10,000kg-plus category a Learjet 40XR or Gulfstream G650 would incur €75,000 (US\$99,139). A Global Express would be hit with €300,000 (US\$396,521). Proposed rates for helicopters are punitive, with a Bell 407 being charged at €60,000 (US\$79,304), despite having the same MTOW as a Citation Mustang and a Sikorsky S92A at €195,000 (US\$257,761).

The good news is that the taxes may prove inoperable for a variety of reasons. As Franco Campomori, a specialist on aviation law based in Lugano, Switzerland, told *BAI*, "It's yet to be seen how the Italian legislature can apply this to foreign aircraft. The suspicion is that the full implications were not considered at the time the laws were approved." He predicts a spate of legal challenges and formal requests for much more detailed clarification, particularly by owners not based in Italy.

Too mobile

As in Italy, it's the mobility of the assets that makes private jets a difficult issue for lawmakers and tax experts alike. Take the case of an aircraft



Top: Cessna Citation Mustang

Below: Bombardier Learjet.

© Bombardier Inc



registered outside the European Union. When it is first flown into the EU for operations classified as commercial, the aircraft is liable for VAT rated at 25% of its value, unless the pilot or owner can prove all appropriate taxes were paid at its place of registration. France is notoriously fussy about importation paperwork and officials have seized aircraft and issued fines for non-compliance.

Operators used to get around this by landing first into the UK, where a zero-rate VAT applied to privately owned aircraft weighing over 8,000kg, and thereafter escaping 25% taxes elsewhere in Europe (France applied the tax anyway). However, the UK lost a long battle with the European Commission last year and now aircraft being imported through the UK are liable for 19.5% of their value.

The fight may not be over. "Temporary importation at nominal expense remains a possibility, but the first step is to ask your aviation attorney whether your flights in the EU may be subject to VAT at all," says one legal authority.

The jurisdiction

An important factor in how much tax and other costs a beneficial owner pays is where the aircraft is registered. In Malta, which is fast developing a registry for private aircraft, the tax rate works out at just 5% when the aircraft is placed



Spot the difference

Until recently, some new owners of business jets acquired in the USA closed the deal over the ocean so as to avoid sales tax. According to tax experts, the authorities eventually caught up with them anyway. But the practice highlights a quirk of the complex US federal system whereby some states apply sales tax, some don't, and some say they don't but still do under a different name.

Even in neighboring states, there may be significant differences. For instance, South Carolina and North Carolina both set limits on sales tax, but the latter's is three times as high as the former's.

The big one, though, is use tax, applying to the use and storage of the aircraft. Based on the value of the asset, it also varies wildly according to state. Illinois, for example, charges 6.25% tax if the aircraft is hangared there, which comes to US\$1.25 million on a US\$20 million asset. On top of that, local taxes may add US\$600,000, or 3%, to the tax bill every year. On top of that, other states may charge use tax if the aircraft lands more than a specified number of times in the first year after purchase.

The applicable legal principle for owners complaining their aircraft is overtaxed is something called nexus – the degree of the asset's connection to the state. It's another complex issue and, once again, best left for specialists to sort out.

"Tax advisory services are complex and require special expertise"

under a fully compliant company structure. Although corporate tax is fixed at 35%, foreign shareholders are refunded 30% within 14 days.

In tax haven Switzerland, long one of the preferred registrations for privately owned aircraft, the taxation regime applied to the asset usually depends greatly on the liabilities of the individual. This is an area best left, as in most other jurisdictions, to specialists. As a source at Credit Suisse explains, "Tax advisory services are complex and require special expertise."

However, sometimes pure tax considerations will have a small influence on the decision about where to register the aircraft. As Edward Leigh, managing director of Isle of Man-based Odra Aerospace, says, the decision generally comes down to the entire business-aircraft infrastructure that a particular jurisdiction can muster.

"The Isle of Man's location within the EU is important," he explains. "It has a reputation for a stable government, a country credit rating of AA+, and aviation services are of a high standard. The financial sector is sophisticated and bank finance

is available. And it's on the OECD's 'white list' of approved tax jurisdictions." As it happens, the Isle of Man's tax regime is a particularly simple one, an important consideration in the current witch-hunt for tax-evading assets.

Also, adds Leigh, whose company focuses on corporate and trust services for business aircraft assets, the Isle of Man doesn't try to be all things to all aircraft: "The registry is dedicated to corporate and private aircraft."

The important thing is that the package as a whole is competitive with other jurisdictions and the Isle of Man is clearly highly competitive. The entire registration process comes in at around 15-20% below most other ICAO registries. For instance, depending on the owner's individual tax liability, Odra Aerospace can organise a fully compliant corporate structure that mitigates VAT exposure, a significant element when VAT on a US\$10 million aircraft can be US\$2 million. Tax on charter income can be reduced or eliminated. And 6% tax on insurance premiums may be eliminated, all depending on the individual requirements of the owner. "Everything we do is bespoke," adds Leigh.

In less than five years, the offshore financial center has gone from virtually zero registrations, to over 400 in mid-2011, and rising. The 400th aircraft was a Bombardier Challenger 645.

According to Hartley Elder, chief surveyor for the director of civil aviation, the rapid growth has been driven by owners' concerns for the safety of the assets as much as by anything else: "When we explain to people why they should bring their aircraft registration to the Isle of Man, we highlight safety with service." The registry works closely with the mainly technical team at Fair Oaks-based aviation safety company Baines Simmons.

Still, tax is hardly an insignificant issue on the Isle of Man or any other jurisdiction. Provided the corporate structure is limited to ownership of the asset, the beneficial owner may not have to pay any tax on the purchase price of the aircraft.

But savings on non-tax costs clearly matter. Malta, for instance, estimates about €36,000 (US\$47,588) for the first issue of an air operating certificate, and just over €16,000 (US\$21,150) for annual renewal fees. Similarly, the cost of maintaining the obligatory company structure may vary wildly after it's been established. In Malta, it ranges from €2,000 to €5,000 (US\$2,644 to US\$6,610) a year, depending on the size of the company.

Another increasingly important item in an owner's shopping list for the most suitable jurisdiction is whether it's on the Cape Town Convention list, the fast-growing international register based in Dublin, where claims on an aircraft can be posted for all to see.

First operative in 2006, the international registry makes it much more difficult for an aircraft to disappear into thin air and beyond the reach of creditors. Claims through the registry take precedence over all others. In effect, Cape Town registration lowers transaction risk for financiers and owners. The latest countries to join the registry are Brazil and Mozambique, which signed up in February.





Photo: leungchopany/www.shutterstock.com

Growth opportunity

As an ambassador for Embraer and owner of a Legacy 650, Jackie Chan may hope to sell a lot of business jets in China, but ultimately the actor's success will depend on the People's Liberation Army (PLA) and the Beijing government. The PLA insists that the civil aviation authority applies a restrictive low-altitude airspace while the government punishes the import of aircraft with hefty duties. On top of the volumes of red tape required to bring a foreign-manufactured business jet into China, there's a 5% customs tax and a 17% value-added tax.

This is why Hong Kong books the bulk of business jet sales, even for Chinese companies such as Hong Kong Jet, a subsidiary of HNA group, and China's Minsheng Banking, the leasing arm of which has a fleet of jets and has just ordered three Embraer Lineage 1000 ultra-large executive jets. As of late 2011, the number of business jets registered tax-free in the duty-free port was about 60, three times as many as in 2008. Most of these aircraft are owned by mainland Chinese people.

Meanwhile, in the whole of China there are about 150 business jets, according to Bombardier. And although aerospace groups expect China to grow rapidly – indeed Cessna vice president Trevor Esling said at February's Singapore Airshow that he expected China to “become one of the top 10 countries for business-jet ownership by 2025” – there's no immediate sign of China abandoning its taxes.

Cao Yongtao, chief financial officer of Beijing-based Deer Jet, a division of Hainan Airlines, referred recently to the financial and bureaucratic hurdles of China-based business jet operators, saying it was “very difficult” to make a profit in the first few years. To beat the imposts, Embraer, for one, intends to build Legacy 650s in a factory at Harbin, China, as soon as it receives official approvals, probably in the first half of the year.

A glimmer of hope for lower-taxed jets lies in the rapid roll-out of free trade zones along China's coast. The giant Minsheng Financial Leasing, for example, is exploiting a link with Tianjing tax-free zone, where Airbus established a logistics hub in late 2011.

“We're open to a number of different registration areas,” points out Jim Crowley, Guggenheim Partners' managing director of business aviation investments. “There are more and more Cape Town-ratified countries.”

Authorities at Aruba in the Lesser Antilles would agree wholeheartedly. A part of the Dutch Kingdom, and therefore within the EU, Aruba has, in the past 15 years, become something of a hub for aircraft owned by European and Middle Eastern royalty, and authorities believe its Cape status will only accelerate the process. “It offers important protection of security rights in aircraft and facilitates financing,” registry officials say.

Here again, though, tax issues count, too. It would be a mistake to underestimate the importance of the Aruba Exempt Company (AEC) structure, a vehicle for holding proprietary rights in registered aircraft that offers attractive tax benefits. Under the most recent tweak to the AEC, an aircraft-owning corporation may be tax-exempt with foreign subsidiaries subject to a modest profit tax on dividends.

Taking everything into account, it's becoming clear that tax is just one of several issues for owners and operators of business aircraft. ➤



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Paper trail

Gaining entry into North American airports requires both aircraft staff and passengers to wade through a huge amount of red tape to ensure a smooth passage through customs

Words | Selwyn Parker



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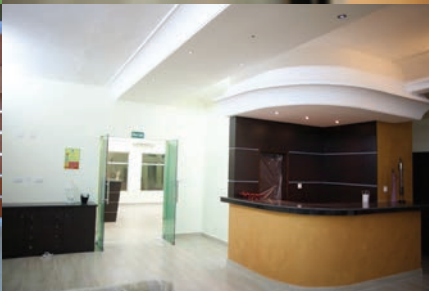
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Do your paperwork – there's a lot of it! That's how crew and passengers on business aircraft should approach flights from Europe to security-conscious North America. Familiarity with the visa system, electronic entry permission, US-visit procedures for pilots and other non-resident aliens, customs requirements, and much more red tape is essential, as pilots often point out.

"Make sure you follow the new e-APIS [electronic advanced passenger information security filing requirements]," warns commercial pilot Tony Calvillo. "They are strict about this. And when you call in your update to ETA, make sure you get the name of the officer you speak to." The Transportation Security Administration, which runs most of the security measures, is a powerful organization.

And the paperwork doesn't stop once your passengers have cleared customs at the point of entry because of the cabotage regulations about transporting goods and passengers – particularly the latter – within mainland USA. "Pax [carrying of passengers] in or out of the USA is no problem, but from point-to-point it's a big problem no matter what the nationality," North America-based FBO operators were warned at the Schedulers & Dispatchers conference in San Diego in January 2012. "There are few exceptions to the rule."

In fact it's paperwork the whole way, even for visitors on short-term business trips. "Be prepared to show proof," advises the US

Customs website. "If you are on a business visit, have an invitation letter from the company you are visiting, or the registration details of the conference you are attending."

But first, visas

Contrary to popular belief, all foreign visitors (except Canadians) arriving on a corporate or charter aircraft must have a visa. There are only two exceptions: passengers with a visa waiver, or aircraft whose companies are part of the visa waiver pilot program. Both of them require a fair bit of form filling.

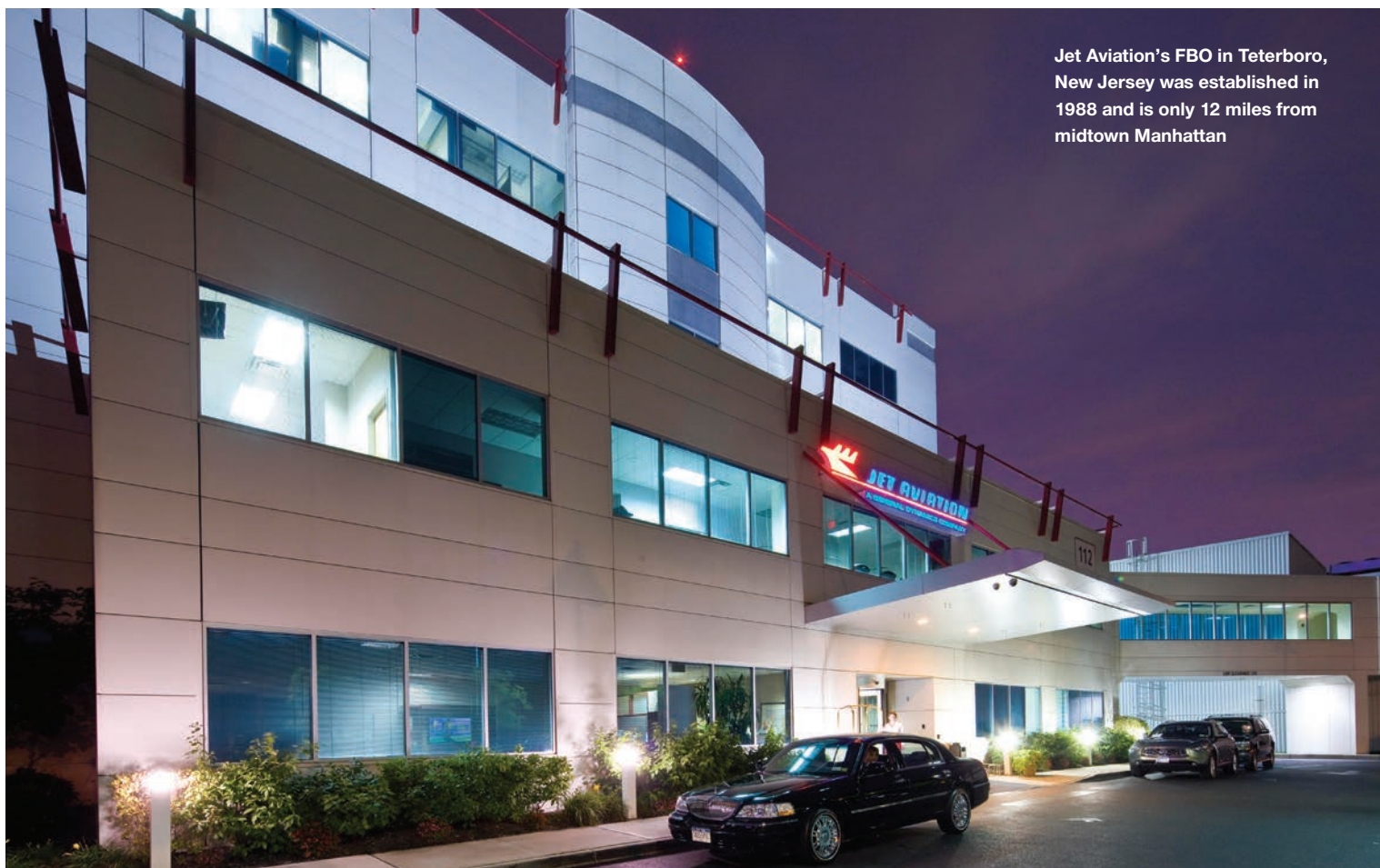
To get a passenger waiver, it's necessary to apply online preferably 72 hours before departure for a US\$14 ESTA (Electronic System for Travel Authorization). Once approved, an ESTA is valid for two years.

If equipped with a visa waiver valid in 32 countries, including most European ones, passengers can travel to the USA on business or pleasure for 90 days or less without the chore of applying for a formal visa. But that doesn't necessarily guarantee entry into the country because customs reserves the right to make an on-the-spot judgment. A criminal record is a problem unless the offenses were relatively minor – disorderly conduct and traffic violations would not normally worry border officials – or committed as a minor.

But that's just the passengers. The pilot of a foreign-operated business aircraft has to carry

documentation showing that it is designated a signatory carrier under the program. However, the waiver, which applies to aircraft above 100,309 lb, only allows one landing and take-off; thereafter permits are required. Operators of business aircraft must also supply a master crew list in advance and, under the waiver program, keep it up to date with all relevant information.

It gets easier if the private aircraft is carrying passengers who have done no harm to the USA and are judged unlikely to do so. Under the CANPASS program, pre-approved, low-risk



Jet Aviation's FBO in Teterboro, New Jersey was established in 1988 and is only 12 miles from midtown Manhattan

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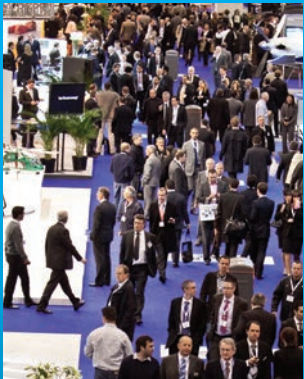
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Bag a bargain

Bargains are to be had in the cluster of smaller airports usually found around the busy main centers in the USA. Right across North America there are big savings in landing and take-off fees, parking, hangarage, and fuel prices compared with much busier airports a short drive away. Aside from dollars and cents, other important considerations in choosing a base include the amount of traffic (almost non-existent in some airports), availability of crosswind runways, and security. For example:

Landing fees: Airport authorities at Westfield-Barnes Airport near the metro Boston and New York areas charge US\$43 for 50,000 lb MTOW (maximum take-off weight) US\$64 for 75,000 lb, US\$85 for 100,000 lb, topping out at US\$170 for a 200,000 lb jet. "These rates are very competitive to similar class airports and, more often than not, much less," says a spokesman for Airflyte. For comparison, landing fees at Bellingham International

Airport in Washington State, a convenient port of entry into the northwest of the USA with 24-hour customs, work out at US\$1 per 1,000 lb MTOW.

Hangarage: At Westfield Barnes, overnight rates for heated hangarage range from US\$200 for a Cessna Citation Mustang and US\$350 for a Bombardier Challenger 300, to US\$600 for a Gulfstream V and US\$625 for a Bombardier Global XRS. At Bellingham International the top rate is US\$500, while rates in the airports in Newfoundland and Labrador, which are quick-turn specialists, are generally set by third parties. However, as Irving Aviation's Cindy Millett says, "Irving arranges

the [hangarage] service for customers as required and the rates are competitive."

The discounts available can read like a Groupon deal. At San Diego Jet Center, a US Customs port of entry, hangarage for a Gulfstream V is US\$125 a night. Compare that with US\$750 per night at Lindbergh just 15 miles north. "An aircraft coming from another country has to clear customs at our field and then go to Lindbergh unless they have a pre-arranged over-flight permit," explains San Diego Jet Center's Tom Ricotta. "So it is much less expensive to come to our facility and then drive downtown." *(continues overleaf)*

passengers are allowed relatively paper-free entry if making their first point of entry in Canada. But here again, the regulations are specific, applying to aircraft carrying no more than 15 people, including crew.

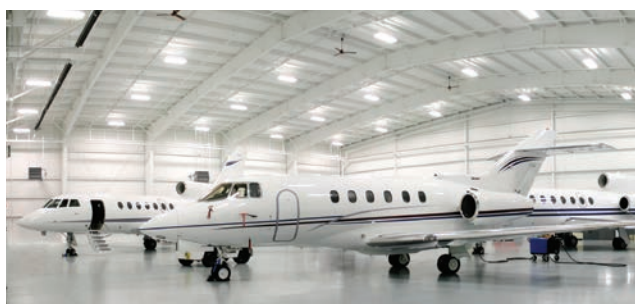
With up to 15 model citizens aboard, the pilot should call the CANPASS authorities 48 hours before the aircraft arrives in Canada and after the proper forms have been filed – but the border authorities warn you not to expect confirmation of receipt. And just before landing, the pilot must call the Canadian Border Services Agency by telephone. The golden rule is clearly never, ever to arrive unannounced.

Cabotage rules

Once all the entry paperwork is in place, there's cabotage to worry about, and US-style cabotage is quite different from the EU version. As the USA's National Business Aviation Association points out, while EU flights classified as cabotage may be subject to VAT and the US has no VAT, it does have its own customs duties and relatively onerous procedures for foreign-registered aircraft.

Furthermore, what exactly constitutes a foreign-registered aircraft may be a legal exercise all of its own. Even though an aircraft may be US-registered, for instance, it will probably be classified as foreign-registered if the chief executive and most of the board of directors don't hold a US passport.

But what is cabotage? Basically, it's the carriage of people or goods for remuneration or hire and it comes under Part 375 of the



Airflyte offers 4,090m² of hangar space at Westfield-Barnes

FAA regulations. And the US Department of Transportation has a broad definition of what constitutes remuneration or hire. This makes flying from point-to-point in the USA a challenge in regulatory terms. Any breaches generally attract hefty penalties, including fines. As with entry paperwork, aviation lawyers strongly recommend that operators work well in advance with local regulators because cabotage rules may vary between states.

Customs clearance

Customs must be cleared at the first point of entry and some airports on the east coast, notably the designated '30 South' airports (those where aircraft coming from south of 30 degrees north must land before flying on into the country), have varying periods of prior notification so they can stay on top of things. Most prefer 24 hours' warning; one hour is generally the minimum. A number of executive airports within a few miles of city centers also have local customs facilities for a considerable time saving.

To avoid any fuss at the destination, customs and passport control can be cleared at Ireland's Shannon Airport if you are flying from or through



Bag a bargain (continued)

Parking: There are big variations here again, with Westfield's parking fees for the 50,000 lb, 75,000 lb, 100,000 lb, and 200,000 lb aircraft set respectively at US\$10, US\$25, US\$25, and US\$50, whereas Bellingham charges a blanket US\$20 a night. Operators are advised to look at the whole package rather than individual charges. For instance, a Bellingham Aviation Services spokesman points out that its handling fees are "hundreds of dollars lower than at nearby Seattle or Vancouver".

Fuel: The same story, with huge discounts on offer. "Not enough room to write all the positives here," blogged a pilot after landing at Middlesboro Bell County Airport in Kentucky. "US\$4.43 for fuel? Just paid US\$7.18 last night at KLZU in Atlanta."

the facility. On arrival passengers are treated as domestic passengers.

Refueling tactics

Although oceanic air traffic controllers do their best to devise the fastest possible flight – the minimum time route – into the east-west prevailing jet stream along the north-Atlantic tracks, business aircraft always refuel as soon as they can. That is, of course, on the east coast, typically at Canada's Gander in Newfoundland and Goose Bay in Labrador, and in Boston, all on the Great Circle route. That's been particularly the case lately because of some abnormally strong headwinds, which averaged 54mph in December 2011, instead of the historical 28mph. This forced some commercial aircraft to make unscheduled refueling stops.

The competition on the ground for such technical stops is keen, with FBOs offering a growing array of services for in-bound charter or business aircraft, economical fees for hangaring and parking, and keen fuel rates. [See *Bag a bargain*, page 29]. As Cindy Millett, Irving Aviation's retail aviation sales manager, points out, "Multiple airfield providers at each airport ensure pricing is fair and reasonable."

And judging from the observations of most operators of business aircraft, border officials are fair and reasonable, too. Provided, that is, the paperwork is up to date. ☺



Competitive edge

In the financial sector, they call it arbitrage – the playing-off of price differentials. But for business jet operators, it's merely about the wide variation in fees between the USA's regional FBOs and the big-city airports. As Vanessa Moody, customer service representative for Jet Aviation at Bedford in Massachusetts, explains, "Being located just outside of the city of Boston, we avoid the heavy fees, wait times, flight delays, and traffic build-up of Boston Logan International Airport."

Bedford's pricing is aggressive, even compared with FBOs in other, non-competing areas. Parking fees vary depending on size and wingspan, but range from US\$15.45 for light aircraft, to US\$177.16 for aircraft with wingspan larger than 101ft. Fees for Global Express, Falcon 7X, and most Gulfstreams, with the exception of the Astra, G-150, and G-200, work out at US\$134.93. For Falcon 50, Falcon 900, Falcon 2000, G-200, Citation X, and Citation

Sovereign, it's US\$78.28, while all other Citations, Gulfstream Astra, and G-150 are charged US\$28.84.

Usually modest services fees are often waived by buying minimum amounts of fuel. Nightly heated hangar rates range from US\$201.61 for a light single-engined aircraft, to US\$1487.55 for a Global Express. Security is typically less onerous than at larger airports, and passengers can be transported to customs clearance at Hanscom Field.

A woman with blonde hair, wearing a brown leather flight jacket, a white scarf, and tan flight pants, is sitting on the blue wing of a biplane. She is looking towards the camera with a slight smile. The background shows the engine and propeller of the aircraft.

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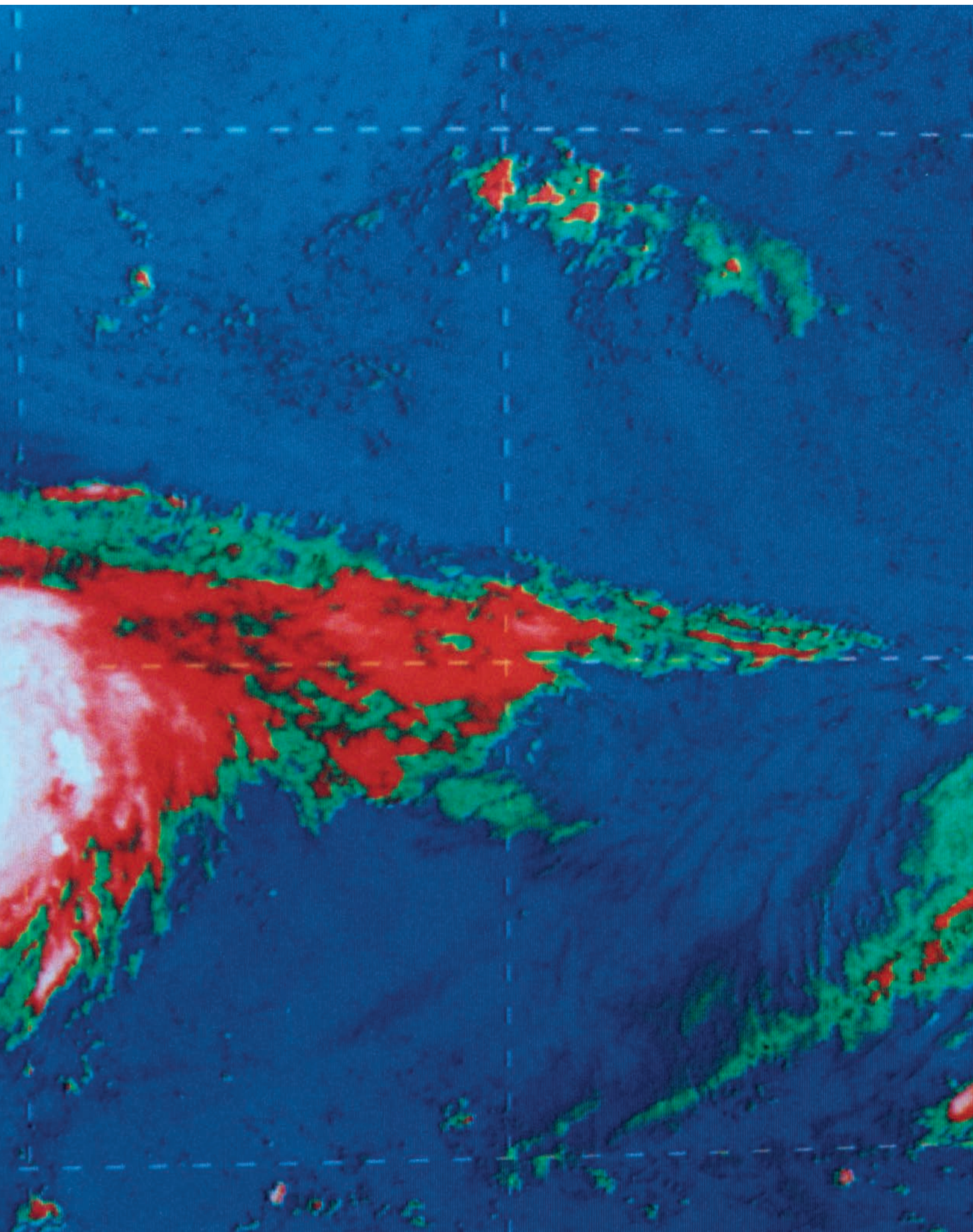
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In the USA, inclement weather accounts for 70% of all delays within the National Airspace System, according to FAA statistics. It is also a 'primary cause' of delays throughout Europe, according to Eurocontrol.

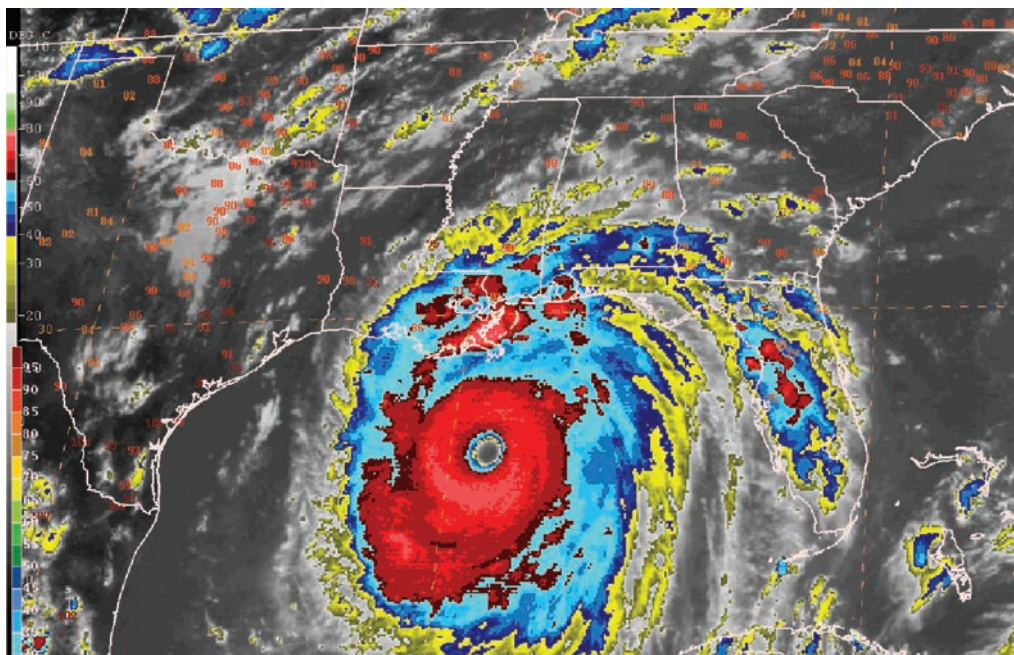
In recent years, however, there have been great strides within the research and development (R&D) community, resulting in greatly improved forecast accuracy and range. The developments are also beginning to change the way the aviation community receives its weather information.

One of the most important advances in meteorology over the past 60 years has been the use of numerical weather prediction (NWP) computer models to produce weather forecasts. In recent years, the accuracy and range of these forecast models have been greatly improved due to an increase in computer processing speeds, according to David Gibbs, aviation business manager for the UK Met Office.

"Each NWP produced involves billions of mathematical calculations to simulate how the weather will behave," says Gibbs. "Only powerful supercomputers can produce these calculations quickly enough to achieve the required level of accuracy and speed of delivery."

To produce its forecasts, the UK Met Office uses an IBM supercomputer that can produce more than 100 trillion calculations per second. According to Gibbs, the computer ingests hundreds of thousands of global weather observations, resulting in atmospheric models that contain more than one million lines of code. "Without computers, weather forecasting as we know it today would not be possible," says Gibbs.

The resolution of NWP models, in both the vertical and the horizontal, has also improved over the years. This is especially important in



Hurricane Katrina at or near peak intensity. © University Corporation for Atmospheric Research. Image generated by Jeff Weber, UCAR UNIDATA

"Each NWP produced involves billions of mathematical calculations to simulate how the weather will behave"

David Gibbs, aviation business manager, UK Met Office

terms of forecasting small-scale events, such as thunderstorms, turbulence, icing, and fog, which frequently occur on a scale of only a couple of kilometers and generally have the biggest impact on aviation operations. In the past, the grid points on such models were hundreds of kilometers apart, making the forecasting of small-scale events nearly impossible. Current models can provide resolutions as low as 5-20km.

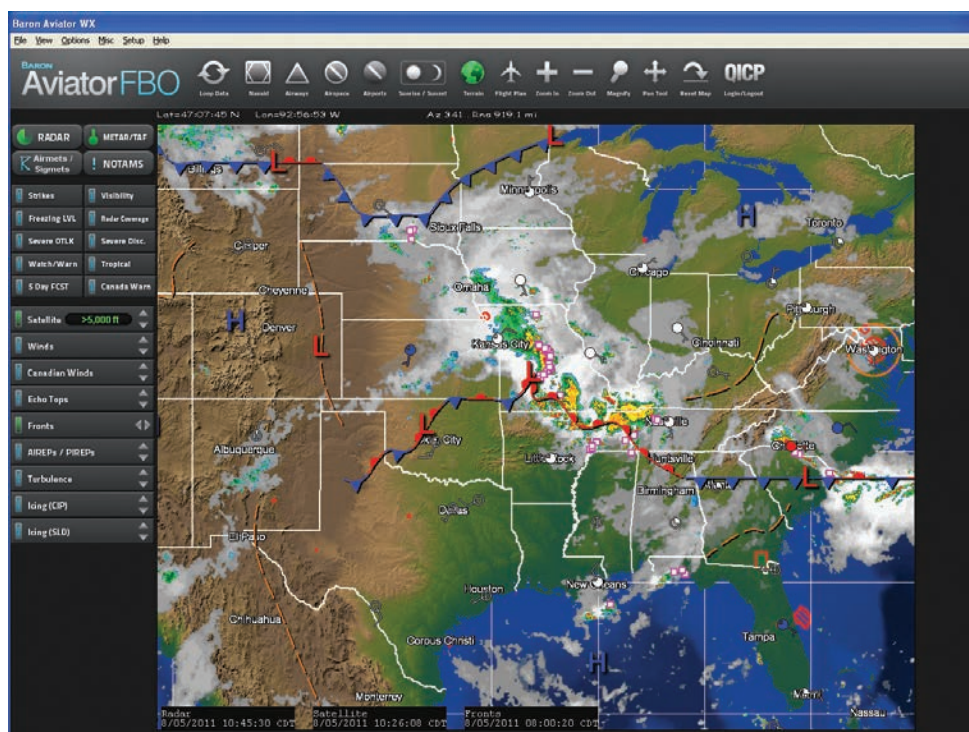
Another advance has been the development of more accurate radars, such as the dual-polarization radars being used in the USA.

In 2007, Huntsville, Alabama-based Baron Services and L-3 Communications signed a five-year, US\$43 million contract with the FAA to implement a system-wide upgrade of the 171 National Weather Service, FAA, and DOD Nexrad radars. To date, 45 dual-polarization radars have been installed, with the remaining 126 installations to be completed over the next year.

The dual-polarization radars send out alternating signals in both the vertical and the horizontal. "This enables us to differentiate between things such as small and large raindrops, hail, and snow," says Robert Baron, CEO of Baron Services, adding that the radars can also pick up returns for things that aren't even weather-related. "The only thing that can produce very irregular returns is the debris sprung up by a tornado. If you have little things and big things, it's one of the indicators that you have a tornado on the ground."

During the recent spate of tornadoes in the USA, in which 38 people were killed, researchers at Baron Services saw their first live example of a tornado debris ball. "It helped us differentiate between a funnel cloud in the air and a tornado on the ground," Baron adds.

As a result of such improvements, forecasters can now provide fairly accurate forecasts about 72 hours ahead. The most accurate are the 'nowcasts', which can provide forecasts three or four hours ahead and are based on current conditions and extremely high-resolution models, according to Gibbs.



The AviatorWx from Baron Services offers operators a complete picture of the weather situation



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Hurricane Irene. Courtesy of NASA

Beyond four to six hours, forecasters rely on a range of NWP models, including regional forecasting models (6 to 48 hours), global models (48 hours to 2 weeks), and ensemble forecast models (2 weeks or more).

"Within 24 hours, we tend to do a pretty good job," says Mike Cetinich, senior product manager of Jeppesen's weather division. "Within 24 to 72 hours, you know the patterns pretty well and can generally forecast based on those patterns with some degree of confidence. Beyond 72 hours, things get pretty fuzzy."

In the best conditions, however, a forecaster might be able to provide a relatively accurate forecast a week in advance. "Model data has definitely improved over the years," says Curtis Ford, manager of meteorology and flight planning at Universal Weather & Aviation. "[In the past] two to three days was about the best you could forecast. Right now, anything between three and six days out is pretty accurate. And in a stable environment, you can go out almost a week."

Forecast challenges

Despite the advances in forecasting technology, there are still a number of difficulties that forecasters face. One of the biggest challenges for aviation meteorologists, in particular, is

Come rain or shine

During its busiest season, the mountain town of Aspen, Colorado, is host to more than 20,000 daily visitors. Many of these visitors arrive via Aspen/Pitkin County Airport, situated just three miles from downtown Aspen.

Like the town, the airport is surrounded by the 14,000ft peaks of the Elk Mountains range, part of the central Rocky Mountains. Although scenic, the terrain poses a number of unique challenges to airport staff. Of particular concern are high winds, a year-round occurrence

that has the potential to halt operations. Snow can also be a problem; last year the town experienced 16ft 9in of it.

In order to reduce delays and mitigate risk, the airport relies on a number of different sources for its weather information. In addition to the on-site Automated Surface Observation System and Automated Weather Observation System, staff also use local and national weather reports, as well as National Weather Service information. Fortunately, it has not had to close due to

inclement weather over the past 24 months.

The decision to take off and land, however, is made by the operators themselves, not airport staff. According to the US Department of Transportation *Air Travel Consumer Report*, 72% of reported arrivals and 75% of reported departures were on time in December 2011.

In total, there were 37,605 aircraft movements at the airport last year, including 9,682 scheduled air carrier flights and 15,677 general aviation flights.



"The more you look at weather at different locations around the world, the more you get a feel for how the terrain interacts with the local climate"

Mike Cetinich, senior product manager of Jeppesen's weather division



© University Corporation for Atmospheric Research

producing forecasts for weather conditions around the globe. This is becoming more and more common as businesses expand into areas such as the Middle East and Asia.

"It's one of the hardest things when we get new people on board," says Cetinich. "Most of them are coming out of US schools and they're pretty familiar with US weather. But when they have to start forecasting for locations abroad, it's a steep learning curve."

The key, says Cetinich, is experience. "We have better model data, certainly better than what we had 10 or 15 years ago. But it comes down to experience. The more you look at weather at different locations around the world, the more you get a feel for how the terrain interacts with the local climate and what patterns exist at different times of the year."

Some of the more unique weather conditions that meteorologists must learn to forecast include dust storms in the Middle East and monsoons in Southeast Asia. Forecasting fog in India can also pose numerous challenges.



Above: **Launching a radiosonde weather balloon.**
© University Corporation for Atmospheric Research

"India has a fog season that runs from November through March," says Ford. "It's pretty extensive across northern Pakistan and India, and into Bangladesh. It results in low IFR conditions that last for days or weeks. You have to know the geography and the topography."

Forecasters must also learn to produce forecasts for remote areas, where access to weather reporting stations is limited. In such cases, forecasters have to rely on local weather observations at the destination airport and satellite images. This type of limited forecasting is common in certain areas of Asia, Africa, and South America.

These issues also extend to the pilots themselves, who face a number of practical difficulties related to the lack of information. "One challenge for pilots in remote areas is the lack of internet connectivity, which makes it more difficult to obtain the very latest weather forecast for their return or onward journey," explains Gibbs. "But with global broadband connectivity improving all of the time, this is becoming less of a problem."

Weather resources

Just as technology has changed the way meteorologists produce forecasts, it is also changing the way the aviation community receives its weather. Some pilots, for example, are choosing to forgo the traditional aviation weather brief and are beginning to rely on things such as cockpit weather displays and online weather data.

"I think there are going to be some shifts in the way we get our weather and the way it is analyzed," says Baron, noting that there has been an 'explosion' within the R&D community,

In season

Computer forecast models used to be limited by the amount of data they received. The models relied mainly on data provided by radiosonde weather balloons, which record information about the upper atmosphere, including air pressure, temperature, relative humidity, and wind speed. The balloons are released twice a day, from around 1,000 launch sites across the globe, according to the National Center for Atmospheric Research.

Over the past decade, however, the number of aircraft being equipped with airborne sensors has been slowly increasing. Arinc's Meteorological Data

Collection and Reporting System and AirDat's Tropospheric Airborne Meteorological Data Reporting (TAMDAR) system collect the same type of information, but cover a much bigger geographic area than the balloon-reporting system.

To date, the sensors are limited to regional airlines. There are plans, however, to expand their use. Arinc, for example, has installed sensors on 60 aircraft, with plans to outfit another 31 by year end. It is also in talks with a number of private aviation companies to install sensors on business aircraft.

AirDat, meanwhile, has outfitted nearly 220 aircraft

and about the same again are awaiting installation, according to Rick Ferguson, senior vice president of operations. The company is currently focusing on scheduled airlines.

"We have received considerable independent confirmation of the forecasting improvement made possible by TAMDAR, including from the US government. In a four-year study funded by the FAA and performed by NOAA's Global Systems Division, temperature and humidity errors were reduced by amounts ranging from 25% to 50% with TAMDAR," concludes Ferguson.




Porthole view of tropical storm Gaston. © University Corporation for Atmospheric Research

especially in terms of producing visual weather products for the cockpit and individual user. "I see this as an area that's going to continue to grow, and I think there's going to be a movement away from the formal weather briefer."

The problem, says Cetinich, is that many pilots don't know how to interpret the information they receive. "It comes down to training," he adds. "We have to make sure the people who have access to this information truly understand what they're looking at so they can make decisions."

Another concern is that model data in and of itself is not always accurate. "The computers that generate the model data do a really great job on the broad scale, but when you get down to writing the forecast for a particular point on the globe, a specific airport, you just don't have the accuracy," says Ford.

Even so, some pilots still choose to rely on computers for their forecasts. In many cases, says Cetinich, this is a generational issue. "There are still lots of pilots in that age frame; they grew up talking to meteorologists, and they feel more comfortable talking to someone. But I think that will become less frequent as the technologically savvy pilots come into being."

According to Ford, the decision by many pilots to speak with a weather briefer is made on a case-by-case basis. "Pilots are fairly astute when it comes to reading and interpreting forecasts," he explains. "In a VFR environment, most pilots feel pretty comfortable looking at charts and weather observations. But in situations where you have weather conditions that are changing quite a bit, I think most pilots still prefer that one-on-one briefing with a meteorologist." 

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An aerial night photograph of the London Olympic Stadium, illuminated with warm lights. The stadium's distinctive white, lattice-like roof structure is prominent. The surrounding city of London is visible in the background, with numerous skyscrapers and city lights glowing against the dark sky. The River Thames flows through the scene, and various construction cranes and infrastructure are visible around the stadium area.

First come, first served

The London Olympic Games is a major operational challenge for airports in and around the city, and planning ahead is essential if operators are to secure a flight in or out of a preferred airport

Words | **Helen Norman**



It is predicted that approximately 10,000 general and business aviation movements will take place during the London 2012 Olympic Games, creating a massive surge in slot allocation demand. Lee Campbell, managing director of Airport Coordination Limited (ACL), says the best piece of advice to those traveling to London during the Games is to book early.

"Slot availability across all the coordinated airports for the Olympic period has been assessed to be adequate for the predicted 10,000 movements [3,000 extra Olympic, and 7,000 historic]. Current bookings stand at just over 2,300, which is 23% of the predicted number. This illustrates that if people want to travel to the Olympics on a preferred date, they are more likely to obtain their desired airport, date, or time if they book early," Campbell adds. (See Total number of bookings at the coordinated London airports by date by arrival and departure, page 44, for a breakdown of this 23%.)

This is especially important during the predicted busiest times of the Games. Campbell explains. "We predict that limitations will be felt during the peak periods around the opening ceremony (July 25-27) and closing ceremony (August 12-13), and to a certain degree the 100m final (August 5), and operators may find their desired slots are not available, or the airport of choice is unable to accommodate the size of aircraft being requested."

To help manage the increased flow of traffic to the London area during the event, UK authorities have identified that a number of airports in the Southeast will require coordination. "It is anticipated that unchecked predicted demand for the Olympic Games could cause an increase in flow control, resulting in delays in controlled airspace," says Campbell.

During the period of July 21 to August 15 inclusive, for all IFR traffic arriving or departing, 40 London airports will be coordinated. "Four are currently coordinated [Heathrow, Gatwick, Stansted, and City], and 36 will become

Stansted, and City], and 36 will become coordinated," explains Campbell. "Currently the majority of those airports that will become coordinated manage their allocation by PPR [prior permission required]." (Visit www.acl-uk.org for the full list.)

For the Olympic period, ACL's online coordination system (OCS) will be used by airports to book slots. From August to September 2011, ACL ran 14 free OCS courses for airports to familiarize themselves with the slot booking system and the processes that will be implemented during the Olympic period. "The aim was to help the airports manage the compliance of slots, such as the airport slot ID [Slotid] that will be generated for all confirmed slots, and will be used to match filed flight plans to the associated airport slots," says Campbell. [Airport slots are on/off block times, not airborne/landing times.] ACL will also be available to all



ACL's Lee Campbell answers some FAQs



What is an airport's role in the allocation of slots?

Through a number of modeling exercises, studies, and visits undertaken by the UK National Air Traffic

Service [NATS], ACL, and Atkins (on behalf of the UK Department for Transport) to those airports identified as possibly requiring coordination over the Olympic period, a capacity declaration was agreed by members of the Single Coordination Committee [SCC]. This declaration defines how many IFR slots each airport has been allocated over the Olympic Games period.

On receipt of a slot request, the airport must first decide if parking/handling is available at the required times. If these are available, it is up to the airport to book the slots in the ACL Online Coordination System, which will allocate a slot if it is available. The airport must then pass on to the operator the unique airport Slotid for submission into Field 18 of the flight plan: failure to do so may result in the flight plan being suspended.

How does an operator secure a slot?

Any operator wishing to secure slots can first review an airport's slot availability at www.online-coordination.com. They can then contact the airport/handling agent as appropriate. The airport will use www.online-coordination.com to book the slots. For general and business aviation, the airport will pass the unique 14-digit airport Slotid to the operator for submission into Field 18 of the flight plan.

What happens if an aircraft turns up without a slot?

For the Olympic period, it is intended that a flight plan matching system from the German ATS provider DFS will be used by ACL to match filed flight plans with airport slots. The system was used during the 2006 Football World Cup, and continues to be used by the German airport coordinators. Discrepancies such as a no slot or a syntax error in the airport Slotid will be automatically highlighted to the originator of the flight plan, and will advise on the course of action.

Failure to rectify the discrepancy within a certain timeframe will ultimately result in

Alternative places to fly - Birmingham Airport

Although Birmingham Airport is peripheral to the Olympics, it has been included in the temporarily coordinated airports list. Birmingham is hopeful of extra traffic as London airports fill up on peak days, or from those who have been displaced by the event.

"For operators who can't get a London slot, or for those who prefer to drop their clients in London and then park the airplane elsewhere, Birmingham is a great choice," says Andrew Davies, airfield and airspace planning manager at Birmingham Airport. "It is the next most capable airport north of London – it has a longer runway than Luton by approximately 1,000ft, and is open 24 hours a day."

There are two FBOs at the airport – Signature Flight Support and the new EuroJet facility, which opened in February 2012. The Signature centre is open 6:00am-10:00pm Monday to Friday, and 8:00am-10:00pm at weekends, but 24-hour operation is available by arrangement. EuroJet is open 7:00am-10:00pm on weekdays with a slightly reduced service at weekends, but again 24-hour operation is available on request.

Both FBOs offer refueling services, and EuroJet has its own dedicated fuel bowser that enables refueling to be carried out quickly. The company offers Jet A1 fuel, with prices available on request.

Both facilities offer passenger and crew lounges, ground arrangements including

limousine and hotel accommodation, and catering. Parking at Birmingham is competitive, but is dependent on the operator's handling agent. "The airport charges customers upon departure, with a rate of £12.31 (approximately US\$19.35) per ton. Slots can be booked via a nominated handling agent, who will provide details to the airport, which will then decide if it can be accommodated," says Davies.

Transfer from Birmingham Airport to the Stratford site is simple; helicopter transfers can be easily arranged, and traveling by car into the city will take around two hours. The airport also has its own railway terminal – Birmingham International Station – which is just a five-minute transfer from the FBOs. Virgin Trains operates from here, and the journey time is around 70 minutes into Euston.



flight plans filed for the CFMU area being suspended. For all coordinated airports, the 'misuse of the slots sanction scheme' permits financial sanctions to be applied against operators who are deemed to have intentionally misused slots, and given the potential for significant disruption caused by such misuse over the Olympic period, the fine applied will be heavy – up to £20,000 (approx. US\$31,400) per operation.

Are there any exceptions?

All coordinated airports require slots to be booked prior to flights operating. In the case of VVIP/Head of State flights, they will also be required to obtain cleared airport slots. Flight types that will be considered exempt are those such as ambulance flights, but exemption would only apply against the criteria set down in Local Rule 1 v3 (Procedures for exempt operations) of the SCC, where time-permit slots must be requested, even for severe medical cases. In cases where slots are not available, the airport concerned may call ACL, and through consultation with Local Rule 1 may then be able to exempt the requested slots.



Top: **TAG Farnborough Airport**
Below: **Control tower, Edinburgh Airport**

"All coordinated airports require slots to be booked prior to flights operating"

Lee Campbell, managing director of Airport Coordination Limited (ACL)

To find the most up-to-date information on the requirements and procedures over the Olympic period, ACL suggests operators use the following websites:
www.airspacesafety.com/olympics
www.dft.gov.uk/topics/london-2012
www.acl-uk.org/www.fco.gov.uk/en/global-issues/london-2012/

Alternative places to fly - Edinburgh Airport

Edinburgh Airport in Scotland is a suitable alternative to flying into London for the Olympic Games. It has a VIP FBO from Signature Flight Support and direct rail links into London Kings Cross from the nearby Edinburgh Waverley Station.

Both the airport and the FBO operate 24 hours a day, seven days a week, and refueling is available. Signature also provides flight planning and computerized weather, rental cars, a courtesy shuttle to and from the main terminal, and services such as cabin cleaning and fueling, among others.

Operators wishing to book a slot during the Olympic period must apply to ACL with potential dates, times, and aircraft size. Parking is charged at £0.062 (approx. US\$0.098) per metric tonne per quarter hour; a 20% rebate is applied for aircraft parked on designated remote stands. Departure costs are set at £4.65 (approx. US\$7.31) per metric tonne or part thereof, and navigation charges are set at £3.96 (approx. US\$6.32) per metric tonne.

Transfer from the airport is simple – the mainline railway station is located just 10 miles away and runs a regular service directly into Kings Cross, which takes just four-and-a-half hours and costs around £120 (approx. US\$188). From there, it is a short ride to the Olympic Park, which is seven miles away.



Photo: London 2012



Alternative places to fly - Paris airports

With direct links via Eurostar to London St Pancras in under two-and-a-half hours, Paris makes the perfect alternative flight destination for business travelers wishing to attend the 2012 London Olympic Games.



The main airport in the French capital is Charles de Gaulle, which is operated by Aeroports de Paris (ADP) and is open 24 hours a day. Landing costs are charged at €149 to €278 (approx. US\$196 to US\$366) + €14.06 (approx. US\$18.51), depending on the aircraft's maximum take-off weight (MTOW). The aircraft parking fee for pier-side stands at the airport is a base charge of €2.60 (approximately US\$3.40) per MTOW for stands equipped with an air bridge, and a supplementary charge of €0.056 (approx. US\$0.073) per MTOW ton.

The airport is 14 miles from Gare du Nord, where passengers can catch the Eurostar directly to St Pancras in London at a cost of £87 to £320 (approximately US\$136 to US\$503) one way, depending on the time and carriage class.

Another airport close to the Eurostar terminal is Paris-Orly, just 15 miles away.

The airport is also operated by ADP and is open between 5:00am and 11:30pm. Landing and parking fees are the same as Charles de Gaulle, but the airport also offers fueling facilities and multiple access options to travel to the city center.

The closest airport to Gare du Nord is Le Bourget, which is just eight miles away. There are a number of FBOs operating at Le Bourget, including ExecuJet Aviation, Landmark Aviation, and Signature Flight Support. ExecuJet Aviation is open 6:00am-10:00pm, with 24-hour operation available on request; Landmark Aviation operates 5.30am-midnight, with 24-hour operation on request; and Signature Flight Support is open 24 hours a day. The FBOs offer a range of services, including passenger and pilot lounges, refueling, limousines, catering, and bedrooms.

airports to help with any queries concerning the use of OCS during the Olympic Games period.

"It is important to remember that a lot of work has been undertaken by a number of authorities to mitigate the possible impact of the increased demand and to keep 'business as usual' for all operators during the Olympic period," he says. However, for ACL and many of the airports, parking limitations will be the main challenge, especially for the larger code D (B767) and code E (B747) sized aircraft.

"To all operators looking to operate in the Southeast over the Olympic period, it cannot be over-stressed that planning is paramount, from obtaining the appropriate airport slots, to reviewing the temporary changes to controlled airspace, the introduction of temporary restrictions to airspace around London, and the associated regulations of operating into a coordinated airport," Campbell concludes.


And some airports are already experiencing great demand. "We have already received a high number of advanced bookings, with more than



700 slots taken so far," says TAG Farnborough Airport CEO, Brandon O'Reilly. "ACL has allocated TAG Farnborough up to 20 movements per hour within our regular hours of operation." And because of its proximity to London and sole focus on business aviation needs, Farnborough is an obvious choice for people traveling to the Olympics Games.

Other airports a bit further out of the city, such as Oxford and Coventry, are expecting to deal with a lot of last-minute bookings. "We have approval for eight slots per hour," says Marc Watkins, business development manager at Coventry Airport. "Currently we have taken no bookings, but have had several enquiries. We think most bookings will come in the last eight weeks as the London airports will have become full. We see our role more as an overspill car park, with aircraft arriving into a London airport and then decanting to Coventry to park for several days, before returning to a London airport to pick up passengers again."

London Oxford Airport, which has up to 108 slots per day within the daily opening hours of 6:00am-midnight (although the airport is expecting to negotiate more slots following the introduction of its primary and secondary radar system, which will be fully operational in May 2012), also shares this view. "Bookings are trickling in, with some peaks expected around July 26 and August 11 and 13. We envisage Biggin Hill, Farnborough, and Luton airports filling up first, then the likes of Oxford will get the stragglers and last-minute panic operations that have nowhere else practical to go," says business development director, James Dillon-Godfray.

And operators who plan ahead could still be lucky enough to get a slot at London City Airport. "We still have spare capacity during non-peak hours (9:30am-4:30pm), however given the airport's proximity to the Olympic Park, Woolwich Arsenal, ExCeL, and the North Greenwich Arena, this will go quickly," says Jeremy Probert corporate communications director at the airport. 

Total number of bookings at the coordinated London airports (by date, arrival, and departure, as of 3/29/2012. Data provided by Airport Coordination Limited)

Date	Arrival	Departure	Total	Date	Arrival	Departure	Total
7/21/12	17	18	35	8/4/12	47	46	93
7/22/12	34	27	61	8/5/12	42	51	93
7/23/12	37	36	73	8/6/12	52	54	106
7/24/12	56	44	100	8/7/12	40	35	75
7/25/12	76	42	118	8/8/12	47	45	92
7/26/12	125	69	194	8/9/12	46	53	99
7/27/12	97	63	160	8/10/12	40	45	85
7/28/12	40	51	91	8/11/12	30	31	61
7/29/12	50	75	125	8/12/12	43	52	95
7/30/12	49	78	127	8/13/12	53	96	149
7/31/12	47	55	102	8/14/12	34	39	73
8/1/12	34	36	70	8/15/12	24	28	52
8/2/12	42	42	84				
8/3/12	61	51	112	Total	1,263	1,262	2,525



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The golden hour



Air ambulance services don't have to be provided by dedicated organizations; operators of private jets can get involved too

Words | **Selwyn Parker**

When the Tohoku earthquake and resulting tidal wave devastated northeastern Japan on March 11, 2011, it prompted the launch of one of the biggest fleets of air ambulance services ever. As well as hundreds of mainly rotor-wing aircraft deployed by the USA and other countries, fixed-wing aircraft played a vital role in ferrying the injured and homeless over longer distances.

This disaster produced the kind of massed casualty site that proves beyond doubt the importance of air ambulance services. In such situations the nearest hospitals rapidly become overwhelmed and fixed-wing transport to alternative emergency facilities becomes essential. And although earthquake-prone Japan is one of the most advanced countries in the world in terms of air ambulance operations, this event prompted a rethink and further services have since been added. As of February 2012, air ambulances are on standby in 27 of the country's 47 prefectures.

Take-off

The first official use of an aircraft for a medical flight by a civilian agency in the USA was in 1970 when Maryland State police arranged for a critically ill patient to be helicoptered to hospital for emergency treatment. This was widely considered a worthy but costly exercise that would be repeated only in exceptional circumstances.

And today? Air medical service (AMS) all over the world has proved so successful in saving lives, sometimes on a grand scale, that it has become the first option in rural areas that lack adequate trauma and intensive care facilities. And even in cities, particularly in the biggest, it is rapidly overtaking ground ambulances when time

is all-important. Plus, helicopters and fixed-wing aircraft are actually proving to be cheaper than ground transport for many kinds of missions.

Golden hour

Emergency services call it 'the golden hour' – the period that can mean life or death for a critically ill patient – and an AMS is increasingly seen as the answer. AMS has grown more rapidly in the USA than anywhere else, despite early misgivings about the feasibility of AMS. According to the Atlas & Database of Air Medical Services (ADAMS), in the USA alone there are over 900 helicopters and 311 fixed-wing aircraft dedicated solely to AMS operations. Between them, they transport about 500,000 patients a year.

In Europe, the Czech Republic, Hungary, and Poland increasingly rely on AMS missions to fly critically ill patients into centrally located facilities, and in the Middle East, Abu Dhabi-based Royal Jet has probably the busiest as well as longest-range medevac fleet. Last year it completed more than 190 missions using its fully medevac-dedicated Learjet 60 and Gulfstream G300. Royal Jet can also rush other aircraft into service.

"Royal Jet has a versatile fleet that can be converted to an ICU [intensive care unit] air ambulance within a few hours," says medical director Dr Ibrahim Soto. "In all cases our aircraft will be equipped with a one-, two- or three-ICU module fixed to the aircraft fuselage with incorporated oxygen and all necessary emergency equipment." And in March 2012 Royal Jet's versatility was pushed to the limit [see *Royal Jet's life-saving Congo mission*, page 50].

Demand for fixed-wing aircraft has in the last few years rapidly outpaced that for rotor-wing. This is mainly because the need for fixed-wing

Above and right: The core purpose of the Association of Air Medical Services (AAMS) is to advance safety and quality in air medical and critical care transport. Images courtesy of AAMS/Mark Mennie





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Above and right: **Most air medical services take care of everything right to the hospital door.** Images courtesy of AAMS/Mark Mennie

AMS flights has increased due to the urbanization and concentration of medical resources in cities, which has left many remote areas (most of which, especially in the USA, have their own airports) exposed in the pursuit of the golden hour. "The challenge for AMS is to reduce the impact of this urban/rural disparity and it has proved to be a game-changer," notes a 2011 study by US body Medevac Foundation International.

Increasingly, air ambulance operators are reducing that disparity over far wider areas. Germany's privately owned Flight Ambulance International (FAI) has six aircraft under contract in Africa to one of the world's largest non-government organizations, the Red Cross. Other operators in the region are retained by mining and exploration companies for deployment in the event of incidents in remote locations. With its 18-aircraft fleet including 13 Learjets and an ultra-long-range Global Express, the European Aero Medical-certified company does long-distance missions for a host of global bodies, including the Red Cross and World Food Program. That ability is highly lucrative. Of FAI's €50 million (US\$65.8 million) in revenues last year, €18 million (US\$23.7 million) or 40% came from worldwide patient transport.

AMS operators charge by the type of aircraft used and by the length of the flight; medical crews are often part of the package. "All Royal Jet's medevac missions have specialized medical teams and they don't affect the price of the mission," explains Dr Soto.

Similarly, the USA's National Air Ambulance has been flying across borders since it plucked a seriously ill yachtsman off a boat in a remote Caribbean port 36 years ago. Family-owned under the umbrella of parent company National Jets, it operates from its own FBO at Fort Lauderdale International Airport and performs emergency missions all over the Americas and the Caribbean.

National Air Ambulance's fleet is purpose-designed for its international role. As the company points out, having 'the right aircraft when time matters could not be more important'. It deploys five long-range Learjet 35As, enabling it to fly direct to/from far-flung places, eliminating the stress of multiple transfers on patients.



Flying doctor

Austria's Dr Christian Steindl is one of the very few who can climb out of the pilot's seat and start saving lives. A pilot for 35 years and the holder of a commercial license since 1981, he was also the driving force behind the establishment 25 years ago of International Air Ambulance Service Austria (IFRA), which covers Albania, Hungary, Italy, Moldova,

and Romania, as well as its home nation. He did so after founding Lower Austria's first ground ambulance network.

The development of IFRA mirrors the experience of AMS operators elsewhere. At first it made just a few flights a year, but soon its services were in such demand that the organization opened membership to individual people. When Steindl tried

to open a rotor-wing FBO at a local airport, he ran into political opposition but eventually prevailed. Today IFRA covers the globe but, unusually, doesn't maintain its own fleet. Instead the service charters aircraft according to the requirements of each situation. "We put people first rather than the form of transport," explains Dr Steindl, now 62.

Chicago-based AeroCare has evacuated patients from countries such as Singapore, Guam, Japan, Europe, the Middle East, and Central and South America. Usually, they are people on vacation who have fallen so ill they cannot be transported by general carriers. For such civilian medevacs, the bill is paid by insurance companies; this is the main source of income for AMS operators that have high fixed costs because of standby expenses and the quality of their equipment.

Medicine at 40,000-45,000ft is different than on terra firma as the nature of it requires that high-quality, versatile, and rugged equipment is jammed into a small space. Thus, most of today's AMS aircraft are virtual flying ICUs. As Medevac Foundation's 2011 report points out, 'They are not simply an airborne version of the typical BLS [basic life support] or ALS [advanced life support] level ground ambulance.'

Battle-hardened

Typically, aircraft are equipped to handle breathing/cardiac complications and trauma, and carry blood and blood products, specialized drugs, and up-to-date patient-monitoring tools.

Devices such as IVAC medication pumps, portable ventilators, and ventricular assist devices are almost standard issue. "Anything you can get in an ICU we have available on board our aircraft," says AeroCare flight nurse Vicky Gulotta.

And that's just the equipment. Airborne staff generally comprise a specially trained emergency nurse and paramedic who are also often certified as flight-registered. Respiratory therapists, cardiac bypass perfusionists, and neonatal intensive care nurses are also on call if the case requires it.

As the report explains, 'Because AMS providers generally respond only to calls involving the most critically ill and injured patients, these caregivers become critical-care specialists like those in trauma and other specialty centers.'

It's almost routine for AMS staff to deal with trauma injuries from road crashes, heart attacks, strokes, pediatric and neonatal emergencies, high-risk obstetrics, and burns. By contrast, most of the missions of ground ambulance crews involve non-acute cases.

Sometimes the most important cargo on AMS missions is not human. Crew are often called on to deliver urgently needed blood and blood products, special drugs, and life-support



Above: **One of the 31 wounded Chinese workers airlifted by Royal Jet from the Republic of Congo to China. The workers were wounded in arsenal blasts that occurred in Brazzaville, capital of Republic of Congo, in March 2012**

Right: **The interior of a Royal Jet medevac aircraft**



Royal Jet's life-saving Congo mission

Royal Jet's rescue of 31 seriously injured Chinese workers from the Republic of Congo at the beginning of March 2012 was a classic fixed-wing medevac operation. Called in by Beijing's local government when an arms depot blew up in Brazzaville and killed over 200 people and injured 1,500, Royal Jet converted its Boeing business jet and assembled a top crew, some with military background. All had aviation medical certification, as

well as primary medical qualifications.

When the aircraft landed in Brazzaville, the crew found several of the workers in bad condition, with four critical. None had received proper medical attention in the 36 hours since the blast. It took Royal Jet's medical director, Dr Ibrahim Soto, and crew 15 hours on the ground to stabilize them before the BBJ could take off.

Although Royal Jet has undertaken many missions

from Middle East countries into Afghanistan, Iraq, and other war zones, the Congo disaster presented a special challenge. "This was the first time we have evacuated 31 people on one aircraft," says Shane O'Hare, Royal Jet's president and chief executive.

Including a stopover in Abu Dhabi to refuel and change crew, the flight from Maya-Maya Airport to Beijing took over 17 hours. All the patients were handed over in a stable condition.

equipment to remote hospitals, often with an extra surgeon or nurse to help out in hard-pressed emergency wards. UK-based Global Air Charter routinely ferries neonatal incubators and traction units, complete with trained staff. In an average month AeroCare will make 200 flights delivering organs such as kidneys, livers, hearts, and lungs for life-saving transplants.

Last March in the wake of the tsunami in Japan, USA-based Global Rescue flew much-needed drugs, food, water, and basic necessities into Sendai, northern Japan; UK-based Air Charter landed a 747 to deliver medical personnel, rescue dogs, and search equipment on the day of the disaster.

National Air Ambulance's medical crews are fairly typical of top-tier operators. They comprise ER-certified doctors, nurses, respiratory therapists, and first-response paramedics, all with aero-physiology certification. On board they have at their disposal emergency equipment such as Phillips HeartStart Mrx ALS monitors, LTV ventilators, and Baxter and IVAC infusion pumps. Most of the equipment has actually been battle-tested and is certified by the US military.

In fact, the civilian AMS owes a lot to the military, having grown out of armies' use of helicopters to transport the injured. "We learned the value of field stabilization, rapid evacuation, highly trained flight crews, and an experienced system of standardized trauma care," explains Rick Sherlock, chief executive of MedEvac Foundation International. "But now that civilian

medical evacuation services have been in operation for more than 40 years, the relationship between civilian providers and the military has grown into one of collaboration. We're each learning best practices from the other, particularly with regard to trauma patients."

The whole way


Most AMS operators take care of everything right to the hospital door. The procedure is generally as follows: Once a flight is confirmed, a medical director establishes the patient's condition with the treating specialist and decides on what equipment and personnel should be on the flight. The medical crew turns up at the bedside to make an assessment and arranges ground transportation to the airport or helicopter pad. On cross-border flights operators also organize customs for the patient and, if they're aboard, one or two family members.

The medical crew sometimes has to travel to the destination hospital as well. When AeroCare finally arrived in a Learjet 35A with a dying patient

at California's Mineta San José International Airport after a long flight, the local ambulance crew refused to accompany the patient because he was "too ill", and therefore the airborne paramedics had to step in for the ground leg of the journey as well.

AMS missions have grown out of the lessons of war. Comedy though it was, *Mash* accurately illustrated why AMS operations have been so successful. According to the US Army Military History Institute, the most vital element in saving wounded soldiers' lives is speed of transport from the battlefield.

In World War I the ratio of deaths per 100 soldiers injured was eight. Thereafter, as medevac by air increasingly became standard procedure, the ratio fell rapidly as the injured were rushed to hospitals behind the battle lines. By World War II it was down to 4.5 and by the latest Iraq war it was 0.5.

Since then, air ambulances have become an increasingly vital link in getting civilians to hospital inside the golden hour. 

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Straight talking

Brian Humphries, president of the European Business Aviation Association, shares his views on the hottest topics within the business aviation sector ahead of this year's EBACE event

Words | **Helen Norman**

 The theme of the 2012 European Business Aviation Convention and Exhibition (EBACE) in Geneva, Switzerland, on May 14-16, is "Flying the return to growth", according to Brian Humphries, president of the European Business Aviation Association (EBAA), which jointly hosts the event alongside the National Business Aviation Association (NBAA). The reason for this is that, although times are tough due to the economic situation and other regulatory issues, Humphries believes that the industry is ready to tackle these issues head on.

"We are very excited about the show because it will give us a chance to look at the challenges the industry is currently facing," Humphries says. "What's great about our industry is that we are able to pull together and go out and face the challenges. We know the market is tough right now, so we have to get out there and do something about it."

EBAA celebrates its 35th birthday in 2012 and it enters the year with record membership numbers of more than 500 compared with just 12 founding members in 1977. "The more members



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we have, the more powerful our voice,” says Humphries. And in 2012, a powerful voice will be extremely important as the EBAA is working hard on tackling the challenges affecting the sector. “If you want to do something about unfair taxes, slot allocation, or just to work toward a more favorable working environment, then join EBAA and we can do it together,” he says.

Market situation

Up until October 2011, the business aviation sector was experiencing a 5% growth in traffic, so the year-on-year figures were looking positive. However, from October through to February the sector saw a continuous reduction, with February, despite it having an extra day this year, experiencing a 2.9% reduction. “That means if you take the year-on-year figure from February 2011 to February 2012, we are just under 1% up, whereas in December we were 1.9% up, so we are experiencing a bit of a downward trend at the moment,” says Humphries.

“The main reason for this is the economic challenges in Europe, which also affect our business. On top of this we have a number of aggravating factors, such as taxes and the EU ETS, which are all adding to cost and making life more difficult. The large corporate companies at the top end of the market are still pretty active, but the charter companies at the bottom end of the market are the most badly affected.”

In February, European business aviation traffic was down 2.9%. Austria was the best performing country, as traffic remained the same. The UK was badly hit with a 3.5% reduction in traffic, but it was Italy that performed the worst with a 10% reduction. Humphries believes that this is due to Italy's recently introduced tax on all business aircraft as part of the effort to reduce the country's national debt.

Taxing issues

The Italian Parliament has introduced a tax on any private aircraft that spends more than 48 consecutive hours in Italian territory, regardless of where the aircraft has been registered. The tax is calculated on the maximum take-off weight (MTOW) and is due every year. At the bottom of the scale, for aircraft with a MTOW of up to 1,000kg (2,200 lb), the tax rate is €1.50 (approx. US\$2) per kg, and at the top, for an aircraft with a MTOW above 10,000kg (22,000 lb), the tax rate is €7.55 (approx. US\$10) per kg. Rates are doubled for helicopters.

“We've been lobbying hard at both European level and nationally through the Italian Business Aviation Association and the European Helicopter Association, which is based in Italy for common sense reasons,” Humphries says. “We do understand the need for additional taxes, but this 48-hour tax effectively taxes external business,

Preferred choice

On Stand 2204 at EBACE, Air Service Basel will celebrate its appointment as the FBO of choice and preferred aircraft handler for NetJets Europe for any of its flights routed through EuroAirport Basel-Mulhouse-Freiburg. Many other operators, including Vistajet, DC Aviation, and Global Jet, as well as various large corporate

flight departments, already regularly use the FBO.

EBACE will provide Air Service Basel with the ideal opportunity to showcase what its FBO terminal at EuroAirport Basel-Mulhouse-Freiburg has to offer. Representatives from the company will be on hand to discuss the services available at the FBO, which includes a

VIP passenger lounge, pilot's briefing room, private hangar parking, and a professional customer focused service, which includes direct ramp access, limousine arrangements, VIP catering, and customs clearance.



Air Service Basel's corporate hangars offer private office facilities, a lobby, and a parking area

EBACE education sessions

Throughout the three-day event, a number of high-profile industry experts will discuss the hot topics in the sector. On Monday May 14, visitors can enjoy a talk from speakers David Marsh from Eurocontrol, and Vitus Eckert from JetAlliance, on the opportunities awaiting fliers to southern and eastern Europe, and the challenges they may face.

On Tuesday May 15, members of the European Commission, the US FAA, and European users will discuss the implementation of EU ETS and its effects.

Wednesday May 16 will see representatives from TAG Aviation, PrivatAir, and FlightSafety International take to the stage to discuss the business aviation opportunities available to college or pilot students.

A number of other interesting discussions will also take place over the three days, as well as an exhibition, and helicopter and aircraft static displays.



such as business aviation companies – the very companies that are going to help Italy recover.”

The EBAA is pushing toward increasing the time limit to 90 days before taxation occurs. “We have just had some feedback that this won't happen, but we are optimistic that we will receive some mitigation.”

There are also concerns over whether the Italian tax is legal. “We have taken it to the European Commission and they are looking at the legality of it,” says Humphries. “We believe that it is illegal because it is taxing aircraft, whereas states like the UK, Germany, and many others, tax the passenger, which does not go against the International Civil Aviation Organization's rules, but taxing the aircraft does. The Commission is currently investigating and will report back in about two months' time. As with all things, we'd much rather a negotiated settlement, so we are hoping that the Italian government will see sense.”

The UK has also introduced a new tax rule, which sees air passenger duty (APD) increase by nearly 10%. And as of April 2013, business jets will be included in the APD regime. This includes all flights on aircraft with a MTOW of 5.7 tonnes or more. However, flights on aircraft of over 20

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"If you make one flight into Europe with a non-commercial aircraft, you have to comply with EU ETS. This is probably the worst law that I have ever seen"

Brian Humphries, president, EBAA

tonnes, but with less than 19 seats, will have to pay a new premium rate of APD, which will be double the standard rate for each of the bands.

"The UK originally came out with a proposal that said all business jets and helicopters are luxury travel, and therefore we propose to impose a tax of £186 (approx. US\$295) per passenger per flight," says Humphries. "This wasn't right, so we went and saw the treasury and HMRC, and had a very positive series of meetings over the course of last year. We showed them some business jets and helicopters, so they saw that this is not always luxury travel."

As a result of these meetings, the rules were changed so that the double APD rate would only apply on aircraft over 20 tonnes and with less than 19 seats. "This is a very good example of where the EBAA, the British Helicopter Association, and the BBGA worked as a team. We took them to see operators and we showed them what the real market was about," he says.

Emissions measures

In short, the European Commission's Emissions Trading System (EU ETS) represents a carbon tax on aircraft operators from January 1, 2012. EU ETS is a mandatory regulation requiring all non-commercial operators and commercial large emitters who travel into, out of, and between EU member states to monitor their emissions. Compliance for commercial operators starts at

FBO opening

RUAG will be holding an opening ceremony on May 14 at EBACE for its newly renovated FBO. The modernized FBO will enable passengers to continue to enjoy fast access to their aircraft in complete privacy. In addition, the facility will offer them a relaxing atmosphere as it boasts a new lighting concept, modern lounges, and many other amenities. At the exhibition, RUAG will also present a completely new booth concept, which reflects the company's strive for continuous improvement. Clients will have a chance to learn about RUAG's FBO services in Munich and Lugano, as well as the other services the company offers for business aviation customers in the area of MRO, paint and interiors, and aircraft upgrades.



Business Airport World Expo 2013

Business Airport World Expo (BAWE) will be on Stand 2173 at EBACE to showcase the exciting opportunities available to visitors and exhibitors at the 2013 event. To be held in London Farnborough, UK, on March 19-21, 2013, Business Airport World Expo is central Europe's only exhibition dedicated to showcasing the

world's FBOs and business aviation destinations to executive jet owners, operators, and brokers. The two-day event will include a comprehensive conference program, with insightful discussions from some of the industry's leading figures, as well as an extensive exhibition including FBOs, business and general aviation airports,

MROs, handling agents, and refueling companies from all over the world. Whether you are looking for new routes, loyalty schemes, new partners, or to meet up with your established suppliers, BAWE 2013 is the place to be.



London's TAG Farnborough Airport will host Business Airport World Expo 2013

10,000 tonnes and for non-commercial operators at 1 tonne. "If you make one flight into Europe with a non-commercial aircraft, you have to comply with EU ETS. This is probably the worst law that I have ever seen. It's ridiculous and there is a huge admin burden."

The EBAA has worked very hard with Eurocontrol to develop the ETS support facility for small operators less than 25,000 tonnes (the EBAA worked hard in 2011 on increasing this from 10,000 tonnes). For €400 (approx. US\$530), the facility enables operators to calculate their emissions. "This will greatly reduce the administrative cost for small operators, but you still have to pay someone to verify the data, which is absurd," says Humphries.

"However, we have an agreement in the pipeline that says verification shouldn't be needed, but they won't change it until the next change in the law, which is going to be 2014, so

people are stuck. But if they do it all themselves, it could cost them up to €70,000 (approximately US\$93,000) a year, with all the staff and admin costs. The whole thing is a grossly unfair law, and then when you look at proportionality, one of the figures that can be kept in mind is that we are just over 7% of the IFR traffic in Europe, whereas we are less than 1% of emissions. We are very unfairly treated in the EU ETS to be honest."

Slot allocation

The European Commission carried out a study in 2011, which was prepared by Steer Davies Gleave (SDG), that reviewed the rules around slot allocation. "We are desperately worried about the proposed revisions to slot regulation that have been announced by the Commission based on the SDG report. The report basically says 'value is numbers of passengers, favor the big aircraft'," Humphries says.



London Luton Airport is currently one of the busiest business aviation airports in the UK



"When the economy recovers, and when the airlines want extra slots, they simply take ours"

Brian Humphries, president, EBAA

"Therefore we have carried out an independent study that looks at why the SDG report is wrong. The study was undertaken with the European Regional Airlines (ERA) and it highlights that if what the commission proposes was put into law, then the larger airlines would have all the priorities and the regional carriers [ERA and business aircraft] would be at the bottom of the list. Since EU policy is to help the regions and those in the more remote areas, actually this slot regulation would go directly against it. We are now working with Parliament and getting as much support as we can.

"The fact that we have no grandfather rights is another big issue for us," says Humphries. Currently, slots at EU airports are allocated by independent coordinators to ensure neutrality, transparency, and non-discrimination. However, once airlines have a slot, they can keep it in perpetuity (known as grandfather rights), provided they continue to use it. Business aviation does not benefit from these historical rights. "This hasn't had a massive effect yet, but we are worried about the future. For example, at London Luton we represent 24% of the traffic, but if the economy improves and the airlines start increasing flight numbers, then this could change. When the economy recovers, and when the airlines want extra slots, they simply take ours."

The EBAA is currently lobbying hard to change these rules so that business aviation is treated as an entity, rather than individual carriers. "I always use the comparison that British Airways is one operator with 300 aircraft, whereas we are 300 operators with one aircraft. In Europe,

40% of the business aviation operators have only one aircraft, and 80% have less than five. So the chance of us getting slots in our own right is very small. However, if you treat it as an entity, just as you treat airline alliances as an entity, then it would be fair that we would have slots."

Humphries points to Geneva International Airport as a good example of how he believes slots should be allocated. "In Geneva, we have a percentage of slots that are allocated to business aviation as an entity. This is because we have established the historical usage that this is the average number of flights by business aviation. If we don't use them, then we lose them."

Future prospects

According to Humphries, the "future is bright" for business aviation. "Up until the year 2000, the business aviation fleet in Europe was 2,000 turbine-powered aircraft. Today, it is 3,400, so we saw 30% growth between 2002 and 2008. Yes, we are going through a tough time now and we will not return to that sort of growth, but because of what business aviation provides, which is an efficient point-to-point service, when you compare the number of business aircraft in Europe with the 20,000 in the USA, there's clearly a lot of scope for future growth".

Humphries concludes, "2012 is definitely a pivotal year for business aviation because we have all these political challenges of national tax, EU ETS, and slot allocation, to name a few, and at the same time the economy is struggling. However, there are a few things that we are doing that we hope will help things along."



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Growth opportunities

On Stand 1043, Hadid will be taking part in EBACE for an eighth consecutive year. The company will be showcasing the award-winning flight support services that it offers to more than 2,000 clients around the world. Hadid has recently been selected as the sole agent by Niger Civil Aviation, therefore reinforcing its role as a premium provider of flight support services across the Middle East and Africa. Hadid has also opened a branch office in Niger to improve the service to its customers in the African market.





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Beauty spot

Situated in the heart of the Mediterranean, Cagliari has a great deal to offer business and private aviation customers visiting the region

Opened in July 2011, the general aviation terminal at Cagliari Airport is an exclusive infrastructure designed to offer top-level services to passengers from arrival to departure. Located in a strategic position at the center of the Mediterranean region, the terminal is just 7km from the city center of Cagliari, Sardinia's capital.

The new terminal is the ideal starting point for discovering the impressive beauty of the island of Sardinia, famous worldwide for its mild climate, white sandy beaches, and clear blue sea.

Whether traveling for business or pleasure, all of the airport's guests are indulged with exclusive services, provided by highly qualified professionals. The handling services ensure the highest standards of safety, efficiency, and punctuality, whereas the concierge service strives

to meet all requests with flawless precision and to exceed clients' expectations. This concierge service features a personalized approach to coordinating every aspect of a client's visit, including aircraft and helicopter charter, hangarage, catering, hotel accommodation, limousine services, and yacht rental.

The general aviation terminal is a modern and elegant structure of 1,100m² with a sophisticated approach to international air travel, and it offers an array of first-class amenities to clients. These facilities enable passengers and crew to conduct regular business, making full use of all these amenities, which include business center facilities with secretarial services, wireless internet connections, private meeting rooms with audio-visual facilities, plus dedicated crew areas.

All of the airport's clients are personally greeted and attended by staff familiar with the protocol of serving high-profile VVIPs. Bypassing the main terminal and other passengers, private aviation customers can relax in their own lounge in total privacy, while all check-in and security processes are taken care of.

The airport's team is capable of assisting all types of aircraft, from the smallest single piston engine, to a B747 or similar. All aircraft are assisted by modern ramp equipment and the highest safety standards.

Exclusive destination

Sardinia is a popular and exclusive tourist destination, and a place of great natural beauty. It is a land of great traditions with an ancient





The exclusive general aviation terminal at Cagliari Airport opened in July 2011

culture that focuses on the contact between the land and the sea, which for centuries has been a determining element in the life of the island.

Travelers can choose whether to follow the nuraghe trails and discover the island characterized by the Mediterranean flora and fragrance, or take advantage of the mild climate all year round to explore the coastline of white sandy beaches and striking sea cliffs overlooking the crystal-clear water.

Sardinia has the highest concentration of luxury resorts in Italy, including the Forte Village, which is located just half an hour's drive from Cagliari Airport and has been voted the best resort in the world for 12 years in a row by the World Travel Awards. For the past 30 years, Sardinia has been, and still is, one of the favorite golf destinations for golfers from all parts of the world.

Vincenzo Mareddu, chairman of Cagliari Airport, says, "Although the USA still registers the highest market share in terms of general aviation traffic – more than 70% of general aviation aircraft are based in the USA – Europe's trend in this area is positive and is forecasted to continue to grow. Italy, in particular, has important market opportunities.

"Italy's share of the total European business aviation in 2010 was 11%, which classified our



Vincenzo Mareddu, chairman of Cagliari Airport

country in fourth place in Europe behind France, Germany, and the UK," says Mareddu. "Sardinia is renowned for being an exclusive destination and being the sunniest region in Italy, meaning we have an all-year-round market.

"Cagliari Airport is the most important airport in Sardinia. In terms of general aviation traffic, between 2005 and 2011 it has recorded impressive traffic growth, registering a 43% increase. For this reason, and looking at the growth prospects of the industry, we decided to invest important financial and human resources into the building and development of a brand new terminal entirely dedicated to business aviation customers."

Mareddu concludes, "Business aviation is a totally different world from commercial aviation, which is why, in order to satisfy your customers, you must have a professional team dedicated to this business unit. Our mission is to achieve the highest FBO standards by supplying superior handling services to private aviation." ✈

www.cagliariairport.it

"Sardinia is renowned for being an exclusive destination and being the sunniest region in Italy, meaning we have an all-year-round market."


Vincenzo Mareddu, chairman of Cagliari Airport

Irish charm

A prestigious golf tournament and UK City of Culture 2013 status are just two of the reasons to visit Londonderry



Above: **Passenger numbers at City of Derry Airport in 2011 were approximately 405,700, a 19.5% increase compared with 2010**

 City of Derry Airport is the ideal gateway for discovering the magnificent north coast of Ireland and Donegal. Located in northwest of the country, it is close to Londonderry, the UK City of Culture for 2013, and within easy reach of County Donegal, home to the beautiful Donegal Castle. It is also the closest commercial airport to the Royal Portrush Golf Club, which will host the prestigious 2012 Irish Open golf tournament.

With more than 30 years' experience in general and business aviation, City of Derry Airport offers a first-class service for the sophisticated traveler. It offers a comprehensive range of services for business aircraft, crew and passengers, including VIP passenger lounge and luxury transfer.

Its proximity to the Royal Portrush Golf Club means the airport will be the hub for business

aviation during the Irish Open on June 28 to July 1, 2012. Northern Ireland's home-grown stars such as Rory McIlroy, Darren Clarke, and Graeme McDowell will all be taking part, as well as a host of other top golfing names. Recently, Rory McIlroy, the world's current number one golfer, posted on social media website Twitter: "Northern Ireland is the golf capital of the world."

Airport manager, Damien Tierney, says, "City of Derry Airport is delighted that the European Tour is coming to Northern Ireland this year. This is an excellent opportunity for us to showcase the fantastic facilities and opportunities on offer in the Londonderry region."

Operations manager, Julian Benbow, adds, "We are the closet airport to the event, 32km [20 miles] by road, and a matter of minutes by helicopter, and the excitement and preparation



Left and Below: **City of Derry Airport in the North West of Ireland provides a vital air access link for the local community and performs a pivotal role in the economics of the region**

for the event is immense. We have been working towards this for a number of years, and are committed and enthusiastic about the number of visitors booking private and general aviation into City of Derry Airport. Our workforce is highly skilled, very professional, and used to handling private aircraft. We offer the best customer service possible to all our visitors – particularly our VIP guests.”

The airport can handle a wide variety of private jets up to and including B757, with Gulfstream, Falcon, and Bombardier aircraft all easily accepted. There is apron parking available, as well as security and baggage screening for passengers if required.

The operations team at City of Derry Airport don't just offer excellent customer service, they also have comprehensive knowledge of the needs of business and private aircraft users. The facility offers a number of services including: a 1,967 x 45m (6,453 x 148ft) runway; flight planning and weather reports; apron transfers; the Amelia Earhart business lounge; passenger and baggage screening; a secure parking zone; refueling (JetA1 and Avgas); full aircraft support services (toilet and water cleaning); clearance; out-of-hours service on request and subject to availability; customs, immigration, and special branch; catering services; meetings facilities; and hotel bookings at corporate rates.

Staff at the airport can also arrange onward helicopter transfers or road transportation to the Royal Portrush Golf Club. An additional benefit of using City of Derry Airport for the Irish Open 2012 weekend is the offer of free aircraft parking for the duration of the tournament.

For more information, contact City of Derry Airport's experienced team on +44 (0) 2871 810 784 (ext 262). ✈

www.cityofderryairport.com

Malta is a small island country that is part of the European Union and the Eurozone and has a population of just over 400,000 people. But despite the doom and gloom being caused by the economic situation in neighboring countries, Malta seems to be holding its own for now.

Business aviation numbers throughout Europe have continued to be erratic. Recently published figures for traffic in February showed a small decline over the previous year despite this year's extra day, yet in Malta the numbers continue to be marginally up. There are a number of factors contributing to this growth, one being the country's determination to be a business aviation-friendly jurisdiction.

On the back of this, DC Aviation, a Malta-based business aviation specialist, is continuing to be proactive, and in 2011 registered its best year yet for aircraft movements.

"This growth reinforces our commitment to the industry. We fully support the European Business Aviation Association (EBAA) in the launch of the new standard for business aircraft handling (IS-BAH). We continue to invest in our human resources and their training, in safety management systems, and in infrastructure," explains Stanley Bugeja, managing director of DC Aviation.

Bugeja is a member of the board of the EBAA and will also chair the committee of the EBAA, which has been entrusted with setting the standards for business aircraft handling in Europe. These standards have already been circulated among EBAA member operators, handling agents, and FBOs. Recently, the EBAA participated in a Netjets event for the company's FBO network and the response to the new standards was very positive.

Total transparency

"Being safe and efficient is not enough in today's economy-conscious environment," says Sandy Cassar Cardona, DC Aviation's operations manager. "Customers demand immediate response to their inquiries, homogeneous quotations, and transparent invoicing. As our business in Malta continues to grow, we needed



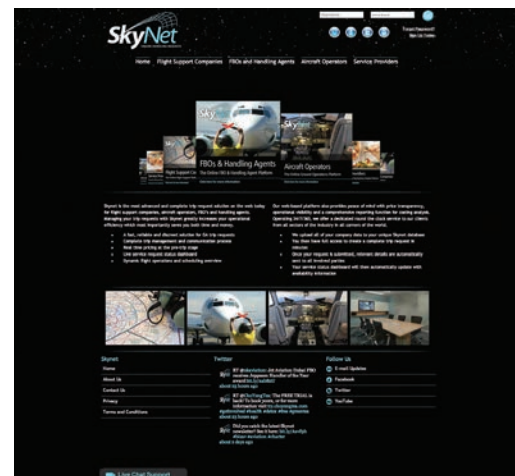
Euro Star

With a proactive approach to business aviation and an effective new trip-management system in use, Malta has a lot to offer operators, FBOs, and flight support companies





Left: **Business aviation movements continue to grow in Malta**
Below: **Skynet is an advance trip-management system**



amount of functionality, with the minimum amount of training."

Solid partnership

Gill continues, "Stanley Bugeja and his whole ethos where DC Aviation Malta is concerned is perfectly in line with the Skynet system. Meeting recently at the Business Aviation World Expo in Cannes on February 22-23, 2012, it was clear to both parties the tremendous opportunities that lay ahead through our partnership. As the president of the Malta Business Aviation Association it's obvious how Stanley sees the Skynet platform totally enhancing and promoting this region."

Skynet's commercial director Brendan O'Grady adds, "DC Aviation Malta is a fast-growing business, and such businesses need the correct infrastructure to go forward and succeed. I am delighted that Skynet can work effectively with DC Aviation to allow this growth to happen and help enhance the company's presence in the Mediterranean."

"Stanley and his team have been instrumental in helping Malta become a solid force as a destination for business aviation, with 2011 showing Malta register a record year for business aviation movements. Like ourselves, DC Aviation Malta is a thriving company, and we are proud and excited to be working with such a strong launch partner for the Mediterranean region."

"We want to support business aviation in Malta, but not just with aircraft handling," continues Bugeja. "We have now launched a series of new products aimed at assisting the industry, such as flight operations support and AOC management support. We have revamped our website to highlight and explain our services, and we have improved our online booking and tracking system. We will also be launching our new newsletter in time for EBACE."

DC Aviation will be exhibiting on Stand 1761 at EBACE in Geneva on May 14-16, 2012. www.dc-aviation.com.mt

to improve on this aspect of our business. It is no mean feat as there is not much out there that takes into consideration the varied and specific needs of business aviation. After much research and negotiation, we felt that Skynet offered the best platform to support our business growth and deliver the quality of service that we want to give our customers."

Skynet was the brainchild of managing director Tim Gill, and after two years of development and consultation with operators, FBOs, and flight support companies, it has evolved into the most advanced and complete trip-management system available on the web

today, according to the company. Skynet allows those businesses, together with aviation service providers, to work together in real time to create a highly efficient trip-management process, with pre-trip pricing enabling total transparency.

"We first began developing Skynet back in 2008, mainly out of frustration at the lack of competitive products on the marketplace at the time that were able to create the facilitation platform between ground-handling agents and FBOs, and other operators and flight support users," explains Gill. "Skynet has been developed at every stage with complete ease-of-use in mind, giving any user the maximum

Cleared for take-off

Understanding operational procedures in foreign countries is important for business aviators wishing to fly to exotic destinations



With the increase in the acquisition of business jets in Nigeria, first-time jet owners are interested to know how they can operate their aircraft in Nigeria while maintaining it on a foreign register. In partnership with local aviation companies, Evergreen Apple Nigeria (EAN), the first FBO in Nigeria, is able to assist with two solutions depending on whether a client is using a jet for private business (non-commercial) or for hire and reward (commercial).

According to Part 8 of the Nigerian Civil Aviation Regulations 2009, 'no person shall operate a foreign-registered aircraft in general aviation in Nigeria except in accordance with the terms and conditions of the Flight Operations Clearance Certificate (FOCC) and the Maintenance Clearance Certificate (MCC) issued by the Authority and in force in respect of that aircraft'. The FOCC and MCC allows

for temporary importation and operation for six months (which is renewable). Within the specified period, the client can fly domestically and internationally without having to apply for clearance each time. A Nigerian company that holds either an Air Transport Licence (ATL) or an Air Operator's Certificate (AOC) applies on behalf of the client for the FOCC and MCC. The license/certificate holder will make an initial application to the Minister of Aviation for permission to import the aircraft into the country, and provide various documents that relate to the specific aircraft, including a valid AOC issued by the State Registry, certificate of insurance, and certificate of registration. Upon consideration, the Minister of Aviation decides whether to grant approval for the aircraft to be imported. The Nigerian Civil Aviation Authority (NCAA), in line with its safety oversight function, will carry out a pre-importation

inspection and certification of the aircraft and the base maintenance center. Once satisfied, the Authority will issue the FOCC and MCC.

For clients who intend to use their aircraft solely for private purposes, the FOCC and MCC is sufficient and easily renewable. For clients who want to operate commercially, after the FOCC and MCC is granted and the aircraft has been brought into the country, the next step is to place the aircraft type on Part G of the operations specifications (ops spec) of a Nigerian AOC. Part 9 of the Nigerian Civil Aviation Regulations 2009 provides guidelines for this process. The Nigerian AOC holder will apply to the NCAA to place the aircraft type on its ops spec. The authority will ask for certain documents that in practice are prepared by the AOC holder in conjunction with the aircraft owner/operator. These documents include the maintenance program for the aircraft,

Main (left): **EAN VIP Lounge**Above: **EAN Crew Lounge**

the operations manual, and the minimum equipment list. The Authority will inspect the operational base of the AOC holder and the maintenance center in Nigeria. Following a successful inspection, approval would be given for inclusion of the aircraft onto the Nigerian AOC and the NCAA shall amend the operations specification of the AOC to include the details of the foreign aircraft. The process can take two to three months depending on how quickly the parties work and respond to the authority.

EAN has recently obtained importation approval for six aircraft and is in the final stages of obtaining FOCC and MCC for them. EAN is also currently overseeing the placement of two foreign-registered aircraft on a Nigerian AOC – an operational requirement for most of its clients. Although this is not EAN's core business, it has taken the time to understand the procedures, build strong networks with the regulatory authorities, and endeavor to make the process transparent and seamless for all its clients.

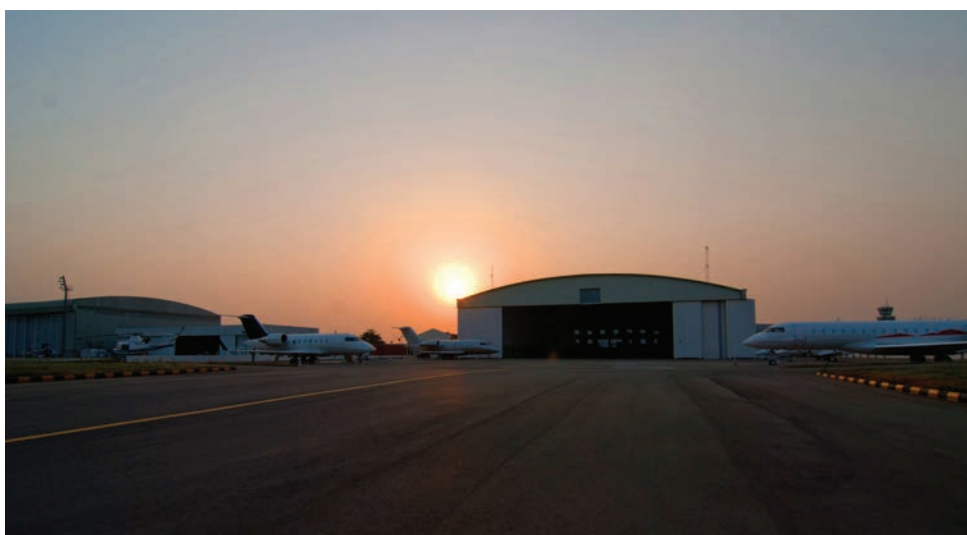
EAN owns and operates the first integrated hangar FBO and maintenance facility in Nigeria. The EAN Hangar Jet Center is located at the Murtala Muhammed International Airport, Ikeja, Lagos, and offers 24/7 services to jet users. It is equipped with state-of-the-art security equipment to ensure client safety and comfort at all times.

There are two VIP lounges at the facility, a crew lounge, and eight rooms for short-stay accommodation. EAN offers a wide range of services, including flight planning, weather reports, flight permits, hangarage, fuel arrangement, wireless internet in the entire facility, assistance with immigration/customs clearances, and crew transport. At the top of the facility and overlooking the international airport sits Wings restaurant. The restaurant has a bar and coffee shop and offers sushi and continental dishes. Inflight catering for private jets is also available.

Line maintenance at the facility is carried out in partnership with Maintenance Centre Malta (MCM) Limited, an EASA-certified maintenance company that has approvals for most major business jet manufacturers.

For further information on operating a foreign-registered aircraft in Nigeria or to find out more about the services offered by Evergreen Apple Nigeria Limited, please email: info@evergreenapple.com.

www.evergreenapple.com



In collaboration with an EASA approved MRO, EAN can repair and maintain aircraft



Moscow rule

Business aviators can expect high quality and reliable service levels when flying into Russia's busy Vnukovo-3 Business Aviation Center

These days, the focus of every fixed base operator (FBO) is to meet international quality standards, while keeping up-to-date with innovations and developments in the field of business aviation. It is through this level of commitment that Russia's Vnukovo-3 Business Aviation Center in Moscow has become one of the busiest airports for business aviation in Europe.

The airport currently handles approximately 2,600 movements per month, and the FBO operator, Vipport, is doing its best to increase this rate and introduce a number of new features that will make the airport more convenient and improve the customer experience. All of Vipport's employees speak English, as well as other languages, which enables the company to communicate effectively with business aviation customers from around the world.

In order to increase the number of flights at Vnukovo-3, Vipport has carried out substantial expansion of the apron, increased the quantity of parking lots, and constructed a number of new hangars that are fully compliant with international standards. The operator has 19 hangars available to business aviation customers, and these hangars can accept approximately 60 aircraft of all types.

Airport services

Vipport offers a de-icing procedure at Vnukovo-3, which is extremely important given the cold climate of the country. The company has four vehicles on offer, including the Kiitokori EFI 2000 and Vestergaard Elephant MY. It also has five SCHOPF tractors, three LECTRO aircraft tugs, two Rheinmetall AG universal air heaters, four water trucks (Vestergaard and Zellinger), two Zellinger lavatory service trucks, and many other modern pieces of equipment.

In addition to Vipport's other services, which include airport slot coordination, handling and supervision, refueling, crew hotel accommodation at special rates, crew and



passenger transfer, and crew visa support, the company is now offering a Vipport information service (VIS). VIS has been created to enable customers to track aircraft ground-handling status in real time within Vnukovo-3's facilities, including information on flight status, ground handling, passengers, and baggage handling.

Vipport offers customers three different options: access to track (in real-time mode) aircraft ground-handling status within Vnukovo-3's facilities; VIS.SMS, which enables clients to receive SMS notifications with the flight status and all additional information to their cell phones; and VIS.SMS + VIS, which provides access to both of the above services.

Clients interested in this opportunity can send an email request to vis@vipport.ru and the company will provide a trial account application.

Inflight services

Vipport can also arrange for onboard catering for its business aviation customers, and will provide assistance throughout the entire process, from supervision during the order and confirmation process, to onboard delivery of



Left: **Vipport offers its business aviation customers a variety of services, including de-icing and refueling**

Below: **Vnukovo-3 is one of Europe's busiest airports**

food and drinks. The company works with some of Moscow's best restaurants and authorized catering and inflight service companies to ensure a fast and timely service that meets all of its customers' requests. By working directly with these restaurants, Vipport guarantees that all catering is provided to the highest standard and chefs will cook exclusive European, Eastern, and Russian dishes at the customer's request.

Vipport also offers a number of other inflight services, including dish washing, laundering, dry cleaning, aircraft exterior washing and interior cleaning, and warm and cold storage.

Maintenance facility

Vipport has now joined forces with Swiss company Jet Aviation to provide the first joint venture business aviation aircraft maintenance facility in Russia and the Commonwealth of Independent States. The new facility will form part of Jet Aviation's global maintenance facility development strategy, and will be fully supported by Vnukovo International Airport.

The maintenance facility is currently approved by the Cayman and Aruba aviation authorities, and is an authorized warranty service facility for Bombardier, Gulfstream, and Embraer aircraft.

EBACE 2012

In the rapidly changing world of business aviation, it can be difficult for companies to make sure their brand maintains its visibility and reputation, so it is important to exhibit at international fairs in order to maintain client relationships and to build new ones.

The European Business Aviation Convention and Exhibition (EBACE) 2012 is being held in Geneva, Switzerland, on May 14-16, and will provide Vipport with a great opportunity to showcase its products and services to existing and potential clients. Vipport will be on Stand 643 throughout the show. ☞

www.vipport.ru

Swiss bliss

One Swiss company is proving to be the FBO operator of choice for passengers and charter airlines across Europe

Established since 2009 in its brand-new facilities at the EuroAirport Basel-Mulhouse in Switzerland, Air Service Basel offers spacious hangar parking with more than 4,500m² of hangar space for any aircraft up to the size of an A319 ACJ or a B737 BBJ.

The facility is an EASA and FAA (#V4QY551B) approved repair station offering aircraft maintenance, avionics installations, and interior refurbishments. Air Service Basel is also a well-established CAMO+ organization for a wide range of business aircraft.

Growing network

Air Service Basel, much to its delight, has been selected as the FBO and aircraft handler for NetJets Europe. "We feel very honored and proud that we have just recently been selected by NetJets Europe as its FBO of choice and preferred aircraft handling company for any of its flights routed through the EuroAirport Basel-Mulhouse," says Air Service Basel CEO Claudio Lasagni.

Many other operators, including DC Aviation, Vistajet, and Global Jet, as well as various large corporate flight departments, already use the company's FBO at the Swiss airport on a regular basis. "We have a strong and dedicated team, focused on providing the best-quality service in a personal environment, with regard to discretion, comfort, safety, and security as the cornerstones for a perfect client experience," adds Lasagni.

The company's FBO terminal features a private VIP passenger lounge, pilots' briefing room, and private hangar parking. Customer-focused services include limousine arrangements, crew transport, fuel support, and customs clearance.

Located at the tri-national border between Switzerland, France, and Germany, passengers can reach downtown Basel within 15 minutes, and the cities of Mulhouse in France and Freiburg in Germany are 30 minutes away by car.



NetJets Europe has chosen Air Service Basel as its FBO and aircraft handler

Air Service Basel is a low-congestion airport without a restrictive slot-reservation system. It has good connections to the Swiss railway system, providing a convenient journey for passengers continuing on to Zurich or Geneva.

WEF 2012

Besides the annual Art Basel exhibition in June and the Basel World Watch and Jewellery Show in March, one of the busiest periods for Air Service Basel is the World Economic Forum (WEF) annual meeting at Davos in Switzerland, which was held on January 25-29 this year. Air Service Basel successfully managed an exceptionally busy period during the WEF, supporting visiting jets whose VIP passengers were headed for the meeting. During the event, the facility handled almost double the amount of private aviation movements compared with last

year, with a majority of aircraft being middle- and long-range business jets.

Many passengers continued their journey by VIP helicopter service, taking advantage of a swift and discreet transfer between business jet and helicopter, with Air Service Basel's facility providing them with the convenience of a walk of just a few meters after disembarking their flights.

Special projects

Air Service Basel recently assisted with the return to service of an Avro RJ 85 aircraft, when it was asked to support some extensive maintenance on the aircraft so that it could be granted a ferry flight permit. The aircraft, which had been in open storage at EuroAirport Basel-Mulhouse for more than a year, was towed into its hangar so that the work could be carried out.

In Air Service Basel's hangars, a field team of specialists dispatched from another approved maintenance organization restored the aircraft to an airworthy condition. After its repositioning flight to an appropriate base maintenance facility, the aircraft will undergo a comprehensive inspection to achieve full airworthiness again.

"Special projects like providing ad-hoc hangar space and accommodating this Avro RJ 85 special maintenance project demonstrate Air Service Basel's ability to meet extraordinary and unusual demands, and to provide flexible support, even at short notice, to the full satisfaction of our customers," says Lasagni.

www.airservicebasel.com



Air Service Basel's Swiss facilities were popular with World Economic Forum visitors in January 2012



Pilots' paradise

St Thomas, part of the US Virgin Islands, has an impressive range of services and facilities to offer both business aviators and yachtsmen

Ask owners Michael and Susan Hancock what makes St Thomas Jet Center different and they'll tell you it's much more than having a beautiful Virgin Islands location. "Many Caribbean FBOs are just places to land and refuel; St Thomas Jet Center is a full-service FBO with a traditional-style building just like you would expect on the mainland," Susan explains. "One of us is always at the FBO to greet our customers."

Customs facility

St Thomas has announced a major improvement in flight convenience for private aircraft owners, with a new customs facility planned for completion in late 2012. It took a great deal of time and persistence to get approval for the project from the US Customs and Border Protection service, now an agency within the Department of Homeland Security, but the Hancocks expect to have the 1,800ft² standalone facility ready for the 2013 season, which begins in December 2012.

The St Thomas Jet Center also added another corporate hangar in 2011, and has additional fuel tank expansion planned for this year.

Michael and Susan Hancock have interesting backgrounds in aviation. Michael has more than 37 years' aviation experience, with 31 years in commercial ground-handling. He also served as vice president of international services for AMR/American Airlines. Susan is a 28-year veteran of the industry, and her achievements include helping build AVCard, a globally accepted aviation credit card company. She has also served as a director of marketing for the fourth-largest FBO chain in the USA.


Included in St Thomas Jet Center's full-service operation is a pilot lounge, wireless internet service, and its own fleet of late-model rental cars on site. Full concierge services, from catering to hotel arrangements, are available. The center also provides on-call maintenance for all commercial flights arriving on the island, and aircraft fueling services.

A newly added division of services is Capitol Air. The on-site charter company operates multiple aircraft in and out of 30 Caribbean destinations, including the sought-after St Barts and Virgin Gorda. Aircraft can accommodate between three and eight passengers.

Sail away

The recently completed Yacht Haven Grande is the largest mega-yacht marina in the Caribbean. The new marina, coupled with St Thomas Jet Center's location, make it an ideal portal to other Caribbean islands, which include the nearby British Virgin Islands, popular Virgin Gorda, as well as St. Martin, Anguilla and St. Barths. Transferring via small airplane or helicopter to other local islands is easy, and customers can choose from charter companies on site at St Thomas Jet Center including: Rainbow International, Island Birds, Fly BVI, Capitol Air and Caribbean Buzz.

In winter, the weather is stunning; from December through to May, St Thomas has constant trade wind breezes, low humidity, and stunning blue skies, and the region remains a world leader among sailing destinations.

St Thomas is served by American Airlines, Delta, Jet Blue, Air Canada, Spirit, United Airlines, US Airways, American Eagle, Air Sunshine, Cape Air, LIAT, Seabourne Airlines, Sun Country, Island Birds, and Fly BVI. 

www.sttjetcenter.com



Show of strength

The recent Business Airport World Expo 2012 in Cannes proved to be a great success for one aviation company

Above: **The Hadid team at Business Airport World Expo 2012 in Cannes, France**
Below: **Hadid were the one of the major sponsors of the aviation exhibition**



Throughout its 31-year history, Hadid International Services has successfully participated in numerous major aviation exhibitions worldwide. Most recently, the company was one of the major sponsors at the Business Airport World Expo 2012, which was held at the Palace of Festivals in Cannes, France, on February 22-23, 2012. The company's vice CEO, Rasoul Taljo, who brought a wealth of knowledge to the Expo with his strong background in aviation, led this year's contingent of Hadid representatives.

Taljo says, "Having the largest stand at the expo enabled us to get up close and personal with vendors, clients, FBOs, ground handlers, refueling companies, and executive handlers from around the globe. The most valuable part of the company's participation at this year's show was meeting with like-minded individuals within the aviation sector and enhancing our business relationships among current clientele, as well as recruiting new clients. We aim to replicate and then surpass this performance at similar exhibitions in the near future."

Hadid International Services' headquarters are located in Dubai, United Arab Emirates, and the aviation specialist also has branches in New Delhi, India; Algiers, Algeria; Tripoli, Libya; and Karachi, Pakistan. Hadid also has an extensive network of agents and representatives all over the world. The company is fully certified by the Asian, Middle Eastern, and African Civil Aviation Authorities

to handle chartered, private, and commercial flights, and has more than 30 years of experience in this field. Hadid has also represented and worked on behalf of many major international aviation companies, and is a member of industry organizations such as EBAA, NBAA, and IATA. The company is dedicated to continuing growth by providing innovative, cost efficient, reliable, and outstanding professional services to its entire customer base.

"Hadid's search for perfection in everything it does has become an integral part of the company's corporate culture, both in the air and on the ground," says Taljo. "As a result of this, we are second to none in the field of ground-handling services. These handling services include comprehensive arrangement of all kinds of equipment, even if the flight is of a special nature. We have set up a network of handling agents who provide the highest level of ground-handling services to meet clients' specific needs and demands. The reason for Hadid's tremendous success in this area is quite simple: we endeavor to create long-term partnerships built on mutual trust, respect, and integrity, not only with our customers, but also with our agents," Taljo concludes.

Hadid will be at Business Airport World Expo 2013, which takes place in Farnborough, UK, on March 19-21, 2013. <

www.hadid.aero



Quality counts

To guarantee success and longevity, business aviation companies must take steps to ensure that quality of service remains their top priority

Quality in servicing business aviation customers has always been one of RusAero's main strengths. The company has been established for more than 15 years and is well aware that, in order to stay around for another 15 years, customer service must remain its top priority.

RusAero currently supports around 4,500 flights each month, providing a wide range of ground-handling services and flight support for the business aviation sector, including private and corporate flights, business and commercial charters, and ambulance and humanitarian endeavors, all of which require top-quality service.

To achieve this, the company has introduced a new department dedicated to maintaining high standards of quality control throughout the company. The best people available were selected to monitor daily aircraft dispatch processes, train new personnel, and develop innovations and technology to deliver top-notch service for clients.

Svetlana Shilkova, who was previously RusAero's deputy head of dispatch, will be in charge of the new quality-control department, which currently consists of five people. However the company plans to increase this by five more

during the next few months, in order to fully monitor the quality of work on the ramps across the whole of Russia. In its first few weeks, the new department has put together an operations manual, which will help increase quality levels at RusAero Dispatch.

One of the other important aspects of the new department is training, which will help safeguard the company's future. RusAero believes that training newcomers is as important as checking the quality of work of existing employees, as this will equip them with the skills to service their clients in the future.

Shilkova says, "We take precision very seriously. Our quality-control department is an essential group of individuals who consistently test and retest all aspects of operational work to ensure quality of service each and every time. Because of our frequent contact with the company's various departments, we act as a means of communicating information between these departments.

"We also communicate continuously with other departments on quality-control issues and, with their assistance, strive to continue improving the quality of service at RusAero."

www.rusaero.aero



European Tour - Irish Open
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Caribbean comfort



Passengers can rely on expert local knowledge and luxury FBO facilities to make their journey to Barbados an easy one

Since its establishment in Barbados 23 years ago, IAM Jet Centre has become synonymous with reliable and expert handling and fuel services throughout the wider Caribbean region. The company is capable of meeting the special requirements of business and diplomatic aviation operators, often at short notice, but always with a sense of elegance and great attention to detail.

IAM Jet Centre has two flagship full-service FBO facilities, located in Barbados and Montego Bay, Jamaica. Both are well-appointed and offer in-house immigration and customs processing, as well as an overall sense of stylish comfort for arriving or departing passengers and crew.


Privacy and convenience are paramount to the guests who use these FBOs as the gateway to the luxurious estates and resorts located along the magnificent northern coast of Jamaica and the famed Platinum Coast in Barbados.

IAM Jet Centre Barbados also serves as a highly popular transit stop for very long haul flights between North America and cities in southern Africa and South America. Turn times of 30-40 minutes are normal, including refueling and other services.

The Barbados FBO also hosts British Airways First Class passengers traveling daily to London. This crossover service has been easily accommodated given the personalized concierge staff, dedicated lounges, and state-of-the-art passenger and baggage security screening equipment. IAM maintains its security program to

US TSA and UK CAA standards, and participates in BA's security and safety audits.

Managed from the flagship FBOs in Barbados and Montego Bay, leading flight service companies and individual corporate flight departments from across the globe routinely rely on IAM Jet Centre to ensure that all their premium service and jet fuel needs are taken care of at any of the 30+ Caribbean airports in the IAM network. From Marsh Harbour in the north, to Trinidad, Guyana, and Bonaire in the far south, IAM uses its local knowledge and business aviation focus to assist customers. This 'single source' capability enables flight crews to better focus on their primary responsibilities, while flight department managers and service companies benefit from the ability to work with a single established supplier that has the reputation, gravitas, and years of experience to make it all come together on flight day.

As a chain of islands, the Caribbean represents the finest selection of beaches, sparkling seas, wondrous rain forests, and rich and intertwined cultures. The Caribbean is also a diverse cluster of sovereign countries, multiple languages, and varying policies, rules, and regulations – and this applies to aviation operations, too. Compared with many other regions of the world, the Caribbean is not a difficult area to visit. However, flight crew and flight departments should plan ahead carefully to ensure a successful trip and avoid surprises. IAM Jet Centre is ready and keen to assist you. 


www.iamjetcentre.com



Heavy duty

The reconstruction of its general aviation apron in spring 2012 will increase weight capacity for Bangor International Airport



 Bangor International Airport in Maine, USA, will commence the reconstruction of its general aviation apron this spring. The US\$5 million project primarily involves underground drainage and resurfacing work on the paved surface area in front of the airport's general aviation terminal. The work will increase the apron's weight capacity.

"Currently, we can handle aircraft weighing less than 100,000 lb in that area," says interim airport director Tony Caruso. "The apron's capacity now ranges from 40 to 50 airplanes, depending on their size. After this apron reconstruction, it will be able to handle aircraft up to 150,000 lb."

The project will be completed in phases, and Caruso says he expects little negative impact on the customers. Weather permitting, the project will start in April and should be finished by September 2012. The project, once approved by the City Council, will be carried out by Sargent Corporation of Old Town, Maine.

The work will be largely paid for by the federal Airport Improvement Program, which will provide 90% of the funding. The city of Bangor will provide 7.5% of the funding, while the Maine Department of Transportation will provide 2.5%.

Strategically located as one of the closest US international airports to Europe, Bangor aims to deliver a quick, efficient, and cost-effective service. The airport provides ground handling, refueling, aircraft servicing, federal inspections, passenger services, and all other transit needs 24/7, 365 days a year. The airport owns the FBO, and so has control over how services are delivered and can keep costs in line.

Because time is money, the airport has worked diligently over the years to become an

expert in quick turns, and prides itself on how fast it can get aircraft on their way without sacrificing quality and excellence. The experienced crew and staff value their working relationships with customers and always try to anticipate their needs and exceed expectations.

With an 11,440ft (3,486m) CAT III runway, the airport is able to handle any aircraft and, on any given day, the ramp may service everything from a G4 to an AN-225 – sometimes simultaneously.

Although located in the north-eastern USA, the airport is very proud of its weather status, and boasts an excellent snow-handling record. When other airports in the region are closing due to bad weather, Bangor says it is often the diversion destination until the affected airports can get their facilities up and running again.

www.flybangor.com

Above: **The general aviation apron can currently handle 40-50 aircraft**

Below: **A US\$5 million apron upgrade will enable Bangor to handle aircraft up to 150,000 lb**





Meeting the changing needs of its clients is at the top of the priority list for one Portugal-based flight and ground support services provider

Established in 2008 to provide worldwide flight-planning services, JetBase was founded by Filipe Carvalho, a professional with a long and recognized career in the aviation industry. In 2010, Carvalho decided to expand the services offered by the company to include ground-handling activities and supervision at Lisbon, Oporto, Faro, and Cascais airports in Portugal.

Jetbase is now well-positioned to take advantage of the current market opportunities in the business and executive aviation sector, which according to the EBAA, contributes €20 billion (approx. US\$26.3 billion) each year. In Portugal, business aviation has become increasingly important in contributing to the economy. Within this market, JetBase has managed to gain an impressive reputation and has achieved a market share of 7% in 2010 and 21% in 2011.

The company now plans to build on its core strengths, and focus on the needs of its customers to ensure that all its services remain at an excellent standard. JetBase's dynamic team is available 24 hours a day, and upholds the company's principle values of responsibility, accountability, safety, and integrity.

Today, Jetbase offers a wide range of services in the areas of flight operations and ground handling, providing support to various executive operators and to many diverse clients. The company also provides additional services, including brokerage and commercial carrier supervision. JetBase offers any service related to the aviation industry.

Looking at its ground-handling activity, the company has its own facilities available at each airport, with all the necessary equipment for crews, VIP vehicles, and dedicated partners. In flight operations, the company boasts the most advanced aeronautical software, which allows it to provide support to every kind of flight operation possible. Furthermore, its international trip-planning department works closely with the flight operations team to minimize the cost and time of any trip.

As a service provider, the company's main objective is to understand the needs of its customers and what it can do to ensure that these needs are always met. Therefore, JetBase is also available to help with unique requests, such as hiring a chauffeur who is fluent in French and is available for a whole week. The company



JetBase offers a range of ground handling services



The company has locations at several Portuguese airports, including Oporto

can also help its customers arrange leisure activities, such as providing tee times on a golf course, or organizing a boat conference trip.

The JetBase team is made up of people with the knowledge, experience, and dedication gained from years of working in the business and commercial aviation sector. As a result, the company is able to deliver a proactive environment to meet the ever-changing needs of its clients.

JetBase considers some of the main issues affecting the industry at the moment to be bureaucracy, a lack of transparency in the sector, and the lack of adequate infrastructure provided to the business aviation industry. To help overcome this, the company will continue to lobby for the industry to ensure the business aviation sector, which currently represents 11% of national aviation traffic, has the appropriate infrastructure to grow in the future. ✈

www.jetbase.biz



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www.businessairportinternational.com

Fine Finnish

Sami Simola, FBO manager at Finavia's business flight center, talks to *BAI* about the benefits of flying from Helsinki Airport

Please provide a brief history of Finavia

Finavia operates at 25 airports around Finland, with the biggest international airport being in Helsinki. The business terminal at Helsinki Airport was built in the early 1980s and was originally used mainly for general aviation, with only a couple of Finnish jet companies using it. The opening hours were 7:00am-10:00pm.

In the 1990s, Finavia (at that time called FCAA) began providing FBO services, and the airport also built a VIP terminal next to the business terminal, extending the opening hours to 24 hours a day, 365 days a year.


The Finavia business flights terminal has 15 to 20 landings per day at Helsinki Airport, and serves FBO clients, local jet companies, and the Finnish Air Force, assisting with technical/crew change and fuel stops. Helsinki is an ideal stop-off for

passengers en route to Asia and, with its 24-hour operation, it is an ideal choice for business aviation customers. The airport currently has about 600 daily operations to 140 different locations.

What are your recent achievements?

Finavia has recently renovated its interiors and we now have two separate crew lounges. We are also planning a facelift for our public and VIP lounges. Our VIP terminal is available at all times and can be booked on request.

What are your plans for the future?

We plan to build our own hangar for our clients in the future, although at the moment we can provide hangar space through our partners at the airport. 

www.finavia.fi



ISLE OF MAN

Treasure isle

With great tax incentives and a credible registration scheme, the Isle of Man is an ideal place to buy and position corporate and private jets

 In August 2011, the Isle of Man registered its 400th aircraft since its Registry – the only dedicated corporate aircraft register in Europe – was established in May 2007. This location offers many benefits – including zero taxes for aviation transactions, a prompt VAT and importation process, and a highly credible registration – which have attracted growing business from around the globe.

With in-depth knowledge of international registering and de-registering, The Private Jet Company, the only company on the island to operate corporate *and* private jets, was heavily involved in the creation of the Registry. The first two jets to boast an 'M' registration number belonged to the company.



"The Private Jet Company was formed when the Registry began. We brought in the first two aircraft, which were registered as aircraft numbers one and two," explains managing director Tony Corlett. "The Registry has been a great success story for the Isle of Man. It's a very high-level, highly respected aircraft registry."


Since then, The Private Jet Company has experienced "tremendous growth", according to Corlett. As it offers a complete range of tailored services, including aircraft purchase and sales, registration and importation, operational management, crewing, technical documentation, and hangarage, the client has just one point of contact for all its operational requirements.

The global economic crisis over the past few years has led to a huge oversupply of private jets in the market. This has resulted in prices dropping by roughly 40% and there are now excellent bargains to be had.

The company is still very selective with certain aircraft models and types, but the bargains are out there.

"There is now a healthy trend in purchases and prices are now firming. With people recognizing that the market has bottomed, we are picking them up for clients now. We've been telling them for the last two years to wait and not to purchase. And now we are saying, it's time to buy," Corlett explains.

The company has grown by more than 100% over the past two years. It is currently investing in a £3 million (approx. US\$4.7 million) jet center on the Isle of Man that will include secure corporate jet hangarage and a private VIP terminal with offices and meeting rooms.

To contact the company, please call +44 1624 825100 or email info@privatejetco.im 


www.privatejetco.im



Photo: Olga Besnary/www.shutterstock.com

One of the world's biggest tennis tournaments, the French Open, is being held at the Stade Roland Garros in Paris from May 27 to June 10, 2012. *BAI* takes a look at the region's business aviation services

Words | **Hazel Swain**


 Business aviation customers looking to attend the world-famous French Open tournament in Paris are well catered for at the five airports situated within 20 miles of the Stade Roland Garros.

Charles de Gaulle is the largest airport in the French capital and is just over 19 miles from the stadium. It is operated by Aéroports de Paris 24 hours a day, and landing costs are between €149 (US\$196) and €278 (US\$366) + €14.06 (US\$18.51) depending on the aircraft's maximum take-off weight (MTOW). The aircraft parking fee for pier-side stands at the airport is a base charge of €2.60 (US\$3.40) per MTOW for stands equipped with an air bridge, and a supplementary charge of €0.056 (US\$0.073) per MTOW ton.

Le Bourget Airport is approximately 15 miles from Roland Garros and can host all types of aircraft. There are a number of fixed-base operators based at the airport, including ExecuJet Aviation, Landmark Aviation, and Signature Flight Support, which operates from Terminal 1. Landing costs at the airport are between €149 (US\$196) and €278 (US\$366) + €14.06 (US\$18.51) depending on MTOW. Landing fees are multiplied by a noise level coefficient based on the aircraft's noise classification and landing time, and a 50% discount is applied for helicopters. Parking at the airport is charged at €0.316 (US\$0.416) per MTOW ton per hour. The airport has a VIP terminal and numerous renovations and extensions have been undertaken in recent years.

Toussus-le-Noble Airport is about the same distance from Roland Garros as La Bourget airport and operates between 5:00am and 9:30pm. The airport offers a fueling service during these hours and aircraft with a MTOW of more than 12 tons are prohibited.

Paris-Orly Airport, situated 13 miles from the stadium, is operated by Aéroports de Paris and is open between 5:00am and 11:30pm. The airport offers fueling facilities and has multiple access options to the city center, including road and rail. Landing and parking fees are the same as at Charles de Gaulle.

Issy-les-Moulineaux heliport is the closest facility to Roland Garros, located just 2.5 miles away. The heliport is situated on a 6ha site and has four Aéroports de Paris hangars available. 

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