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Business Airport

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

September 2011



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aircraft finance

**NBAA SHOW
ISSUE!**

**ROUTE PLANNING TECHNOLOGIES; SPECIAL FOCUS – THE CARIBBEAN; TRAVEL NEEDS OF USA'S
SPORTS TEAMS; SPOTLIGHT ON LAS VEGAS; U.S. BUSINESS AVIATION ANALYST SPEAKS OUT**



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Welcome

It was shocking to hear the news at the beginning of September that a private jet carrying one of Russia's major ice hockey teams, Lokomotiv Yaroslavl, had crashed, killing all but two people on board. This event made the Russian government take action on general aviation safety, which has been notoriously bad over the past year. The UK's BBC News reported that 'at least 15 Russian aeroplanes' have crashed since the beginning of 2011, killing 120 people. This is a 53% increase in crashes and a fourfold increase in such deaths in Russia compared with the same period in 2010.

As a result, the leasing of new aircraft is to be subsidized, and President Medvedev has ordered an increase in fines for safety violations. Federal agencies will also have the power to suspend violators if they can't ensure passenger safety.

Since the incident in September, five of Russia's 57 Yak-42 jets, the aircraft involved in the crash, have been grounded – in one instance, because a part of the engine was past its operational life.

This ramping up of safety is the only positive thing to come out of the tragic incident. And it must be welcome news for sports teams such as

Lokomotiv, which plays 56 games in a season in the Kontinental Hockey League (KHL) and has to travel not only to fixtures across Russia, but also in Belarus, Latvia, Kazakhstan, and Slovakia. *Athletic Pursuits* on page 42 highlights the importance of private aviation for teams with such grueling schedules.

The USA has also experienced its fair share of sporting aviation tragedy. Incidents such as the wiping out of the entire 18-strong Olympic figure skating team in 1961 prompted US sports teams to charter airplanes only from established airlines, such as Delta. This has massively improved the safety of sports teams in the country. Let's hope the story in Russia has a similarly happy ending.

Safety will be one of the many topics covered at this year's NBAA Annual Meeting and Convention on October 10-12, 2011. *City of lights* on page 28 looks at business aviation locations in the host city of Las Vegas, USA. And we also talk with some of this year's exhibitors ahead of the event (page 48).

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New private-use FBO terminal for Van Nuys Airport

A new deal between Maguire Aviation, a Van Nuys-based FBO, and NetJets, will see the addition of a private-use FBO Terminal at Van Nuys Airport in Los Angeles, USA.

The long-term lease, which was signed on September 9, 2011, will provide NetJets with a dedicated, private-use terminal that will be custom-designed and operated to the company's specifications and according to the owner preferences.

The new 929m² terminal will enable NetJets to continue to offer customers a streamlined passenger transition to and from the aircraft ramp, modern furnishings, conference and

business center capabilities, crew lounge and rest areas, and flight planning facilities.

"We are thrilled that NetJets will have a dedicated facility at Van Nuys Airport," said president of Maguire Aviation Group, Alec Maguire. "NetJets is a world-class company with a reputation for superior safety and customer service and we are excited to partner with them on this project."

"This collaboration will enable Maguire to better serve NetJets while further solidifying our efforts to turn Van Nuys Airport into the world's premier private aviation facility," Maguire concluded.

"This project will provide NetJets customers with a dedicated facility customized to their preferences at one of the most popular destinations," added Todd Baumgartner, NetJets' senior vice president of aviation infrastructure and services. "Maguire Aviation shares NetJets' dedication to safety and service and its exemplary infrastructure at Van Nuys Airport...will provide NetJets with an outstanding facility. This new facility will elevate our customers' travel experiences and enable them to travel safely and conveniently..."

Completion of the new facility is expected in summer 2012.



Statistical model developed to improve security

Engineering researchers at the University of Arkansas, USA, have developed a statistical model of the typical, day-to-day operations at non-commercial, general aviation airports. Supported by the US Department of Homeland Security and the Mack-Blackwell Rural Transportation Center at the university, the research could help officials detect unusual activity or behavior that might be associated with a security threat.

"We want to understand the variation associated with usual

general aviation activity and operations, so unusual activity can be detected, analyzed, and resolved," said Justin Chimka, associate professor of industrial engineering and a researcher at the rural transportation center. "In other words, how big does a statistical error have to be for it to be considered a threat? Based on historical data, there are basic assumptions or expectations about what should be going on at these airports. Now we have to ask ourselves if reality – what's

really going on – meets these statistical expectations. If not, then we should probably look at it."

Chimka and student Ryan Black analyzed and recreated existing models used to predict growth at general aviation airports. After rendering the models more accurate and efficient, they systematically developed them for security purposes. The models relied on basic demographic information, such as annual number of landings and take-offs, and total

number of airplanes at an airport.

The researchers used linear regression models to develop a basic x-y graph demonstrating expected observations of activity associated with errors or deviations. The variables within the models equated to the demographic information. From the models, Chimka and Black formed a line representing a range of usual or normal activity. Any activity that strays too far from the axis of the line is considered dangerous and merits attention.

New ETS Monitoring and Reporting draft

The European Business Aviation Association (EBAA) has announced that the European Commission has produced a new draft of the ETS Monitoring and Reporting regulation, which raises the threshold for small emitters from 10,000 tons CO₂/year to 25,000 tons CO₂/year.

This means that many more business aviation commercial and non-commercial operators will be able to report their emissions through the simplified procedure or use Eurocontrol's ETS Support Facility, which has been strongly recommended by EBAA for the past three years.

Multilingual private jets iPhone app already proving popular with travelers

A new multilingual real-time iPhone app recently launched by Air Partner for private jet availability is already proving popular, a spokeswoman for the company said.

The free app, Private Jets, was unveiled on September 6, 2011. A week later it had already been downloaded 1,091 times and the company said it had received six enquiries and its first booking as a direct result.

The new multimedia tool enables business and leisure travelers interested in flying by private jet to obtain an estimated price based on their chosen one-way or return routing, the number of passengers, and their travel dates. Search results also display the flight time, plus images and details about the aircraft are offered. A GPS airport search facility and a favorite airport save function are optional.

"As the aviation industry's only holder of a royal warrant [a mark of recognition to individuals or companies who have supplied goods or services for at least five years to HM The Queen, HRH The Duke of Edinburgh, or HRH The Prince

of Wales], we wanted to further demonstrate our commitment to delivering excellence by raising the bar on iPhone private jet applications. Our multilingual app demonstrates our ability to keep pace with the needs of travelers in this international, fast-moving digital age," said David Macdonald, director of sales for Air Partner Private Jets.

"Our app is comprehensive, appealing, and fast and easy to use," he added. "It's the global private jet concierge in your pocket, the perfect travel tool that will get you to where you need to be, day or night, wherever you are, and whenever you want to fly. Users can be assured of receiving a personal service as soon as they forward a flight request to our experienced and efficient charter teams."

The app is available in English, French, Russian, German, Spanish, Italian, and Portuguese; the language is determined by the settings on a user's iPhone. A choice of 36 currencies is also available in the app's cost calculator option.



Cutter Aviation granted approval as DCA gateway

Cutter Aviation at Phoenix Sky Harbor International Airport (PHX), has been granted approval as an FBO gateway for approved general and corporate aviation flights to Ronald Reagan Washington National Airport (DCA) by the TSA as part of the DASSP (DCA Access Standard Security Program) initiative to restore general aviation access to the airport.

Cutter Aviation PHX is only the second Arizona-based FBO and is one of less than 80 facilities nationwide to receive the DASSP approval from the TSA. It was granted TSA approval on August 30, 2011.

"We are pleased to now offer our customers the flexibility of travel directly to Washington DC through Reagan National Airport, which has been heavily restricted since the September 11 attacks," said Richard Campbell, operations manager for Cutter Aviation PHX. "With the number of government contractors in the greater Phoenix area, this added convenience will aid the growth of business in the area."

In the interest of national security, since September 11 aircraft arrivals into DCA, just three miles from downtown Washington DC, have been restricted by the TSA to include only selected commercial airline flights.

The TSA began granting approval for selected general and corporate aviation operations for arrival through DCA in 2006, but all operators and gateway FBO facilities must comply with strict security standards before being approved.



New helipads at Sunshine Coast Airport

Construction of new helicopter landing pads aimed at reducing night-time noise for neighbors of the Sunshine Coast Airport in Australia will begin in early 2012. The new helipads will be located on the western side of the airport to limit noise impact during flight training.

"The installation of the airport's first purpose-built, illuminated, helicopter landing facility will change night-time helicopter operations at the Marcoola airport," commented Debbie Blumel, major projects councillor.

The infrastructure will reduce use of the main runway by helicopters needing landing guidance

at night. An unlit helicopter pad will be built abeam the middle of the cross runway and a lit helicopter pad will be located on an existing taxiway adjacent to the AGL Action Rescue Helicopter facility.

"I believe this will be a positive step toward reducing the impact of night-time helicopter noise currently experienced by local people, particularly in the Pacific Paradise and Mudjimba areas," added Blumel.

The Sunshine Coast Council approved approximately US\$90,000 for the pads in this year's capital budget.



MRO secures APU overhaul contract

Jet Time has signed a five-year overhaul contract with MRO Dublin Aerospace for its Honeywell 131-9B and Honeywell 85-series auxiliary power units (APU) on its Boeing 737s.

The deal will also provide Jet Time with a loaner APU if one of their own has a problem on-wing so the aircraft can remain operational while Dublin Aerospace refurbishes and then returns the original APU.

Dublin Aerospace currently has six 85 series APUs and two 131-9Bs that can serve as loaner units. Frank Burke, head of sales for the MRO, estimated that, based on the carrier's fleet size, 7-10 APUs will fail during the contract with Jet Time and another 10 will require repairs.

Dublin Aerospace also holds a five-year overhaul contract with EasyJet for its Airbus A319 landing gear.



Ever thought of Amsterdam?

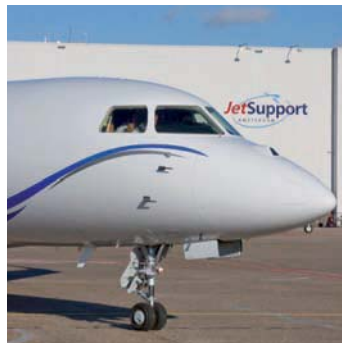
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Charter airline signs deal with Ulster Rugby

Jet Air Charter Service (ACS) has signed a season-long sponsorship deal with rugby union team Ulster Rugby in the UK.

ACS will provide aircraft arrangements for the team as they travel around the UK to play their league fixtures and around Europe to meet their Heineken Cup commitments for the 2011/2012 season.

Ulster Rugby's director of rugby, David Humphreys, added, "Matthew [Purton, commercial jet director for ACS] and his team at ACS offer a reliable and flexible service...The ability to fly directly to particular airports at a time that suits us makes financial and, more importantly, rugby sense for us. We can make savings on hotel costs... and the ability to fly home straight after a match enables the players to maximize the recovery period in between games, which has become essential during an increasingly busy season."

2011 proves difficult for GA manufacturers

The General Aviation Manufacturers Association (GAMA) has released the shipments and billings figures for the first half of the year. In the first six months of 2011, total general aviation airplane shipments worldwide fell by 15.5%, from 936 in 2010 to 791 year on year. Billings for general aviation airplanes totaled US\$7.3 billion, down 22.3%.

Piston-powered airplane shipments totaled 387 units compared to 424 units delivered in the first six months of 2010, an 8.7% decrease. Turboprop shipments

dropped 8.9% to 143 units in 2011, compared to 157 units during this same period in 2010. In addition, business jet shipments totaled 261 units, a 26.5% decrease on the 355 units delivered in the first six months of 2010.

"These negative shipment numbers demonstrate precisely how ill-timed and potentially destructive the Obama Administration's rhetoric and policies toward corporate jets are for general aviation," said Pete Bunce, GAMA's president and CEO.

Universal Aviation opens second Australian FBO

Universal Aviation, which is headquartered in Sydney, has opened its second Australian location at Perth Airport, making it the only ground handler capable of providing full ground support services in-house at Perth. Previously, it provided only supervisory services at the airport.

"Although we have been providing full aircraft ground handling services in Sydney and coordination throughout the rest of the country for many years, we are excited to now be able to offer full-service capabilities at Perth," said Adolfo Aragon, senior vice president of Universal Aviation. "Our 20,200ft² facility (1,876m²) has the latest in modern amenities and security. The facility offers operators total privacy, with easy landside access, including car parking, privacy screening, and complete electronic security."

The new Universal Aviation Perth location is open 24/7, 365 days a year, and features a full-service FBO with a hangar large enough to accommodate a Boeing 737 or an Airbus A320. Aircraft parking is available on the ramp, in the hangar, or within close proximity.

Other amenities include three lounge areas for passengers, a VIP crew lounge, a business center, show facilities, and complimentary wireless internet access.

"As the second busiest business aviation airport in Australia, Perth was an ideal location to expand our network and further strengthen our presence in the country," said Roger Cox, managing director of Universal Aviation Australia. "We now have a physical presence on both the eastern and western coasts of Australia, enabling us to better serve our clients traveling in the region."



Mid-year status for business aviation

JetNet, a provider of corporate aviation information, has released results for the pre-owned business jet, business turboprop, and helicopter markets for the first six months of 2011.

The health of the pre-owned market sets the stage for new aircraft orders. JetNet reported that in the first six months of 2011 there were early-stage signs of recovery in this market.

In June this trend continued with double-digit growth of 15.3% in pre-owned business jet retail sale transactions, which was due perhaps in part to a continued decline in average asking price for the first half of 2011.

However, compared to June 2010, in June 2011 average asking price was up 28.5% (by US\$1.2 million), in the current year. One month of improvement in average asking price is not a trend, but JetNet is hopeful that this key metric will continue to show improvement.

Multimillion-dollar helicopter agreement announced

Milestone Aviation Group has leased four new Eurocopter EC-145 helicopters to Transportes Aereos Pegaso (Pegaso) to be used to serve its new long-term contract with the Mexican Comisión Federal de Electricidad. Pegaso recently gained the services contract for eight new EC-145 helicopters.

The announcement by Milestone Aviation Group covers the first four helicopter deliveries,

with a total list price of more than US\$28 million.

"We are delighted to celebrate our partnership with a first-class operator in Pegaso, as well as our first transaction with Eurocopter, the world's largest civil helicopter manufacturer," said Milestone's chairman, Richard Santulli.

"Milestone's hallmark is doing business creatively and quickly with high-quality operators around the world. This deal is a

textbook example of how we do business, taking only six weeks from initial discussions to closing."

Enrique Zepeda Navarro, executive director of Pegaso, added, "For a business the size of ours, the smart way to acquire eight new helicopters is a blend of aircraft ownership and leasing to strengthen our return on invested capital and enable us to pursue additional contracts. Fortunately Milestone could act quickly and

deliver 100% lease financing on the first four helicopters, which will help us secure superior debt financing terms on the four remaining machines."

Since launching in August 2010, Milestone has leased over two dozen helicopters and private jets valued at more than US\$200 million. The company has signed commitments that will increase total to over US\$300 million by the end of 2011.

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No laughing matter

“You would think that this was quite an important airport when you consider that a new 6,250ft runway was constructed, making three runways”

Believe it or not, there exists an airport called Jackass Aeropark, although it is no longer in use. It is situated northwest of Las Vegas and was named after an area in the Amargosa Valley where wild jackasses once gathered to graze. It was initially listed on the charts with an unpaved runway of first 4,700ft, then 5,000ft, although no one seemed to know how it grew. (Maybe it was because all of a sudden there were two unpaved runways...) Then it was not depicted at all; perhaps it had been closed for unknown reasons.

You would think that this was quite an important airport when you consider that a new 6,250ft runway was constructed, making three runways. However, two were abandoned and the new one was also described as unpaved. Then a USGS topography map presented it as a paved runway. The Department of Transportation depicted it several years later as a dirt runway. Pictures show that it was actually paved. It seems to me that all the depictions were as risky as the outcome of a game of blackjack.

The chairwoman of the Amargosa Valley Advisory Board proudly reported in 2004 that Jackass Aeropark was the only airport in the county capable of taking jets. A Boeing 737 has on at least one occasion landed there, she claimed. The Amargosa Valley residents believed that the ramshackle airport might be a golden opportunity for economic development but county authorities had a different view and the FAA deactivated it in 2004.

As for the airport facilities... The charts made mention of a windsock and even a hangar, which is a big word for a wooden construction with a tin roof and the look of an open carport. When the airport was still operational, a visitor mentioned that he was impressed by its “simplicity”. I bet he was. And I still cannot figure out how and why that 737 may have gotten there.

I'm sure you all know of laughing kookaburras, right? They are Australian birds that were originally known as laughing jackasses.

They would be laughing their beaks off if they heard what had been accomplished in Spain in 2008: a brand new privately owned airport, designed to accommodate 10 million passengers and 47,000 metric tons of cargo annually. Runway length 13,120ft, width 197ft, and an industrial zone of five square miles. Wow, sounds like it would rock as a top hit in the billboards. ‘How come I've never heard of that one?’ you may say. Maybe because it never hit the billboards as it turned out to be a major financial disaster, mainly due to over-optimism.

It was like organizing a party and no one came. Around 10 million *pasajeros* were anticipated, however the airport saw only 55,550 pax in the first year of operations; second year 33,520; based on the currently available figures, the estimate for this year is 28,000 pax, maybe. The only remaining airline servicing the airport twice a week is a low-cost carrier. That in itself will tell you something about revenues.

Aeropuerto Central Ciudad near Madrid (if you consider 50 minutes ‘near’) was developed with a construction budget of US1.5 billion. People who can count only with an abacus would know even without using the instrument that this represents a major financial catastrophe.

The kookaburra birds would fall out of the trees laughing if they heard that this airport was originally called Don Quijote Airport. You know? After the Man of La Mancha who fought against the windmills, and who was quoted as saying, “Dost not see? A monstrous giant of infamous repute whom I intend to encounter. Canst thou not see the four great arms whirling at his back?” Sounds a bit like a turboprop propeller to me. He may have been one of the first airport opponents then. Wasn't he also riding a jackass? It's a small world, I tell you. <

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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The financial crisis has changed the game for
suppliers of business and executive jets

Words | **Selwyn Parker**



Just fly with us



Being the first carries a big responsibility: after establishing our company more than 15 years ago and receiving number one certificate of the business flight support and ground handling arrangement agent in Russia we are guided by this rule to this day and always offering modern, attractive and cost-efficient services. Together with our partners we are always looking for the shortest routes to smooth and reliable cooperation with customers.

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As sales of business jets recover from recent financial events, it is already clear that the market has been transformed in ways that few could have predicted. Just as automobile sales in emerging markets are saving Europe's car manufacturers, the same is happening with business jets.

"The industry is now seeing 70% or more of sales outside the USA," points out Kirsten Bartok, vice president of global aircraft sales at Hawker Beechcraft. "That's unprecedented." She cites in particular fast-growing numbers of deals in Brazil and other BRIC nations, Mexico, Africa, and Asia. "The Middle East has not fully recovered from the economic crisis," Bartok adds.

Similarly, global financial services company Guggenheim Partners reports a sea change in its area of activity. "We're looking at deals throughout Asia in Malaysia, India, China, and Singapore. Mexico and Brazil are also vibrant markets. And we like South Africa," says Jim Crowley, managing director of business aviation investments at the company. "Up to the crisis 50-60% of business jet sales were in the USA or developed Europe. That's all changed."

The types of aircraft that are in most demand have also changed. According to analysts at global financial services firm J. P. Morgan, the geographic swing in sales is also producing a trend toward bigger jets. In 2010 heavy jets accounted for an astonishing 79% of the market by value, with medium jets at 15%, and light jets at just 6%. By volume, of course, the percentages are not quite so spectacular but they still confirm the trend, with heavy jets claiming 54% market share, medium 24%, and light 22%. The latter two both lost ground.

The change is mainly attributed to Asian buyers in particular preferring larger-cabin, transoceanic aircraft. "A lot of these individuals already own multiple lighter jets for inter-company use," explains Crowley.

The conclusion is obvious. "Demand is healthiest for heavy jets and international customers have been most active, with China being a leading driver," J. P. Morgan reported in July. "Meanwhile, demand for smaller and mid-size aircraft remains stubbornly depressed, and neither ongoing macro jitters nor the [US] administration push to extend the depreciation schedule for corporate jets should help."

It remains a buyer's market in used jets, with the average asking price down in June by 0.7% to US\$10.68 million. From March to June, prices were off by over 4%. Only used light jets gained value, up by 1.4%.

Part of the blame for the general decline in the market, new and used, must be laid at the door

"Up to the crisis 50-60% of business jet sales were in the USA or developed Europe. That's all changed"

Jim Crowley, managing director,
business aviation investments,
Guggenheim Partners

of more risk-averse financing. In the highly liquid pre-2008 markets, interest-only loans secured solely against aircraft were common. "There was too much liquidity," summarizes Bartok. And then it all went south.

"If you were dependent on purely asset-based financing, just relying on the aircraft to get your money back, you would have been in trouble," says a Credit Suisse lender. "Prices for certain aircraft models fell up to 40-50% and wiped out much of the equity. Non-recourse financing has virtually disappeared."

The result was a dearth of liquidity in the immediate aftermath of the collapse of Lehman Brothers. But in the last 18 months, it has started flowing again.

The market has recovered in a series of cautious steps starting with equity: debt ratios of 30:70 at interest rates of 5-7%, but there is no likelihood of buyers getting the free-and-easy terms of three years ago. Only those with 'pristine credit', as one lender puts it, could get 85% debt today. In practical terms this means borrowers with substantial assets in regions regarded as safe, such as UK, Germany, and France.

Other terms and conditions are more stringent too. Guggenheim Partners' Crowley is very specific about what he needs before signing off an aircraft loan. "We want a Tier 1 product, the desired loan-to-value ratios, information about the aircraft's mission – where it is going and why, business or charter. Above all, we need to know who the manager will be. In fact we demand sole discretion in naming the manager. We have to be sure we're going to get the aircraft back if covenants are breached."

The new era has also put a premium on the specialist global lender. "Successful lenders these days need to understand the cultural nuances – registration and operational issues, suitability of aircraft, etc," adds Crowley. "In the main our clients are looking for aviation-savvy lenders."

Clients are also looking for lenders who can provide a package of aviation-related advice besides mere finance. In common with major banks, Credit Suisse, for example, can tap the expertise of its in-house team on registration, legal, tax, and other issues. The last has become increasingly challenging in today's more transparent banking environment. On tax, says a lender who asked to remain anonymous, "Most big banks will recommend what is feasible, but tax advisory services are complex and require special expertise. The client pays for these."

Because sales follow finance, the former would be even stronger, especially in BRIC and Asian regions, if domestic lenders were more familiar with aviation finance. "All the talk is about these



"We estimate that 70% of people buying jets in the USA are financing them through lenders"

Kirsten Bartok, vice president of global aircraft sales, Hawker Beechcraft

regions lacking infrastructure in terms of airports, mechanics, pilots, and so on," explains Bartok. "What nobody talks about is the lack of financing. This is the bigger issue."

In India and Brazil, for instance, there is hardly a single domestic lender for business jets apart from the very largest aircraft, and this despite these countries' growing appetite for them. Russia's fast-growing fleet is financed elsewhere for different reasons – lenders are nervous about getting the aircraft back in the event of a default.

"That applies even if the aircraft is based outside Russia, say in Austria," says a source. "No banks want to go there." In those rare instances where finance is available, the rates demanded are an impossible 11-18%. This is why most business jets in Russia are bought with people with bags of cash.

China, however, is rapidly learning the ropes. A handful of institutions, such as Industrial and Commercial Bank of China, have dipped their toes in the water, mainly for big aircraft, while Minsheng Banking Corporation's leasing arm announced in July the US\$2.6 billion purchase of 50 Gulfstreams at list prices in the biggest lessor deal so far by a Chinese firm.

Some manufacturers such as Hawker Beechcraft aim to redress the balance by exporting their expertise. They are sitting alongside domestic lenders and helping them understand the techniques of business aviation financing. In this the company is following the path pioneered by Airbus, which has for years had a strategy of parachuting bankers from emerging markets into purpose-designed courses in Seattle to make them more confident about buying or leasing the Toulouse-made products.

"We are seeing the fruits of our labors. In China, it's good. Russia is slow. And India and Brazil are even slower," reports Bartok. "This will take 10-15 years, but to achieve long-term success in these markets there has to be a strong local financing infrastructure for business jet sales to reach its full potential."

Big-bank lenders such as Credit Suisse never stopped lending for business jets even in the darkest days of the financial and economic crisis. This was – and is – mainly in the US\$15 million-plus mid-market aircraft such as Bombardier Challengers, certain Gulfstreams and Embraers, and the Falcon family of jets. But even more than before the crisis, the Swiss institution, as well as other rival banks that also serve the richest people in the world, is only prepared to do so as an integral part of an overall relationship. "They do aviation finance in the context of wealth management, not just on the basis of a single asset," says a veteran aviation lender.

Take-off imminent


The pre-owned market is stabilizing and the heavy-jet market is booming. But, judge J. P. Morgan analysts, "At the mid-point of 2011 the business jet cycle has yet to turn decisively." Manufacturers tend to be more optimistic, although deliveries are still down. A total of 128 new business jets were handed over by Boeing, Airbus, and the six leading manufacturers in the first quarter of this year, which is 22% off on the same period last year. J. P. Morgan anticipates a 'broad-based recovery' in the last half of this year but mainly in heavy jets. As for bankers such as Guggenheim Partners' Crowley, they look long term: "Wealthy people are always going to buy airplanes. They're not going to fly commercial."

These relationships helped the top end of the market to hardly miss a beat. Industry statistics show that buyers with the deepest pockets were largely immune from the crisis and all but indifferent to the more stringent borrowing ratios that have emerged since that time. According to Richard Aboulafia of USA's Virginia-based Teal Group, "85% of consumers in the top half of the market self-finance."

And most of the deepest-pocketed buyers are based outside the most lucrative pre-crisis markets. Hawker Beechcraft's Bartok explains: "We estimate that 70% of people buying jets in the USA are financing them through lenders. Outside the USA, it's only 20%." In other words, cash truly is king.

In other developments, the swing to new markets is forcing lenders to be more relaxed about registration issues. "We're open to a number of different registration areas," points out Crowley. "There are more and more Cape Town-ratified countries."

Indeed, as of July 2011, 46 countries and regional economic organizations had signed up, including Malaysia, Bangladesh, and Singapore. Only two of the BRIC nations – India and China – had joined, but Russia's membership becomes effective in September. Many African nations such as Angola, Ethiopia, Gabon, and Nigeria are already on the list, and more are coming on-stream all the time, such as Cameroon, which signed up in August 2011.

The convention – and, indirectly, the business jet market – got a boost earlier this year when the OECD accepted the Aviation Working Group's (AWG) case for 'Cape Town discounts' – in effect, recognition that Cape Town registration lowers transaction risk. In time, predicts the AWG, the agreement 'will help establish a level playing field among manufacturers in this area'. 



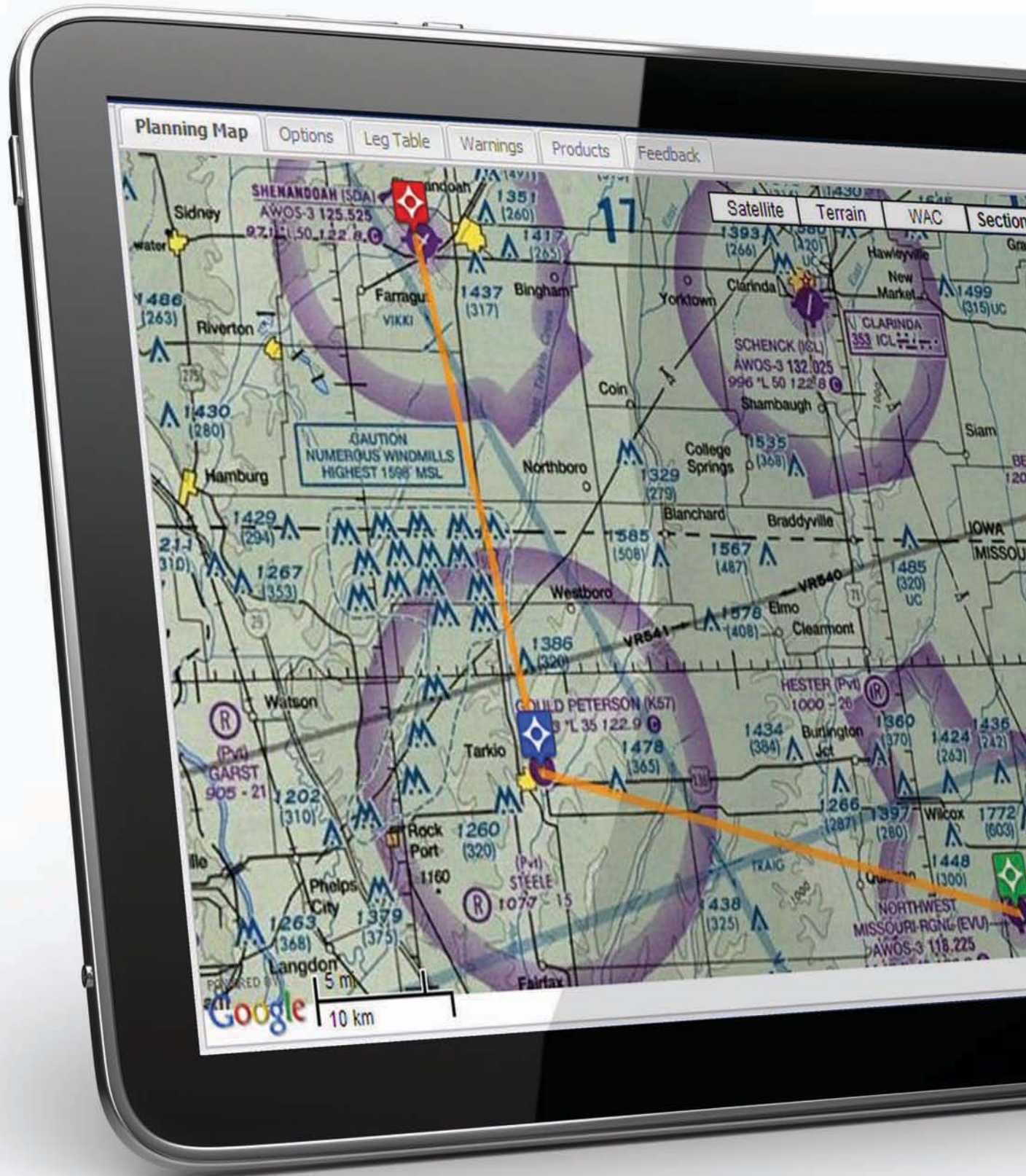
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Flight planners

New technologies are having a major impact on current route and flight planning systems but the underlying data is still vital to all pilots

Words | **Dave Howell**



The flight planning sector is booming. With dozens of systems available on the market, from established aviation giants to new start-ups offering hosted browser-based services, commercial pilots are spoilt for choice. The issue facing many professionals is which system they should adopt and which technical platform will have the longevity in a market that has seen radical changes over the last few years as mobile digital technology has moved inexorably into the flight management-systems market.

"Business aviation operators are focusing on fast and simple integration of flight planning solutions that help to simplify the complex requirements of flight planning operations," says Jeppesen's flight planning team, which works on providing charts, maps, and planning solutions to the aviation sector. "An example of such a solution is the AOPA [Aircraft Owners and Pilots Association] Internet Flight Planner that is driven by the Jeppesen flight-planning engine."

"There are of course a plethora of flight management systems to choose from, but your decision as a pilot will be completely governed by cost," says Nigel Johnstone, a ground operations and flight dispatch specialist with aviation consultants AirScript. "For instance, if you're an AOC operator your areas of operation may well be restricted. When choosing a flight management system, it's wise therefore, to bear these restrictions in mind."

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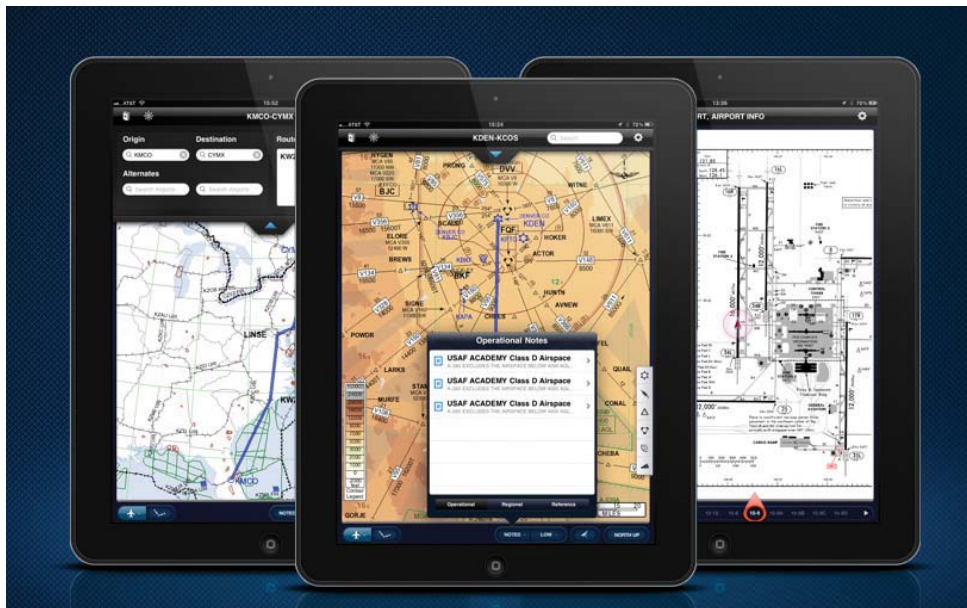
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"The clear driver for development of new technology for the business aviation market is the iPad and tablet computers"



The Jeppesen Mobile FliteDeck solution offers high resolution and a simple user interface

Technical landscape

Flight management and planning systems must, of course, be closely associated with the avionics that the aircraft is using. Aircraft such as the Gulfstream G550 now come equipped with systems like the Synthetic Vision – Primary Flight Display from Honeywell that offer a completely integrated approach to not only flight planning, but also to operational systems.

Much of the current development effort is going into creating user-friendly interfaces to data that currently forms the foundation onto which all flight planning systems depend. A good example is Flight Plan from Navtech that uses a 28-day AIRAC update schedule. The system is supported by a comprehensive suite of data validation and relational quality assurance programs, which have been built around the requirements of the standard EUROCAE ED76/RTCA DO 200A.

Reliable data that can be updated within a flight planning application to give pilots complete flexibility is at the core of today's systems says Victor Valente, EMEAI vice president B&GA, Honeywell Aerospace, "As a pilot, your goal is to find an approved and optimized flight plan, yet these routes are often rejected by Air Traffic Control due to weather or congestion. Our long-standing relationship with the FAA in the USA enables us to connect directly with its data feed to offer recently cleared flight plans between cities. As a result, Honeywell GDC routes have a 'cleared as filed' higher than 90%."

"The clear driver for development of new technology for the business aviation market is the iPad and tablet computers for a new generation of pilots who expect an elegant, intuitive solution to access and use information in the flight deck," adds Jeppesen. "Increasing fuel prices is driving

Product: Jeppesen Mobile TC

Web: www.jeppesen.com/main/corporate/microsites/jeppesen-mobile-tc/



Jeppesen has recently announced its latest addition to its mobile navigation application with Mobile TC (Terminal Charts). Typical digital enroute solutions only

present a 'stitched together' graphical display of scanned charts, but the digital enroute application from Jeppesen features an automated, interactive presentation of en-route chart information. Mobile TC also offers pilots true worldwide, real-time graphical and textual weather overlay services.

As part of the mobile data management systems that also consist of Jeppesen Mobile and Mobile FliteDeck, the latest addition moves the electronic flight bag off the drawing board and into the hands of pilots. The FAA cited the Mobile TC as an example

of a process established to authorize iPad as an EFB with an operator.

The Jeppesen en-route solution additionally provides operators with real-time route planning capabilities and GPS-based positional awareness in flight. Enhanced full-color, high-quality, vector-based data with chart search and zoom features enable greater detail to be rendered with a click directly on the EFB display.

Jeppesen believes the level of sophistication that is available with systems like this will become commonplace in private aviation sector.

increased functionality related to flight planning solutions. Additionally, regulations on operations and airspace are driving demand for solutions that help pilots make the right decision at the right time and simplify the complex nature of operating in the business aviation marketplace."

The iPad in aviation

The days of pilots having to carry large flight bags filled with paper manuals could be numbered, as the tablet computer makes its influence on the aviation sector. Alaska Airlines, for example, tested the feasibility of the iPad throughout last winter and is now rolling out the tablet across their service.

"We've been exploring the idea of an electronic flight bag for several years, but never found a device we really liked," says Alaska Airlines' vice president of Flight Operations, Gary Beck. "When the iPad hit the market, we took one look at it and said this is the perfect fit."

Developers that see these users as a lucrative sector that is crying out for more portable and cloud-enabled flight planning and navigational systems are also now targeting business jet operators. Provider of paperless solutions to the business and commercial aviation markets, On-Board Data Systems (OBDS) announced in May the release of Aviation Docs – a paperless flight deck solution for business jet fleet operators.



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As part of project 'bye bye flight bag', Alaska Airlines will use iPads to replace bulky flight bags



Product: ForeFlight Mobile HD

Web: www.foreflight.com/ipad

Apple's iPad has been making inroads into flight planning since it was released, but few applications have embraced the iPad with the attention to detail that can be found in the latest offering from ForeFlight.

The application itself is available as a free download from the App Store, with a one-year subscription to moving maps, weather, plates,

charts, AF/D, and filing for US\$74.99, and US\$149.99 for additional geo-referenced instrument procedures and diagrams powered by Seattle Avionics ChartData.

One feature that is available with this flight planning solution is ForeFlight's Slip Maps. This enables a route to be displayed on geo-referenced

maps that include VFR sectional, fuel prices, flight rules, and IFR en route (high or low) within the mapping reference feature.

The application also offers a touch-planning feature where users can use their finger to map their route, which is especially useful for pilots that undertake many short haul routes.

The system simplifies the task of ensuring that all electronic documents, flight manuals, training manuals, revisions, and flight plans are in the pilots' hands, up-to-date, well organized, and that the process is compliant with the FAA, Transport Canada, and other jurisdictional regulations regarding paperless operation.

"Aviation Docs has enabled our growing fleet of mixed types to be easily managed from remote locations," says Greg Young, director of Flight Operations at Novajet, a Canadian jet charter company. "Updates and aircraft document status audits are easily verified from my office while aircraft are away from base. The iPad platform and the Aviation Docs App have proven to be the perfect solution to our needs as a diverse and growing flight department."

The solution also ensures that flight bags always carry the latest flight planning information by enabling flight plans from ARINC, Honeywell GDC, Rockwell Collins, and FltPlan.com to be automatically emailed to the document library, with no effort on the part of the dispatcher.

The iPad may be delivering electronic flight bag technology to pilots, but the touchscreen interface that the iPad and other tablets use is also now having an influence on not only flight planning, but also cabin avionics as well. Recently, at the 59th Annual Experimental Aircraft Association (EAA) AirVenture in Oshkosh,

ForeFlight's AF/D covers 220 countries and includes databases from the Aircraft Owners and Pilots Association, Universal Weather and Aviation's UVTripPlanner, the FAA, and ForeFlight's proprietary research



Product: iFlightPlanner

Web: www.iflightplanner.com

Available as a free version with limited functionality, or as a premium service costing US\$9.95 a month, iFlightPlanner is the latest service to offer hosted access to flight planning.

As a one-stop-shop for flight planning and ancillary services for pilots, the site offers an interface that makes setting up a flight easy and intuitive. Aircraft profiles, weather, pilot logbook, and weight and balance calculations can all be easily performed.

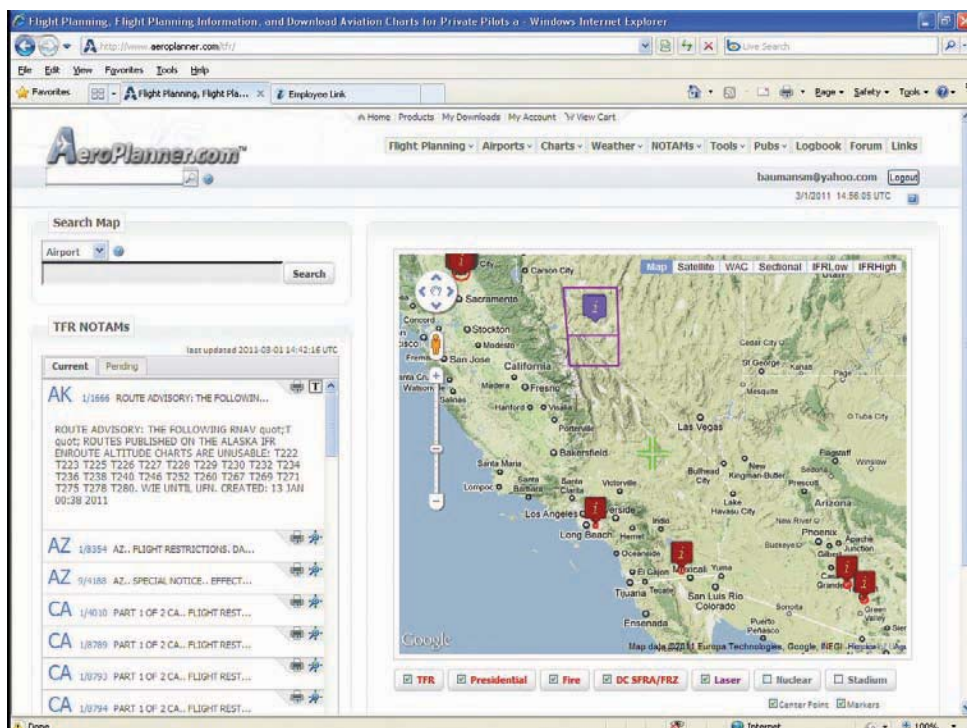
Any computer with an internet connection can access the service. iFlightPlanner also recently

announced at Oshkosh AirVenture 2011 its latest commercial partnership with Sennheiser to develop the solution for use on the iPad.

"We are thrilled about the opportunity to work with Sennheiser and provide a flight planning experience that is unmatched in general aviation," says iFlightPlanner.com's co-founder and director of Business Development, Andy Matthews.

Pilots will have the ability to view flight details, including navigation logs, VFR and IFR charts, as well as approach plates on the iPad while in flight and without a data connection.

The screenshot shows the iFlightPlanner v2.5 website. At the top, there's a navigation bar with links like Home, Features, Buzz, Join, Blog, Resources, Advertise, and Contact Us. Below this, a large banner for 'iFlightPlanner v2.5' highlights 'Superior US flight planning and aviation weather, now with true route rubberbanding.' It offers options to 'Create your free iFlightPlanner account' and 'Explore our free aviation maps & weather'. A section for 'iFlightPlanner PREMIUM' lists features like integrated weight & balance calculation and a complete online pilot logbook. There's also an 'AIRPORT LOOKUP' field with a 'GO!' button and a 'CREATE YOUR ACCOUNT TO PLAN A FLIGHT' link. The bottom section, 'Easy-to-use Flight Planning Tools For Pilots', describes the service as providing unparalleled flight planning in 4 easy steps. It includes a 'flight Buzz' section with a quote from Tim W., a Private Pilot, and a 'from The Blog' section announcing a partnership with Sennheiser.



Product: AeroPlanner

Web: www.aeroplanner.com

Available in a range of configurations from a free service to AeroPlanner Plus costing US\$249.95 per year, AeroPlanner is a web-based flight planning tool that requires only a web browser. For private jet operators, the ability to buy just the service required makes AeroPlanner a cost-effective platform for substantially more than just flight and route planning.

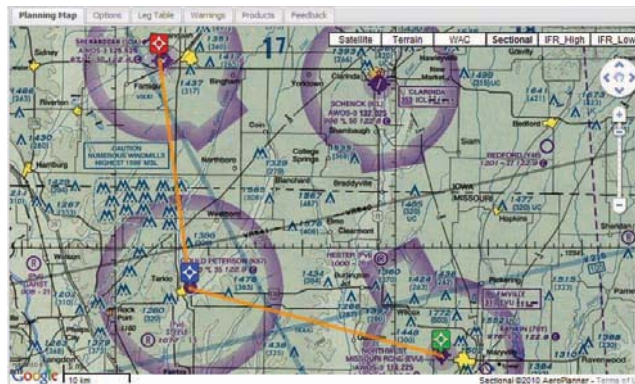
Focusing on the flight planning features, the service

can be used for planning a flight between just two airports, or it can also include VORs. Once a basic route is locked in, the service then calculates distance, fuel consumption, and elapsed time automatically. Routes can then be saved for future use.

The service also enables users to gather all the relevant information about their journey into a PDF that can be viewed on any compatible device.

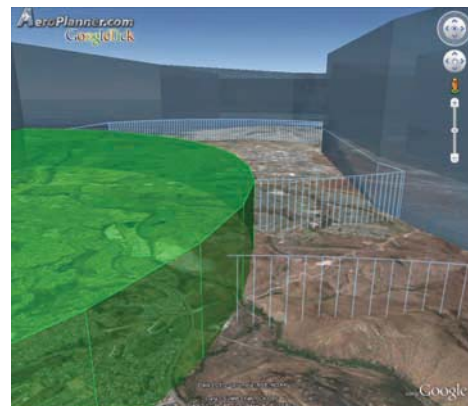
The premium service adds a number of additional features specifically for flight planning including: en-route NOTAMs, custom WayPoints by entering in latitude and longitude information, flight plans can be exported in a number of popular formats including XML and WayPoint+, and users can also plot terrain ceiling points using US Department of Defense digital terrain elevation data.

AeroPlanner is web-based and runs on a desktop computer or laptop – no software downloads or CDs are required to access the flight planning materials



"The innovation in flight planning we are seeing today is providing private and corporate jet operators with many services from a single location"

Victor Valente, EMEA vice president B&GA, Honeywell Aerospace



GoogleTick exports data into Google Earth format

Rockwell Collins unveiled the first touch-control primary flight displays for business jets and turboprop aircraft. The new technology enhances the company's, also recently announced, HGS 3500 heads-up guidance synthetic vision solution. The new system also complements Ascend that includes a comprehensive set of flight planning tools that integrate together.

Future platforms

The electronic flight bag will become ubiquitous over the next few years as the cost of maintaining paper versions becomes untenable for business jet operators. With efficiency and cost cutting always a focus in the private aviation market, the use of flight planning systems that have a modular approach to their design could see systems where pilots can completely customize the platforms they are using with their aircraft.

"As newer private aircraft exponentially expand their capabilities, in-cockpit technology, and associated price, the need for more capable and less expensive alternatives increases," says SAIC Aeroplanner program manager, Samuel Bauman. "I think we can expect the trend of digital mobile devices to continue. As more and more applications move from local PCs to the web, you can expect the same in the route/flight planning market. This will put a premium on web-based flight planners that share data and work across multiple platforms and devices."

Honeywell Aerospace's Valente adds, "The innovation in flight planning we are seeing today is providing private and corporate jet operators with many services from a single location. Automated systems will increasingly work behind the scenes to help divert traffic around weather and advise pilots of congested airports or ground delay issues. Changes and re-routes will happen automatically, with positioning communicated to ATC via datalink."

"As a key member of the NextGen and SESAR initiatives, Honeywell believes route-planning technology will be a major contributor to the future of improved air traffic safety and efficiency over the next few decades."

What is clear is the flight planning and management systems are merging into one integrated service that all pilots can utilize. Mobile platforms that use tablet computers will continue to proliferate, as developers continue to refine the systems they already have in place. ☞

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City of lights

Business Airport International takes a look at three locations that are well suited for visitors to the NBAA annual convention

Words | **Jennifer Harrington-Snell**

Around 35,000 people are expected to attend the National Business Aviation Association's (NBAA) 64th annual meeting and convention in Las Vegas (October 10-12, 2011), with many of them opting to fly in. But with three airports in the immediate vicinity, the choice of where to land could be a difficult one to make. *Business Airport International* examines the highlights of each airport.

McCarran International

If there's one reason to choose McCarran, location is it. The airport is situated less than a mile from the Las Vegas Strip, the four-mile stretch of Las Vegas Boulevard where 19 of the 25 largest hotels and casinos are located. And with more than 37 million annual visitors to Las Vegas, McCarran is now the eighth busiest airport in the USA. In 2010, there were 505,591 take-offs and landings on the airport's four runways, the longest of which measures 14,505ft and is therefore a better choice for larger aircraft such as Airbus corporate jets and Boeing business jets.

McCarran is also home to two popular FBOs: Signature Flight Support and Atlantic Aviation. Signature Las Vegas charges a US\$160 overnight fee for a small cabin jet, such as a Cessna Citation, and Atlantic charges US\$90.

Both organizations offer customer loyalty programs that provide benefits and discounts to



frequent users. Members of the Signature Status program receive reduced and no-cost services for using the FBO, including preferred ramp parking, hangar availability, and engine services. The facility itself received the 2009 NetJets Service Excellence Award and was praised for "the hard work and attention to detail of the line and counter staff, to the hands-on approach and open communication style of the management team... They are to be commended for their staff's daily dedication to getting the details right."

The facility is currently selling JetA for US\$6.54 per gallon, while 100LL is US\$8.40.

Likewise, Atlantic Aviation offers a discount on fuel purchases through its Atlantic Awards program. For every 100 gallons of JetA purchased, the customer will receive a US\$5 gift certificate. Once a customer earns US\$200-worth of certificates, the funds can then be credited to an American Express debit card. JetA is currently US\$6.49 per gallon; 100LL is US\$7.62.

The Atlantic facility is located only one block from the Strip.

Henderson Executive Airport

Over the past decade, the Clark County Department of Aviation has made a concerted effort to divert general aviation traffic away from McCarran International. The county's efforts, which include a US\$30 million investment in Henderson Executive, appear to have paid

off: general aviation traffic at McCarran has decreased, from 102,061 take-offs and landings in 2000 to 43,664 in 2010.

Traffic at Henderson, which is located approximately 10 miles from the Strip, has seen an annual increase of 15%, to around 80,000 take-offs and landings. Fuel sales have also gone up by around 6%.

Some of the major improvements at Henderson include the construction of two parallel runways, a 2,200m² terminal building and tower, a new maintenance building, infrastructure upgrades, 6.1ha of new parking and ramp space, and new hangars. "It's very upscale," says Cecil Johnson, Clark County Department of Aviation assistant director, general aviation.

In addition to investing millions of dollars into the airport, the county also strives to keep prices below market rate. "We purposely structure our fees to attract traffic away from McCarran," Johnson says. "There will always be a small number of pilots for whom cost is not a consideration, [but] particularly at this time, the economics of using one of our general aviation airports makes a heck of a lot more sense."

Fuel prices at Henderson are significantly less, for example JetA costs US\$5.60 per gallon, while 100LL is US\$5.92 (US\$5.62 for self-service). There are also volume discounts on JetA. In terms of overnight fees, Henderson charges US\$70 for a small cabin jet, which is reduced to US\$45 with a 75-gallon fuel purchase, and waived altogether with a purchase of 300 gallons or more.

"The economics of coming into the airport have definitely been enhanced," says airport manager Dennis Anderson, adding that Henderson also prides itself on its high level of service, which includes limo and shuttle service to the Strip. "We provide a convenient, lower-cost airport [to serve business aviation]."

North Las Vegas Airport

Like Henderson Executive, North Las Vegas also keeps its fuel prices below the market rate. JetA is currently US\$5.69, while 100LL is US\$5.97 (US\$5.67 for self-service).

"Our rate structure is lower as well," says airport manager Benedict Czyzewski. "There are no landing fees, and other fees are less than what you'd find at the FBOs at McCarran."



Signature Flight Support has an award-winning FBO at McCarran International



"We've been working with the FAA for more than a year-and-a-half, so we shouldn't have any problems handling traffic in terms of transient visitors to the event"

Cecil Johnson, assistant director, Clark County Department of Aviation



A limo service is available to Henderson Executive customers



Top six things to do in Las Vegas

Feeling lucky? Play your hand at a casino

Bally's or Harrah's would suit the more traditional gambler, but if you're in the mood for something a bit more exotic, try the Venetian, the Luxor, or the Paris Las Vegas Hotel Casino. If it's luxury you're after, try the Wynn, the Palazzo, or the Bellagio. The kid inside you will love Circus Circus, Excalibur, and Treasure Island.



Andy Z. / Shutterstock.com

View Las Vegas from the sky

Aerial tours are one of the most popular tourist events, providing fixed-wing and helicopter tours of the Strip, the Grand Canyon, and the Valley of Fire. The award-winning Maverick Aviation Group, based at Henderson Executive Airport, offers tours ranging from US\$114-489 per person.

Feel the need for speed? Visit the Las Vegas Motor Speedway

Whatever your racing preference, there's no shortage of entertainment at the Las Vegas Motor Speedway. Tickets can be purchased for individual events or travel packages, which include various weekend stays. Packages start at US\$450. If you don't feel like driving, Maverick Helicopters provides a round-trip service for US\$500 per person.

In the mood for a thrill?

Stop by the Stratosphere Casino, Hotel and Tower. The 1,149ft Stratosphere Tower is the tallest freestanding observation tower in the USA. Visitors have a choice of four heart-stopping rides: SkyJump, Insanity, X-Scream, and Big Shot. Skydivers and base jumpers will love SkyJump, the highest controlled freefall in the world, and roller coaster junkies will rave about the X-Scream experience. Ticket prices range from US\$10-109 and upward, depending on the activity.

Play a round of golf

Las Vegas is home to some of the best championship golf courses in the USA, including the Bali Hai, named one of the 'Top 40 Resort Courses in America' by *GolfWeek*. Other popular courses include



Gary Potts / Shutterstock.com

Shadow Creek, the Badlands, and the Wynn Golf Club.

Experience something unusual

For a natural thrill, visit the Sharkreef Aquarium at Mandalay Bay Resort and Casino. The aquarium is home to more than 2,000 animals, including 30 sharks.

If touching sea creatures isn't for you, try a trip to one of Las Vegas's many museums and exhibitions. The Atomic Testing Museum is the only one of its kind in the nation, and the BODIES and Titanic artefact exhibitions are must-sees.



North Las Vegas terminal building

According to Johnson, "There are no disadvantages to using North Las Vegas or Henderson. However, in order to attract customers, we have to stay below market in terms of fuel and cost of services provided."

Like Henderson, the airport has also undergone some major renovations and upgrades. Most recently, the airport's runways and taxiways were resurfaced. "We have put in billions and billions of dollars at both North Las Vegas and Henderson," says Johnson. "We want to support the airport system, and we certainly have put in the monetary support."

And although North Las Vegas is around 15 miles from the Strip, Czyzewski believes the distance is a benefit. "North Las Vegas is very convenient," he says. "We have a nice location out here and we don't have the ramp congestion that you'd find at McCarran or the larger commercial airports."

According to Johnson, ramp congestion at McCarran will only get worse during the NBAA convention next month. "McCarran will be the least desirable for travelling to for this event," he says, adding that it's "critically important" for the Department of Aviation to do an excellent job hosting the event. The full static display will be located at Henderson. "We've been working with the FAA for more than a year-and-a-half, so we shouldn't have any problems handling traffic in terms of transient visitors to the event."

And to make things even easier, the Department of Aviation has set up an online reservations system, which can be accessed through the Henderson and North Las Vegas websites. "This event will be extremely large, and we're doing everything possible to make things run more smoothly," Johnson says. <

Challenging times

Business Airport International talks with USA-based business aviation analyst Brian Foley about the current state of the industry

Words | **Jennifer Harrington-Snell**

It's been a tough year for business aviation. Business aircraft flight activity has dropped, shipments of general aviation airplanes have decreased, and concern about the US economy has once again resulted in private aviation becoming the target of political hostility.

"Any uncertainty in the media is going to have an effect, and what the industry doesn't need is uncertainty," says business aviation analyst Brian Foley, adding that certain segments of the industry are currently still struggling. At best, Foley says, recovery from the 2008 market crash has been "spotty".

In terms of flight activity, the business aviation industry saw a YoY decline of 2.2% in the USA, according to Argus International's July TRAQpak flight report. The charter market in particular was hardest hit, showing a YoY decline of 8.6%, while

Part 91 and fractional flight activity increased, by 1% and 0.9% respectively.

By aircraft category, turboprops saw a 7.5% drop in flight activity, and small jet activity decreased by 1.3%. Large cabin aircraft, on the other hand, experienced an increase of 4.6%.

Meanwhile, according to the General Aviation Manufacturers Association (GAMA), worldwide airplane shipments dropped 15.5% in the first six months of the year, from 936 in 2010 to 791 this year. During that period, business jet shipments fell 26.5%, from 355 to 261, and piston and turboprop shipments decreased by approximately 9% each.

According to Foley, it's not surprising that the small and mid-size categories were hardest hit during the downturn and are still struggling to recover. "The people who buy those aircraft

"The people and organizations who buy large jets aren't so dependent on credit," Foley says. "They can pay for these airplanes out of their petty cash"



are more dependent on credit and finance, and when the credit markets froze it severely affected that segment," he says, adding that most of them did not have the financial resources to survive the downturn. "When things got tough, they had to cancel orders because they simply didn't have the financial depth to maintain those orders."

Buyers of large-cabin jets, on the other hand, are traditionally less affected by market downturns. "The people and organizations who buy large jets aren't so dependent on credit," Foley says. "They can pay for these airplanes out of their petty cash."

Sales of small and mid-size jets were also affected by the large number of aircraft on the pre-owned market. "It's a supply and demand issue," Foley explains, adding that the market was "flooded" with later-model, pre-owned aircraft selling for 30-40% less than the brand-new models: "That really hurt sales of smaller jets."

Although Foley believes the industry might see some positive signs of recovery in the small and mid-size category by the end of the year, the recent decision by Standard and Poor's to downgrade the US credit rating, and the subsequent market plunge, could have an adverse effect.

"If the stock markets continue to slide, that's bad for aircraft sales. Companies and individuals will hold back until their balance sheets and personal portfolios stabilize and recover." Recovery could also be hindered by rising interest rates.

"This is bad for sales, as 50% of all business jets are financed, particularly in the beleaguered small and mid-size cabin segments," says Foley. "Higher loan/lease interest rates means fewer can afford or qualify."

In addition to the market conditions, the industry is feeling the effects of a hostile political climate. During a White House press conference in June, US President Barack Obama questioned the value of corporate jets and proposed an end to tax breaks for jet owners.

In a letter to the President dated June 29, GAMA president and CEO Peter Bunce and international president of the International Association of Machinists and Aerospace Workers, R. Thomas Buffenbarger, expressed 'deep concern' over Obama's remarks.

'During the severe economic downturn in 2008, ill-informed criticism of corporate jets and the business aviation sector exacerbated the challenges facing our industry, which led to depressed new aircraft sales and jeopardized very good, high-paying jobs,' the letter stated. 'As our industry looks to begin a recovery, we are very concerned that the rhetoric coming from some in your administration will lead to similar economic difficulties.'

Although the proposal to end the tax breaks is off the table for now, the issue could very well surface again by year-end. "Our industry could

Foley awaits improvement

Cessna (a Textron company) is arguably the bell-wether of general aviation. In 2008, its order backlog stood at US\$16 billion. Today it's

just US\$2.5 billion. When Textron released its dismal second quarter results for Cessna in July 2011, which showed backlogs sinking to

a mere shadow of what they had been, Foley decided to grow a very uncharacteristic moustache (a "lip sweater", as he refers to it) and donned an equally unusual shirt "until Cessna's backlog doubles to US\$5 billion".

"We've been waiting long enough for the recovery and I felt I just had to do something," comments Foley. "Someone has to be the cheerleader and carry the torch for this industry."

Foley is now being encouraged by people in the industry to appear at future industry events and conferences (including professional speaking engagements) wearing his flamboyant shirts. "This industry at times takes itself too seriously with its perpetual sea of gray and blue suits," he concludes.



"There are always going to be challenges for business aviation and the [user fee] issue has reared its ugly head again"

once again be targeted for new tax or user fee proposals," says NBAA president Ed Bolen. "In short, we've lived to fight another day, but more battles are likely ahead."

The political rhetoric might hurt the industry in the long term, but Foley believes there is a chance it could help sales in the short term by encouraging people to purchase jets before the issue resurfaces. "There haven't been any meaningful purchases in about four years, so we know there's some pent-up demand out there."

In the meantime, however, Foley says it's unfortunate that industry groups such as NBAA and AOPA have to divert resources to address such issues, including the user fee issue. According to AOPA, there has been talk of attaching a US\$25-100 user fee to flight planning services and aircraft operations.

"There are always going to be challenges for business aviation and the [user fee] issue has reared its ugly head again," continues Foley, adding that business aviation has always paid its "fair share" through added fuel tax. In the past, the airlines have accused business aviation of not paying its fair share to fund FAA and infrastructure upgrades.

Interestingly, airline ticket prices stayed the same during the recent FAA shutdown, even though the FAA could not collect ticket taxes and effectively lost US\$30 million a day. "Airline ticket prices didn't go down," Foley says. "The airlines put that extra money in their pocket instead of passing it on. It will be interesting to see how business aviation responds the next time the debate about paying a fair share comes up."

With all the problems business aviation is facing, however, there is one bright spot on the horizon: foreign sales.

Because of the weakening dollar, foreign buyers can purchase business jets for major discounts. And although overseas purchasers used to account for 30% of all sales, they now account for nearly 70%, according to Foley. But he cautions not to depend on China as the "saving grace" of the business jet industry. "The projection is that China's fleet will quadruple, but we need to look at that figure in perspective. Today there are around 18,500 business jets flying around the world. Around 150 are in China. So, yes, the growth rate will be astounding, but a big percentage increase on a small number is still a small number." ✈



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Treasure islands

A new alliance in the Caribbean is helping to drive business aviation forward by strengthening the FBO offering in the region

Words | **Helen Norman**





Bohlke International Airways FBO is located at Henry E Rohlsen Airport on the island of St Croix

There are more than 7,000 islands in the Caribbean and they have long provided luxurious getaways for the rich and famous. With an increasing number of FBOs in the region, traveling to the area by private jet is becoming an even easier and more pleasant experience. And the services provided by the operators are set to improve further as a result of the recent formation of the Caribbean FBO Alliance (CFBOA).

Deborah Aharon, president of the CFBOA, says, "The purpose of the alliance is to cooperate in regional marketing to promote the Caribbean and other areas that will enhance the customer experience at member FBOs."

The CFBOA currently has nine members, each of which represents a different island in the Caribbean: Anguilla, Antigua, the Bahamas, Cayman Islands, Puerto Rico, St Croix, St Maarten, St Thomas, and Turks and Caicos. These members have known each other for at least 10 years and have been working closely for over five, but it wasn't until June 2011 that the current alliance was formed.

"The members all got to know each other through being Chevron-branded or -supplied FBOs in the Caribbean," says Aharon. "After a few years of participating in trade shows, and while still under the common Chevron umbrella, the members agreed to try to create a marketing identity specific to the Caribbean, and agreed with Chevron to cooperate on a marketing



FBO 2000's passenger lounge

identity of Chevron Caribbean FBOs with the tagline 'Navigate by the stars'."

Unfortunately, only one advert was produced under this identity before some of the members left Chevron and became independent. "For another four years the members continued to see each other at NBAA, and occasionally talked about starting an alliance. At NBAA 2010 in Atlanta, one member started to push the idea and suggested that the group, consisting of all the Caribbean FBOs that were once Chevron, consider exhibiting together at the EBACE show in Geneva in May 2011. The group agreed and the Alliance was informally born," Aharon adds.

EBACE 2011 proved to be a very successful event for the newly formed CFBOA, and as a result it was decided that formal officers should be elected and a basic structure put in place.

"In June, I was confirmed as president for two years, Kelita Lloyd of Lloyd's Anguilla was made Treasurer for a one-year term, and Makeda Mikael of FBO 2000 Antigua was made secretary, also for a year," explains Aharon.

Under the new CFBOA umbrella, the future looks bright for the member companies. The Alliance now has plans to attend more trade shows, develop joint ventures with member island tourist boards, undertake regional promotions with flying groups, and seek opportunities to combine purchasing power to negotiate better rates on everything from uniforms to fuel supply. "We are also looking at offers from a number of outside contractors that recognize the value of the Alliance and are hoping to work with us."

"Recently I was lucky enough to go on a whistle-stop tour of all but one member island in order to visit the member FBOs [Cayman was geographically inconvenient for this trip]. I really got to experience the differences and to enjoy them as our customers do. It's something I think we are right to treasure and to work hard to preserve."

Who's who

In addition to her role as CFBOA president, Aharon is general manager of Provo Air Center (PAC) on the islands of Turks and Caicos. It is one of the Caribbean's busiest FBOs and, according to Jeppesen Dataplan, it was the



MN Aviation at Luis Muñoz Marín International

All rise

The Caribbean Tourism Organization (CTO) reported in February 2011 that stay-over arrivals in the region went from 4 million to 23 million from 1970 to 2010. And although the area experienced a slight drop in numbers in 2009, much like the rest of the world, the area is seeing figures grow again. The island of Anguilla, for example, welcomed 68,282 tourist stay-over arrivals in 2008, down to 57,891 in 2009, and up to 61,998 in 2010. The CTO expects that arrivals in the Caribbean will grow around 5% in 2011. (See *Tourist stay-over* box, right.)

Tourist stay-over arrivals in 2009/2010

Island	2009	2010	+/-
Anguilla	57,891	61,998	+4,107
Antigua & Barbuda	234,410	231,305	-3,105
Bahamas	1,327,005	1,368,053	+41,048
Cayman Islands	271,958	288,272	+16,314
Puerto Rico	1,300,783	1,369,814	+69,031
St Maarten	440,185	443,136	+2,951
US Virgin Islands	666,051	691,194	+25,143
Total	4,298,283	4,453,772	+155,489

Source: Caribbean Tourism Organization



"The purpose of the alliance is to cooperate in regional marketing to promote the Caribbean and other areas that will enhance the customer experience at member FBOs"

Deborah Aharon, president of the CFBOA

busiest FBO in its worldwide network on January 2, 2011. "Although Caribbean travel is mainly seasonal, Provo Air Center is fortunately located in a convenient spot for fuel stops and enjoys a fairly steady business all year round, with an increase each year," says Aharon.

The FBO's clientele is one of the most upscale in the world, due to the exclusive resorts that line the famed beaches of Providenciales and some private islands reached only by boat. "Bruce Willis, Christie Brinkley, Donna Karan, and Prince are some of the most famous homeowners, and the steady stream of Gulfstreams, Global Expresses, and BBJs brings glitterati from all over the world, including Saudi princes, ex-presidents of the USA, and sports and screen stars."

However, PAC staff say they value the Cessna 172 stopping for fuel and a bite to eat every bit as much, as everybody gets the same red carpet treatment, "Although sometimes," says Aharon, "the carpet is bigger than the plane!"

PAC has its own customs hall, which maximizes privacy and greatly speeds the arrival process. Additionally, PAC's concierge and ramp team has been among the top five ranked in the Caribbean for the past several years, this year coming second in Fltplan.com's Pilot's Choice Awards, Caribbean region.

Meanwhile, in the Cayman Islands Island Air is the only FBO provider. "We handle private aircraft arriving and departing through Grand Cayman



Odyssey Aviation offers a 24-hour FBO and handling service in Nassau, the Bahamas

“Our clientele varies between locals, business executives, and vacation passengers, some of whom visit several times per year”

Julie Boyd, dispatch supervisor, Island Air



and we also have an agent based on our sister island, Cayman Brac,” says Julie Boyd, dispatch supervisor for the FBO.

Island Air aims to have pax cleared in approximately 10 minutes. It achieves this due to having on-site customs and immigration officers based at its general aviation terminal.

“Our clientele varies between locals, business executives, and vacation passengers, some of whom visit several times per year,” adds Boyd. “Business over the 2010/2011 festive season was excellent and we have seen progression in 2011.”

In Anguilla, Lloyd’s Aviation was formed in December 2004 to provide handling and fuels services. Based at the Clayton J. Lloyd International Airport, the FBO provides Avgas 100LL for Piston engine aircraft and Jet A-1 for Jet and Turbo-prop aircraft.

On the Eastern Caribbean island of Antigua, FBO 2000 is the only full-service FBO at the VC Bird International Airport. Facilities include an office, hangar, fueling station, cargo area, and passenger lounge. Established in 2000 by Makeda Mikael, FBO 2000 offers ground handling for private jets and charters, fueling services, and its Outbound Lounge service, which provides the usual main terminal customs and immigration processing and security clearance from the comfort of the lounge.

“Makeda Mikael is the undisputed doyenne of aviation,” says Aharon. “She’s been in the business for many years and her facility looks like a neat Antillean house surrounded by lush tropical shrubs – but inside you find a

sophisticated center offering private lounges and free WiFi along with a welcoming service.”

According to Aharon, business aviation in the Caribbean is filled with interesting personalities. In St Croix, for example, Bohlke International Airways, a flight school, charter business, and maintenance facility, is run by “one of the most venerable families in the business”.

“Just saying that you know Bill Bohlke Jr is enough to command respect among those who know the Caribbean,” enthuses Aharon. “A veteran American Airlines captain, now retired after 38 years, he devotes himself to the flight school and executive charter operation side of his family business while his wife, son, and daughter-in-law devote themselves to all the rest.”

And Arrindell Aviation, based at Princess Juliana International Airport in St Maarten, “reflects the exuberant charm of its owner, Frank Arrindell”. Services include passenger handling, ground transportation arrangements, VIP services, ramp parking, catering, hotel accommodation arrangements, charter services, and weather and routing services. Despite being the busiest ground handling and FBO services provider in the Eastern Caribbean, Arrindell is recognized as one of the best FBOs in the region year after year.

In St Thomas in the US Virgin Islands, St Thomas Jet Center offers quick turnaround times, rental cars, wireless internet, and a passenger lounge to unwind. This is supported with handling services, customs pre-clearance assistance, catering arrangements, on-site charter, and inter-island information.

This year’s winner of fitplan.com’s Pilot’s Choice Awards in the Caribbean, Odyssey Aviation based in Nassau, the Bahamas, is an independent FBO that offers services including fueling, hangar, catering, and ground transportation, and modern facilities including a pilots’ lounge and conference rooms.

The last member of the CFBOA is MN Aviation, based at Luis Muñoz Marín International Airport in San Juan, Puerto Rico. The FBO operates between 07:00 and 22:00, although after-hours services are provided with prior notice. The aircraft parking ramp can accommodate any size of corporate jet, and services include fueling, passenger lounge, crew lounge, flight planning, and weather briefing. The company also offers a 24-hour executive jet service from the Caribbean to North, South, and Central America, Canada, and continental USA (including Alaska).

The CFBOA is committed to securing a successful future for its nine member companies and making travel to the Caribbean as hassle-free as possible. Looking to the future, Aharon concludes, “Although the CFBOA intends to expand its membership eventually, it was formally agreed to hold at the nine members until a legal structure was finalized and minimum standards were created for membership. Because all the members of the group have known each other for so long, they know each other’s operations and facilities quite well and are confident in each other’s abilities.”



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PRIST

Athletic pursuit

The USA's major professional sports teams have grueling schedules, and spend a great deal of time traveling. How can private aviation be adapted to ensure players arrive at their destinations on top form?

Words | Mark Hubner

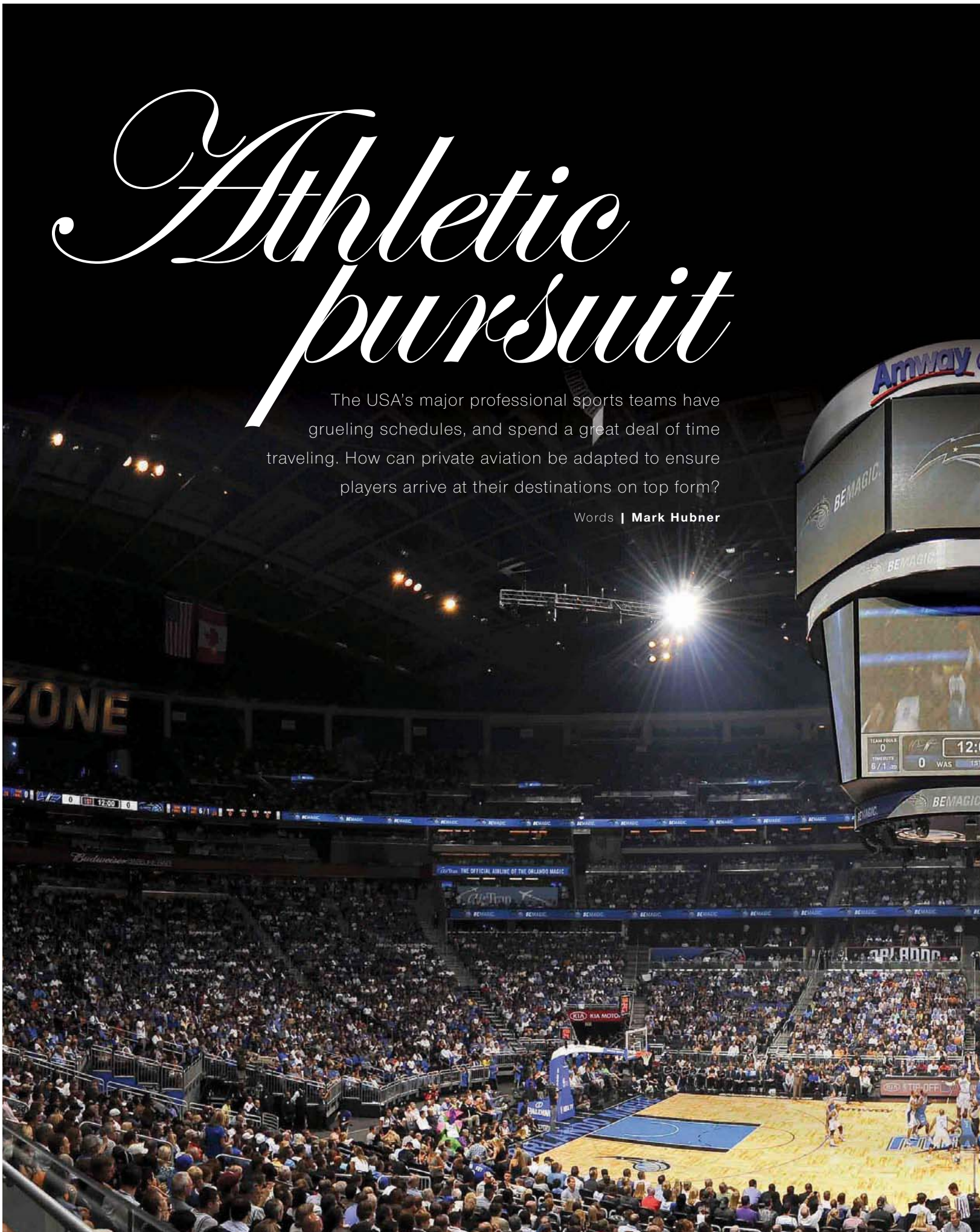


Image courtesy of Fernando Medina



In 1952 the Detroit Pistons became the first US professional basketball team to acquire its own aircraft, a Douglas DC-3. Having its own airplane considerably lessened the rigors of travel – which at that time was done primarily by bus and train – in a nation with a land mass spanning approximately 2,600 miles (not counting Alaska, Hawaii, and the Territories). Today the regular schedule of the National Basketball Association (NBA) is a no less grueling 82 games from November to April, but from training camp until the league championship it can last from September to June. And being able to travel comfortably by air is even more important now than it was in 1952 because comfort is expected.

In recent years the Portland Trail Blazers and Orlando Magic have operated their own aircraft. Inevitably humorous stories emerge about what happens when you put super-sized athletes in seats designed for 170 lb ‘average’ males. Like the time 325 lb Shaquille O’Neal sat on the slide-down arm of an executive seat aboard his team’s customized Boeing 737 (there is a reason this man is called The Shaq).

But few teams operate their own airplanes anymore – the economics just don’t make sense for a seasonal endeavor in which the league claims 22 of the 30 teams lose money (although a better business case can be made here than in the National Football League (NFL), which

boasts a mere 16-game schedule over four months. However, most NFL owners operate their own corporate jets that are used occasionally to woo star players and prospects). There are exceptions, though: the 2011 NBA champion, Dallas Mavericks, flies in its own customized Boeing 757 complete with weights room, medical treatment room, and enormous, oversized seats to accommodate star players who can stand more than 7ft tall and weigh over 300 lb. Team owner Mark Cuban calls the airplane his team’s “secret weapon”.

The dark days

Through the 1960s and 1970s there were notable mishaps with US sports team charters, some of them particularly tragic, and most of them related to college teams traveling on older aircraft. Sixteen California Polytechnic football players were killed when the team’s chartered C-46 crashed on take-off after a game in Ohio

and its aftermath were documented in the 2006 feature film *We Are Marshall*).

Sharing the load

Today most major college and professional teams charter only from established airlines. Thirteen NBA teams in the league have done a deal with Delta Air Lines to share seven Airbus A320 aircraft fitted with larger seats, plus conference areas for the coaches. The deal makes sense for the airline and the teams: chartering from an established carrier means there is always a back-up aircraft at the ready, and the airline can return the interior to regular revenue configuration during the off-season.

Delta is a major player in the sports haul business. Company spokesman Rex Nelson claims the airline transports more than half of all major professional sports teams – baseball, football, and basketball – in the USA, as well as National Hockey League teams and a large

“For the last 10 championships in the three major professional sports and college football and basketball, we have carried the champions”

Rex Nelson, spokesman, Delta Air Lines



in 1960; a Sabena Boeing 707 crashed on approach to Brussels’ Zaventem Airport in 1961, wiping out the entire 18-strong US Olympic figure skating team; most of the Wichita State University football team died when the Martin 404 they were aboard flew into the side of a Colorado mountain in October 1970; and two weeks later West Virginia’s Marshall University football team perished when its chartered McDonnell Douglas DC-9 crashed on approach to Huntington Tri-State Airport in West Virginia (the latter incident

chunk of the college trade. Then there is the ancillary trade of what comes with the teams: college bands and excited fans keen to follow their favorite team to away games, particularly at tournament/playoff/championship time. Delta uses aircraft from regional jets to 747s for these charters, and other than those specially configured for the NBA, all are line aircraft with stock interiors. “Our current aircraft meet the needs of the teams that we currently work with,” Nelson explains.

Aaron Popkey, a spokesman for NFL champion Green Bay Packers, confirms this. He says the team flies on regular airliners from Delta’s fleet, which are not specially configured.

For Delta the deal means almost 3,000 flights are dedicated annually to the sports charter trade. The airline also uses this part of its business as a marketing tool, linking it to naming agreements with, or ‘significant presence’ at, major sports stadia including New York’s Madison Square Garden. There is also invaluable free media exposure when a playoff or championship team is photographed egressing from a jet emblazoned with the Delta logo.

“From that perspective we have been very successful,” says Nelson. “For the last 10 championships in the three major professional sports and college football and basketball, we have carried the champions. We brand our service the service of champions.”



Top: Orlando Magic aircraft. © AirTran Airways. Above: Delta’s Airbus A320 carries many NBA teams



Image courtesy of NBAE/Getty Images



Aircraft maintenance is key to ensuring safety

Safety first

The importance of maintaining strict safety procedures has recently been forced into the spotlight as a result of a tragic accident.

A private jet carrying one of Russia's major league ice hockey teams crashed on September 7, 2011, killing 43 people. Lokomotiv Yaroslavl was on its way to Belarus for the first game of the

season when the chartered jet crashed shortly after take-off. Two people – one team member and one crew – survived the accident with serious injuries, although the player died in hospital five days later bringing the death toll to 44.

The Yakovlev Yak-42 plane left Tunoshna Airport carrying 37 passengers and

eight crew members. Russian aviation officials said that the private jet had failed to gain altitude and hit a radio mast shortly after take-off, causing it to break up and catch fire.

As a result of this incident, the Russian government has proposed to increase fines for flight safety violations and to subsidize the lease of new aircraft.



Traveling athletes require specific foods from airline caterers. Image courtesy of NBAE/Getty Images

On each professional sports team flight a dedicated Delta coordinator is on board to coordinate arrival, security, fueling, loading, and ground handling. Most of these flights are handled by the FBO on the field rather than using the airport's airline passenger terminals. Using the FBO provides teams with easier on/off aircraft movements and greater privacy and security. With proper screening, a team bus can drive right up to the waiting aircraft. However, it can create special security needs as well.

The big screen

In 2002 the US Transportation Security Administration (TSA) ruled that charter aircraft passengers on aircraft weighing more than 95,000 lb are subject to the same security screening as those on regularly scheduled flights. Teams have satisfied this requirement in a variety of ways. Some have their teams screened in a quarantined area of the post-game locker room and are then escorted directly to the bus – complete with a TSA minder – which drives straight to the plane. Others undergo screening in the FBO prior to boarding.

Security can also cause problems for in-flight catering. Caterers have to use either the on-airport food delivery stocking company, such as Gate Gourmet, which has its own security, or arrange with the TSA to have the contents of its catering containers screened at the airport. Catering personnel delivering food to aircraft must be screened and badged.

"The food itself is not what you necessarily would expect," explains Paula Kraft, proprietor of one of the nation's most prominent aircraft catering companies, Tastefully Yours, based in Atlanta, Georgia.

"It's good, down-home food," says Kraft, who works with team trainers on both content and portion size (hint: it's bigger). Kraft says her typical team fare includes items such as chicken wings, cheese platters, peanut butter and jelly sandwiches, enchiladas, pot roast, meat loaf, grilled salmon, and steaks. Some teams want the food delivered to the aircraft 'family style' in large containers and have the cabin attendants plate it aboard the aircraft; others want it served on individual plates. Kraft says she has heard that some star athletes actually have specific food requests written into their contract. "We had to go find licorice for a player once," she adds.

The main difference between catering for sports teams and business jet clients is the size of the protein and carbohydrate portions, says chef Eric Berggren at Stevie's catering company in Los Angeles. "Overall the size of the meal is 15-20% larger," he explains, noting that protein portions for athletes are generally around 10oz as opposed to 8oz for the typical customer.

Kraft says different sports players have different tastes, including the National Hockey League (NHL) players who have developed a taste for sushi.

Play by the rules

One thing the NHL has no taste for is 'cabotage'. It's a trade policy, not a vegetable, and it threatened to ruin last year's hockey season. Cabotage is the practice of a foreign-flagged air carrier flying passengers between cities in another country without taking them back to the homeland. In the USA it is illegal under the Open Skies agreement. However, for years the US Department of Transportation (DOT) gave Air Canada a waiver from this when it was transporting sports teams, rock bands, and other special-circumstance charter clients on trips that originated in Canada but made multiple stops in the USA. But in 2009 the US Air Line Pilots Association trade union filed a complaint about this practice. For a while it looked like the 2010 NHL, NBA, and Major League Baseball seasons were in serious trouble as a result. All three leagues have teams in both countries and these teams routinely play each other. Air Canada complained that applying cabotage rules to its sports charters would considerably disrupt these sports' schedules. A temporary last-minute deal saved the day, but only after Canadian Prime Minister Stephen Harper broached the subject directly with President Obama. The issue awaits final resolution.

Finally, several teams have had to deal with issues related to what happens when you place large, strong men in an airplane in close quarters for hours on end. Earlier this year Memphis Grizzlies coach Lionel Hollins was forced to ban gambling on team flights after a spirited card game between players led to a scuffle on the team's aircraft. ☹

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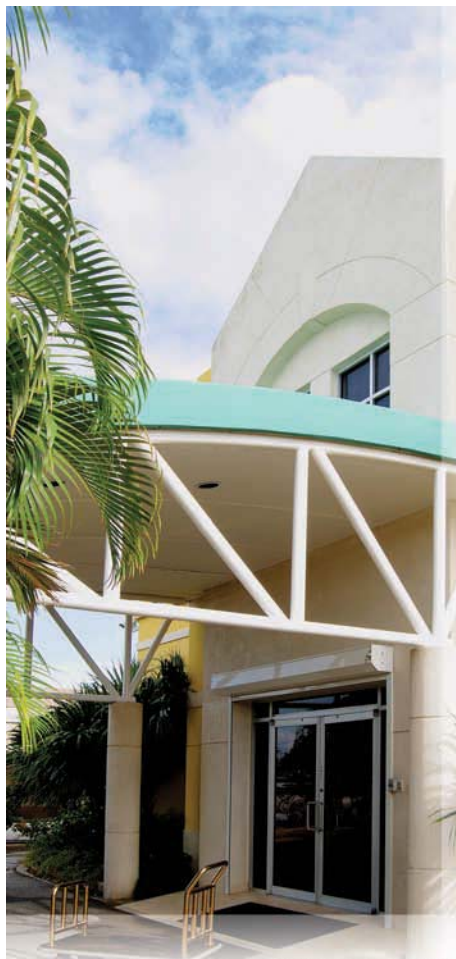


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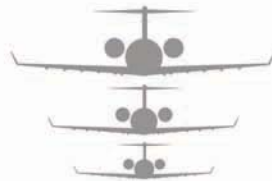
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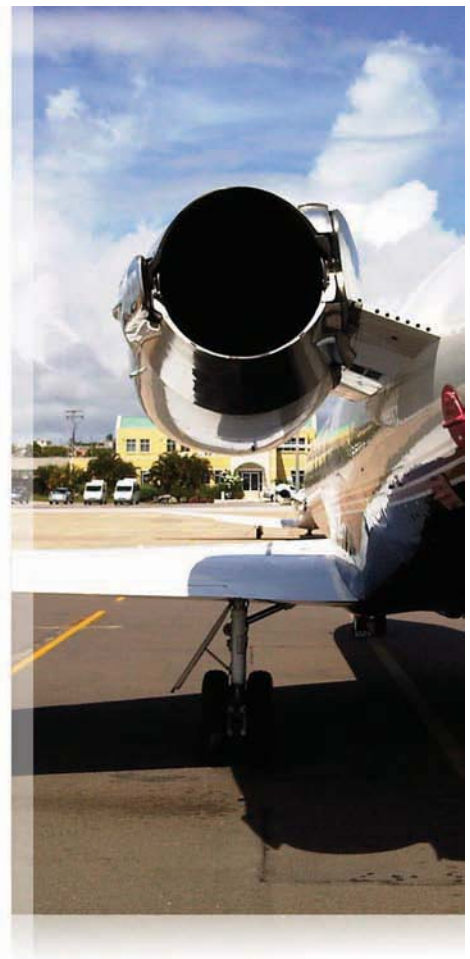


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Mexican wave

Business Airport International speaks to Emma Cruz, CEO of ICCS ahead of the upcoming NBAA 64th Annual Meeting & Convention in Las Vegas, October 10-12, 2011

Please can you give me a brief overview of International Corporate and Cargo Services (ICCS) and where it operates?

ICCS provides integrated ground handling services to corporate, cargo, and ambulance flights. We are the only company officially authorized to provide services at all 73 airports in Mexico, as well as at major airports in Central and South America and the Caribbean. Our mission is to fulfill all flight needs for passengers, crews, and aircraft when flying to Mexico and Latin America. With almost 20 years of experience and more than 200 highly trained bilingual professionals, we offer a variety of personalized services backed by state-of-the-art technology.

What main services do you provide?

Our integrated ground handling services are available at our 24-hour flight coordination center, which is based in Mexico City at the heart of the Santa Fe business district and strategically located between Mexico City and Toluca airports.

ICCS cargo division handles a variety of aircraft types, ranging from light jets to A340 and B747. Our services include ground equipment, cargo ground transportation, freight loading and offloading, cargo build-up and breakdown, and a customs warehouse.

Our fuel division continues to expand its services with the ICCS gold card, providing jet fuel and avgas at all airports in Mexico.

ICCS owns and operates the number one FBO, hangars, facilities, and offices network in Mexico. Our facilities are comfortably equipped to provide relaxed conditions with complimentary computer access, wireless internet, toll-free international calls, TV, DVDs, newspapers, coffee, tea, and other assorted drinks and refreshments.

The gourmet catering division staff work with the highest food quality and health standards. Our chefs are focused on food quality, preparation, and excellent presentation. Passengers and crew members can try a variety of regional drinks and assorted meals to suit their tastes and budgets.

The company also provides assistance and representation at DGAC to international companies to obtain Part 135 and 121 indefinite blanket permits (IBP), Part 91 landing authorizations, Part 135 one time permits and overflight authorizations, and we represent our customers at SENEAM, ASA, and all airport groups.



What new services has ICCS recently developed?

After hard work and significant investment, ICCS recently finished a 32,000ft² hangar in Acapulco, the first hangar in this beautiful tourist destination. ICCS Acapulco also offers assorted regional meals for crew members and passengers through our catering division.

The GAP group FBO in San José del Cabo invited ICCS to build and operate the snack bar area (Baja Catering) at the San José del Cabo FBO. Local and international food along with regional drinks are offered in a comfortable area where crew members and passengers can eat while they wait for their flights.

Our catering division also has its own catering in Monterrey, offering to our customers complimentary refreshments such as hot and cold beverages and snacks, as well as some regional breakfast, lunch, and dinner plates.

What new projects have you recently completed?

We are just about to open our new operations facility at Asertec FBO in Toluca. It is now the newest and most distinguished FBO in Toluca, with a 22,000ft² platform and 14,000ft² hangar.

We are also launching a completely new interactive web page, which will be more user-friendly and will ease the communication among our 24-hour flight coordination personnel, the captains, and schedulers.

ICCS has always been one step ahead in technology, so this year we are implementing

the Oracle system to handle all our customers' information more efficiently, to speed up the administrative processes and expedite the service to our customers.

We have also joined up with Avinode in order to better support our customers with accurate information of all airports around the world and immediate charter availability.

Marketing strategies are continuously developed to reach new customers and to find new business niches to satisfy our clients' needs.

In your opinion, what is the current state of the industry in Mexico?

Unfortunately, it is a fact that nowadays due to the insecure situation in our country caused by the drugs cartels, passenger flights have decreased by about 20%. However, I am confident that this situation will change in the near future and our customers will be back to enjoy Mexico's beautiful cities, colorful beaches, and interesting archeological and colonial places.

What will ICCS be showcasing at NBAA and what does it hope to get out of the event?

NBAA is an excellent forum to meet and greet all our customers, interact with them closely, and listen to their service feedback. We will be showcasing our spacious hangar, in-house gourmet catering at some airports, new operations facility at Asertec Toluca, comfortable snack bar area in San José del Cabo, state-of-the-art technology, and social media. The event is also a great opportunity to present our company and services to new prospects that are looking for a Mexican and Latin American handler, or for a better option to fly to these destinations.

What is the main goal for ICCS over the next five years?

ICCS will continue focusing services and activities on exceeding the expectations of clients, maintaining a long relationship with customers, and pampering them and taking care of all the small details of flight requirements.

We will continue expanding our FBOs at several airports in Mexico, ensuring safety, efficiency, quality, and reliability to our users.

We know that other companies provide nationwide handling services and some of them are good, but – according to our customers – ICCS is the best! ✈

See ICCS at booth C9417  NBAA

Maine event

Tony Caruso is the assistant airport director at Maine's Bangor International Airport, USA, which has become renowned for its quick turnaround times



Tell us more about Bangor Airport.

Bangor Aviation Services is the leader in transatlantic tech stops. The company owns and operates the FBO. We provide ground handling services, including fuel, on a 24-hour basis. Our FBO is truly a full service facility, and customs and border protection is available 24/7, offering a port of entry for federal inspections.

Bangor is known worldwide for its ability to turn any aircraft around quickly and safely during a full-service technical stop. We average over 20,000 flight operations (for GA and corporate aviation) annually and fuel volumes average 2.9 million gallons annually for this category type.

Tell us about any new services the company has developed.

We are currently in the second year of a new fuel supply model. We transitioned from a long-term exclusive fuel supply agreement to an open-access type fuel arrangement, thus providing customers the option of holding inventory or not. Feedback from our customers has been positive. We achieved the goal of having sufficient fuel inventory and providing quality fuel to our customers at a reduced cost.

We can also perform private charter passenger security screening services. Many air carriers operate flights under the Private Charter Standard

Security Program (PCSSP). For flights operating under this program, passengers are still required to be security screened, however TSA is not required to perform passenger security screening for private charters. Bangor has trained and qualified agents that perform the functions of both the ground security coordinator and passenger screening. As far as we know, Bangor Aviation is the only FBO/ground handler that provides this passenger screening service.

Can you tell us about any unique projects?

Bangor Aviation Services has its own ground support equipment maintenance shop, which is currently undertaking a project to convert some older conventional gas- and diesel-driven equipment to electric power. To date, our technicians have converted a small aircraft baggage tug and a belt loader. Preventative maintenance costs have been drastically reduced. We are currently converting a narrow body aircraft pushback to electrical power – another first!

How do you plan to improve your offering to better meet your customers' needs?


As part of our overall strategic planning, Bangor Aviation Services will continue to focus on key strategies such as investing in our personnel, business development, operational excellence,


and future assessment and preparedness. We have invested, and we will continue to invest in our capital infrastructure and equipment, and develop performance indicators and use survey results to measure and track progress.

What is the main challenge affecting the business aviation industry?

The volatile fuel market remains a major problem that directly affects the business aviation industry, indeed the whole aviation industry. All flight departments and companies that have corporate aircraft have been adjusting to fuel costs that have caused drastic increases in their operating expenses. While travel and business activity, specifically international travel, has started to stabilize, there is a much more cautious approach when scheduling trips.

What will the company be showcasing at the NBAA convention?

Bangor Aviation Services will be showcasing its ability to ground handle any type of aircraft and specifically relaying to potential customers its unmatched quick turnarounds. Some of our main goals are to maintain and enhance our quick turn service, improve our aircraft transit facilities, ensure competitive pricing, and continue to provide superior customer service. 

See Bangor Aviation Services at booth C9825  NBAA

Loyal player

Patrick Sniffen is vice president of marketing at Signature Flight Support, one of the largest worldwide FBO networks in the business aviation industry

Tell us about any new services the company has recently developed.

We just launched our new handheld point of sale (POS) system named SIGnet, which enables our customers and crews to check out at the aircraft. This is especially helpful during a 'quickturn' situation where the aircraft needs to be readied for an immediate departure.

At our facility in London Luton, UK, we have installed state-of-the-art security screening equipment that gives our customers a more convenient, yet thorough, method for passing through security screening. We are happy to see the US Customs and Border Protection pre-clearance in Shannon, Ireland, becoming more operationally feasible with the recent changes. This makes it more convenient for customers and crews to use Shannon as a tech stop and pre-clearance option to continue on to the USA.

We've also launched and become very vocal on both Twitter and Facebook. Our goal is to engage with our customers and stakeholders regarding the industry and their experiences with Signature. These tools are in addition to our existing iPhone app and mobile website.

We also rebranded our maintenance facilities under the brand Signature TechnicAir. Our facilities are staffed with licensed technicians able to tackle just about any maintenance or repair task. Some of the locations are OEM-authorized service centers for Cirrus, Piaggio, and Hawker Beechcraft. They are all conveniently located locations with full FBO services to complement maintenance facilities.

Tell us more about any new projects the company has recently completed.

In 2011, we've added three locations to the Signature network: Bozeman, Montana; Boca Raton, Florida; and San Juan, Puerto Rico. All



have first-class locations and facilities. We have also signed a deal with NetJets for a dedicated use facility at Palm Beach International Airport. This facility will be a new construction project that is expected to open in 2013 and will be staffed and managed by Signature Flight Support.

Our customer loyalty program, Signature Status, continues to gain membership and we are introducing even more benefits for members to include our 'legacy' support division. Legacy offers landing gear support, avionics, hydraulics and other systems that the OEMs have stopped producing. Announcements about the above should be made around the time of NBAA.

How do you plan to improve your offering to better meet your customers' needs?

Signature focuses on investing in technology and customer service training in a consistent manner. We've seen a marked increase in customer loyalty to our network because of the inroads we've made in delivering world-class service and assisting our customers in getting through the FBO in the most efficient manner.


Our handheld POS units are an example of our improvements, as is our proprietary training program, Service with a Leading Edge, which was developed in concert with a 5-star hotel company famous for exceptional customer service.

What will the company be showcasing at the NBAA convention?

We have a new booth this year which includes interactive electronics to assist customers in learning about our locations, services, and sister companies. We also have a hospitality bar and the goal is to educate customers, prospects, and industry leaders on BBA Aviation and its divisions.

Of course, we'll be signing up new customers for our custom fuel programs as well as speaking about the status of the Washington Ronald Reagan Airport DASSP program and how Signature can assist operators in using this facility. Washington is the closest airport to downtown Washington DC, and we are keen to help the industry use the 48 authorized daily operations. We will also be speaking about our London area airports and our plans for the Olympics in 2012.


What is the main goal for the company over the next five years?

Signature has a mandate to grow both by organic means and through acquisition so we'll be looking for opportunities to add to our global footprint. Customer loyalty will remain a big focus and we'll work hard to earn and retain customers through delivering superior service, competitive pricing, being in the right locations, and offering highly personalized flight support solutions. 

See Signature Flight Support in the BBA Aviation booth, N3900  NBAA



A new partnership offering a one-stop service for pilots and passengers traveling to the heart of Europe is proving that two heads are better than one

 A new state-of-the-art general aviation terminal at Amsterdam Airport Schiphol opened in July 2011 and has become home to two companies working together to provide a complete range of corporate and private aviation services for their clients.

KLM Jet Center and JetSupport have a combined total of more than 35 years of experience in supplying professional aviation services to the industry. Together they cover every aspect of professional aviation services, from slot requests and catering to maintenance and aircraft cleaning.

KLM Jet Center has been a key FBO operating out of Amsterdam and Rotterdam since 1985. The company has been granted a license to carry out planning of traffic on the new general aviation terminal apron, which specifically includes two hotspot VIP parking positions for aircraft under the building's canopy. This will give passengers the opportunity to embark and

disembark quickly and discreetly away from the crowds, without fuss, and with minimum formalities. At the general aviation terminal, passengers can hold a board meeting or even a personal get-together in absolute privacy.

JetSupport, founded in 2001, is an EASA Part 145 certified MRO specializing in a wide range of technical services, providing aircraft maintenance for a large variety of business jets. The company consists of several subsidiaries providing various resources and continuously enhancing the group's maintenance capabilities and technical services. The added value of JetSupport's FAA- and EASA-certified avionics component overhaul and repair station enables the company to service a broad range of components, equipment, and systems.

Together, KLM Jet Center and JetSupport offer a true synergy of operations in areas such as aircraft and passenger handling, VIP services, maintenance, and repair and



Left and above: **The new General Aviation Terminal at Amsterdam Airport Schiphol opened in July 2011**



Above: **JetSupport hangar at Schiphol**

overhaul, augmented by JetSupport's 3,500m² maintenance and parking hangars. Additionally, in other areas, the companies between them provide services to cater for all manner of circumstances. For example, KLM Jet Center's dedicated refuelling and de-icing service enables them to achieve a quick turnaround even under the most difficult conditions.

Flexible facilities

The state-of-the-art facilities of the general aviation terminal afford KLM Jet Center, the building's main occupant, flexibility in planning, and the potential for growth and further development. And being situated next to the business aviation terminal, JetSupport's EASA-certified base maintenance station means that it can take care of its customers as soon as they arrive, ensuring aircraft availability at all times.

The impressive new general aviation terminal has a surface area of 6,000m², including 1,000m²

for the terminal and lounges and 1,000m² for parking. The building was designed using principles of sustainability. The lighting and ventilation systems both operate using presence detectors, the outside walls have extra insulation, and low-temperature heating, daylight detection for the lighting, and several other energy-saving measures have been implemented.

The terminal has a conspicuous pink façade and, more importantly, improved facilities for both passengers and crew. There are lounges for the crew to relax, as well as a flight-preparation room and a fully furnished recreation area. For passengers, a VIP lounge, presentation room, and well-equipped meeting rooms are also available, in addition to comprehensive press conference facilities. As well as limousine apron access, the terminal offers secure indoor parking.

The new terminal demonstrates the support that Amsterdam Airport Schiphol is giving business aviation, and shows the political will that exists to allow KLM Jet Center and JetSupport to grow within the airport.

Gateway

Amsterdam Airport Schiphol is strategically placed to offer a gateway into the heart of Europe, or an ideal stopover between North America and Asia or the Middle East. This makes

KLM Jet Center and JetSupport well placed to offer a quick turnaround with refuelling at competitive prices, with a reward program for regular customers. During the stopover, interior and exterior cleaning of the aircraft can be performed and line maintenance procedures can be carried out.

The city of Amsterdam itself is a short train or taxi ride away, the airport being well served by public transport including a major railway station situated right under the passenger concourse.

With more than 45 million passengers passing through the airport each year, Schiphol is ranked sixth largest in the world. With six runways, it has just one terminal, featuring three departure halls. There is even an annex to the world-famous Rijksmuseum at the airport, with a collection of art that is free for the public to view.

KLM Jet Center's base at Rotterdam The Hague Airport is an ideal alternative if slot capacity is limited or night opening hours are required. The airport and its facilities are open 24 hours a day throughout the year.

Hard to beat


The combination of the key strategic location of Amsterdam and the synergy between KLM Jet Center and JetSupport provides a number of key advantages that are hard to beat. The one-stop shop concept ensures all customers' requirements can be met through one effective partnership. The combined experience of the two companies, backed by the unique history of KLM, means reliability, flexibility, and universality of service. The discreet location of the general aviation terminal ensures speed and anonymity for those passengers who need it. And the central location of Amsterdam Airport Schiphol, itself a major world hub, provides an optimum stopover location or a perfect gateway to the heart of Europe. ✈

www.jetsupport.nl, www.jetcenter.nl

Exclusive service



Understanding the needs of high-end private and business aviation operators is key to IAM Jet Centres' Caribbean success

 Business aviation activity in the Caribbean has increased steadily over the past 30 years. Today it is widely recognized as an essential component of the high-end tourism and international finance industries on which many islands base their economies.

In 1989, former airline executive Paul Worrell set out to establish a specialized VIP aviation services company focused exclusively on the select needs of business, private, and diplomatic aviation operators visiting and transiting the Caribbean region.

Today, Barbados-based IAM Jet Centres of the Caribbean provides this handling and fuel support across the island chain – from the Bahamas Out Islands in the north to Trinidad, Curaçao, and Guyana in the south. Over 30 airports make up this network, which is anchored at both ends of the region by two purpose-built full-service FBOs in Barbados and Montego Bay, Jamaica – covering 604m² and 418m² respectively. It is from these premium flagship facilities that handling and fuel services on other

islands are arranged and coordinated, with designated IAM representatives on the ground.

In Barbados and Montego Bay, IAM's FBOs serve as gateways to some of the most luxurious high-end resort and villa properties in the world – from the 5-Diamond Sandy Lane Hotel along Barbados's renowned Platinum Coast to the elite Round Hill and Half Moon estates along Jamaica's beautiful north coast. Barbados is also a major hub in the international finance and insurance industries, and both FBOs serve as excellent transit-fuel stops to and from South America and southern Africa. The two facilities are purposely situated away from the busy airline terminal areas of the airports and have separate access roads for privacy and convenience. The FBOs are fully self-contained and offer elegant lounges, meeting rooms, dedicated in-house customs and immigration processing, and an overall sense of stylish comfort as guests arrive and depart on their private aircraft.

IAM is proud of its role as primary service partner for most of the established international



Left: **The facility in Montego Bay was opened in late 2006**

Below: **The Barbados facility also provides premium services to British Airways for first-class travelers departing daily to London**



flight service companies and works closely with many independent operators from around the world. All IAM operations and customer service staff are certified under the NATA Safety 1st program. Managing director Worrell says, "My team also has a great deal of experience coordinating and supporting the complex requirements for visits by various heads of state, royalty, and senior diplomatic officials. To date, these include three US presidential visits with Air Force One as well as visits from leaders and dignitaries from virtually every continent. The attention to detail, local know-how, and sense of focus required to successfully support such operations is exactly what IAM Jet Centres strives to deliver to each business jet arriving at or departing from one of our FBOs."

British Airways (BA) in Barbados has based its First Class passenger check-in and lounge accommodation at IAM Jet Centres, providing stylish business aviation for its premium passengers – including use of the private immigration and customs facilities, and transfer

Opposite page: **IAM Jet Centres Barbados**

Above: **IAM Jet Centres Montego Bay, Jamaica**

from the jet center directly to the waiting B777 in one of the FBO's Mercedes coaches. For IAM and BA, this is a natural partnership because of the high emphasis both companies place on elegant service and sense of quality. Indeed, many of BA's UK and European premium travelers to Barbados are also often seen arriving at IAM Jet Centres on private jets.

Aircraft operators and flight service companies using IAM are able to procure all service and jet fuel needs across the Caribbean with one itemized invoice that includes airport charges, catering, hotel, ground transport, aircraft charter, and virtually anything else the crew or passengers might require. Alongside handling services, IAM maintains substantial jet fuel contracts with the leading oil companies covering all airports capable of accommodating turbine aircraft – from large 24-hour airfields in Barbados, Trinidad, Montego Bay, and Kingston, to more remote locations such as Dominica, Marsh Harbour, Grenada, and Suriname. This 'single source' capability enables flight crews to better concentrate on their primary responsibilities, and flight departments and service companies benefit from the ability to work with a single primary supplier that has the local knowledge, reputation, and business aviation mindset to ensure all needs are met.

An important part of the growth and success of IAM over the past 22 years has been its intimate understanding of the unique characteristics of each island and local airport in the region. Despite all Caribbean destinations sharing wonderful tropical weather and spectacular geography, each will have its own sovereign rules and regulations ranging from immigration and customs requirements to pet entry policies. IAM's many years of experience and local reputation as a pioneer in dedicated support for business aviation operators enables it to provide premium VIP services across such a varied group of airports. <

www.iamjetcentre.com



Royal connection

Royal Jet's award-winning FBO facility complements UAE's preferred business, leisure, and sports destination offering

Royal Jet's pedigree originates from the Amiri flight (now renamed the Presidential Flight Authority), the official carrier of the UAE's Royal Family and the international luxury executive flight services company based in Abu Dhabi. Chaired by His Excellency Sheikh Hamdan Bin Mubarak Al Nahyan, Royal Jet continually implements high standards of service.

In its core charter business, every Royal Jet flight is, by its very nature, unique. The company offers a bespoke service that includes the securing of permits and other special operational requirements. Safety, security, confidentiality, privacy, and unsurpassed comfort are all Royal Jet hallmarks.

Such standards of service excellence are heavily characterized by security, safety,

professionalism, and warmth. As an extension of that service and as part of its strategic business diversification plan, an FBO service was opened in 2003. Set up at its own purpose-built base close to Terminal 2 of Abu Dhabi International Airport and with a 24/7 operation, the facility handles up to 300 aircraft movements a month, with year-on-year growth of 20%.

"Our high quality, luxury services come about as a consequence of our pedigree that reflects our founding by the Abu Dhabi Royal Flight. This is reflected in every facet of our business right through to our FBO facilities today," says Shane O'Hare, president and CEO, Royal Jet.

Since inception, Royal Jet's FBO facility has achieved several notable awards, such as *Aviation International News'* (AIN) 'Best in



Opposite page:
VIP Terminal and Lounge at Abu Dhabi International Airport.

Left and below: **The Royal Jet FBO offers line maintenance, including defect rectification**



the Middle East' award and *Professional Pilot Magazine's* 'Best Middle East and African FBO' award. In addition, UK-based Business Travel Awards 2009, awarded the prestigious 'Best Fixed Base Operator (Middle East)' award.

"What is significant about these awards is that the nominations were made by people who most regularly use the Royal Jet FBO facility and are able to compare them with other facilities around the globe," O'Hare adds. "It simply means that these people – pilots and passengers – understand the exacting conditions of operating in the Middle East and truly appreciate our high level of specialization."

Royal Jet's FBO facilities include passenger handling, catering, a large ramp, maintenance services, refueling services, ground support, and on-board cleaning. Furthermore, all of Royal Jet's guests are guided into a VIP terminal that offers executive lounges with conferencing rooms, a red carpet and limousine service, exclusive hostesses, valet and full security services, and in-house customs and immigration.

A few of the biggest advantages Royal Jet's FBO offers customers is its accessibility to an international network of commercial flights at Abu Dhabi International, its 10-minute proximity to Yas Island, and its relative distance of 45 minutes from Dubai's beach hotels.

The Royal Jet FBO can offer some of the cheapest fuel rates in the UAE, which makes it an ideal location for technical stops. In turn, the FBO also has one of the fastest turnaround times in the GCC. Customers who wish to base their aircraft at the FBO can enjoy long-term parking benefits with specially designed packages for turnarounds and fuel arrangements. In addition, Royal Jet's crew of licensed aircraft engineers work on various types of aircraft including Learjet, Gulf Stream, Boeing, and Embraer.

The FBO staff can also arrange all immigration and luggage clearance procedures at the VIP terminal enabling passengers to arrive within 20

minutes prior to departure. Other services include limousine pick-up and drop-off, wing-to-wing transfer from international airlines to any aircraft departing out of the FBO or vice versa, luxurious first-class passenger and crew facilities, and premier maintenance capabilities.

Royal Jet's crew, customer service agents, technicians, and maintenance teams all strive to offer the very best and ensure the company's reputation as a service provider remains high.

A highlight in Royal Jet's FBO facility and VIP terminal's story was its busiest ever period during the inaugural staging of Abu Dhabi's Formula 1 Grand Prix in November 2009, and the subsequent event in 2010. During the week-long festivities, Royal Jet broke all records by handling over 200 aircraft movements and a record number of passengers. At the same time, Royal

Jet had 50 aircraft parked at its terminal. To cope with the unprecedented numbers, the company temporarily took over a section of the Abu Dhabi Aviation terminal to complement its own VIP/FBO facilities, thereby offering three additional VIP lounges for the duration of the F1 event.

Living up to its award-winning reputation, Royal Jet also took on additional manpower for the ramp and lounge services to cope with the high demand of passengers, and the in-house catering team designed special menus for visiting F1 VIPs. As O'Hare reveals, this was all made possible through the hard work and dedication of the Royal Jet workforce and its close working relationship with a number of statutory authorities in the region.

"The F1 event has now become a major event in Abu Dhabi's calendar, reflective of the growth of the Emirate and its growing stature as an international venue for sports, art, and culture," says O'Hare. "And we are definitely expecting busier days ahead as Abu Dhabi gears itself up to host the 2011 Formula 1 season's last but one round this November."

Another highlight of the luxurious private jet operator is its Medevac division, which is known in the region for its high performance medical services. Its dedicated medical evacuation team is among the region's best, headed by the experienced Dr Ibrahim Soto. Customers can count on any emergency to be taken care of to the smallest detail. The FBO staff is able to complement this division with their medevac ground handling expertise.

In line with Plan Abu Dhabi 2030, as well as the overall development of all seven emirates that comprise the UAE and are conveniently interconnected by an efficient road network, Royal Jet's FBO/VIP facility serves as a catalyst in bringing business, leisure, and tourism travelers who continue to be drawn into the country's traditional and unique culture and attractions. <

www.royaljetgroup.com





All in a day's work

Approximately 30 years ago, an entrepreneur in the Middle East decided to establish an aviation services company known as Hadid International Services. Since then, the organization has moved with the market to ensure it continues to meet its clients' needs. In addition, it keeps a close eye on technology development to ensure it is using the right equipment in its communication systems, database programs, and internal systems. Hadid always aims to offer its clients and partners unsurpassed quality services in a professional and friendly manner.

"Not only can we help your operation run more smoothly, we can also help you reduce your costs," says president and founder of Hadid International Services, Baha Hadid.

Operating from its branches and main offices in Dubai, Damascus, Algiers, Tehran, Benghazi,

Delhi, Karachi, Niger, and Djibouti, along with its worldwide representative offices, Hadid International Services has been continually growing as a specialist in complete flight planning and offers comprehensive customer care from the ground up.

With its worldwide leading aviation services, clients no longer need to send a request to a large number of agents. All they have to do is to contact the company's 24-hour operations to ensure all their aviation needs are met.

Hadid's mission is to offer its customers top-quality aviation services, covering areas such as permits, handling services, fueling, charters, slots, and transportation. Many leading aviation companies around the world choose Hadid International Aviation Services because they know that a reliable handling agent is the key to a successful trip. The company,

From left: **Hadid International offers services including refueling, aircraft chartering, and ground handling**



Organizing everything needed to make sure operations run smoothly is no problem for Hadid International Services

which offers credit, also provides on-demand ground handling anywhere in the world. These handling services include the comprehensive arrangement of all types of equipment, even if the flight is of a special nature. The company provides ramp handling, PAX handling, customs and immigration, cargo and baggage services, crew visa arrangement, catering, and limousine services, among others.

Hadid is internationally certified to obtain over-flight and landing permits. It can settle the navigational charges on behalf of the client it represents, and can also handle the refueling and handling of their aircraft, hotel reservations, and transportation arrangements around the globe. In addition, weather forecasts, computerized flight plans, and ATC flight plans are available. With over 2,000 partners worldwide, the company can provide charter flights to any corner of the globe,



Above: **Hadid International at EBACE 2011**

including VIP, air ambulance, private business, and cargo flights.

In addition to the above-mentioned services, Hadid has yet again reinforced its leadership as

the premier provider of flight support services across the Middle East and Africa with the opening of its new branch office in Niger.

The need for a local branch in Niger arose when, on July 1, 2011, Hadid was appointed by ANAC Niger as the exclusive agent to receive over-flight and landing requests from all operators and flight support providers worldwide on behalf of CAA Niger.

Hadid is responsible for releasing clearances upon receiving them from ANAC Niger, in addition to collecting the related charges on behalf of CAA Niger. A NOTAM/Circular was sent by ANAC Niger to all worldwide operators/flight support providers on July 4, 2011.

"We are proud of what we have achieved to date. We are looking forward to the future and are excited about the years ahead," says Hadid. ☺

www.hadid.aero



Signed, sealed, delivered

With an ever-expanding network of FBOs, Signature Flight Support is committed to delivering top-quality services around the world

It has been a busy year for Signature Flight Support and the company is looking forward to an even busier last quarter as it continues to expand its global network of FBOs. So far this year it has added three key significant locations: Yellowstone Jet Center in Bozeman; Signature Puerto Rico, formerly Tropical Aviation, at Isla Grande – Fernando L Rivas Dominicci Airport; and Signature Boca Raton, the former Avitat facility at Boca Raton Airport.

Bozeman, Montana

Yellowstone Jet Center, located at Gallatin Field Airport (KBZN) in Bozeman, Montana, is a luxury FBO in an idyllic setting. As one of the top 40 FBOs in the USA, Yellowstone Jet Center brings the warmth and wonder of Montana to the private aircraft traveler visiting southwestern Montana and Big Sky Country. Situated minutes

from Bozeman with convenient access to Yellowstone National Park and the Big Sky resorts, Yellowstone Jet Center delivers the comforts of home and the technical capabilities required – offering a variety of services and amenities ranging from a beautifully appointed lounge and lobby to comprehensive aircraft maintenance. The center operates 24 hours a day, seven days a week for 365 days a year and can handle aircraft arriving on Gallatin Field's 8,994ft runway. Hangar space is ample with seven hangars totaling 100,000ft² of heated area.

San Juan, Puerto Rico

Signature Puerto Rico at Isla Grande – Fernando L Rivas Dominicci Airport (TJIG) is located in downtown San Juan, Puerto Rico, and is the company's first expansion into the Caribbean. The airport is the business and general aviation

Opposite: **Bozeman, Montana**
 Right: **Boca Raton, Florida**
 Below: **San Juan, Puerto Rico**

(BG&A) airport for San Juan and features a dedicated US Customs and Border Protection facility for BG&A aircraft, drawing international flights from South America and the Caribbean en route to the USA. TJIG is located within minutes of beaches, museums and historic Old San Juan.

Signature Puerto Rico is a new, state-of-the-art complex including 29,000ft² of hangars and shade ports, a 6,900ft² executive terminal and offices all situated on 1.6ha. The FBO provides year-round service for general aviation and commercial into-plane fueling, parking, a pilot lounge, a pilot quiet/nap room with shower facilities, a flight planning room, computerized weather systems, air-to-ground communications, and crew transportation and accommodations arrangements, an executive meeting room, Signature QuickTurn service, crew and rental cars, and custom catering.

Boca Raton, Florida

Signature Boca Raton (KBCT), located in the resort city of Boca Raton, Florida, is perfectly suited to serve the South Florida market including nearby West Palm Beach to the north and Fort Lauderdale to the south. The state-of-the-art FBO facility was constructed in 2005 and features a 17,000ft² terminal and 72,000ft² of hangar space. Amenities include 24-hour service seven days a week, luxurious customer facilities, a business center and conference capabilities including video-conferencing technology. Standard Signature amenities such as Starbucks coffee, refreshments, pilot rest areas, flight planning, satellite weather and Signature QuickTurn services are available. Additionally, concierge services, gourmet catering, private showers and



restroom facilities along with internet-accessible remote aircraft security surveillance complete the customer experience.

KBCT also offers airframe, engine and avionics line maintenance and inspections through Boca Aircraft Maintenance, an FAA-approved Part 145 repair station with EASA and Bermuda authorizations.

Terminal development

In addition to expanding its global footprint, Signature recently signed a long-term lease that will provide NetJets with a dedicated, private terminal at Palm Beach International Airport

(PBI). The project includes a 10,000ft² newly constructed terminal with modern amenities as well as approximately 2.4ha of paved ramp, aircraft movement, and car parking areas. In addition, the multiple-year deal will enhance NetJets' ability to provide exceptional service to its owners with dedicated Signature staff and a facility customized to NetJets' specifications and owner preferences.

The new terminal will be located on the northwest corner of the airfield, allowing for rapid access to major roadways and the commercial terminal. Facility design features include a streamlined passenger transition to and from the aircraft ramp, modern furnishings, conference and business center capabilities, crew lounge and rest areas and flight planning facilities. Construction of the new facility is expected to be completed in early 2013.

Forward thinking

Signature's steadfast dedication to communicating with its customers is clearly seen with its new social media efforts. With Twitter and Facebook accounts, Signature provides close to real-time information to its customers and encourages customer interaction on these platforms. These outlets allow Signature to share content that focuses on promotions, network information, NOTAMs and relevant industry news, and so on. The company also participates in industry association blogs and forums and actively engages its customers in conversations.

The company also offers a customized flight support services program to all its customers. Its sales team, comprising 11 dedicated professionals, is available to create customized programs that include custom fuel pricing.

Signature is also looking toward the Far East. Recently, David Best, Signature's chief commercial officer, was appointed president of Asia Pacific for BBA Aviation, Signature's parent company. David will be responsible for the strategic development of BBA Aviation and its businesses in Asia Pacific. David will work closely with Signature's management team to expand the company's network in this growing market.

Signature will be exhibiting with its sister BBA Aviation companies at this year's NBAA in Las Vegas (booth number N3900). Signature representatives will be available to discuss customized flight support services programs, DCA Access Standard Security Program (DASSP) procedures, and the company's world-class service offerings.

And finally: London is calling. Signature bases across the UK capital are already pre-booking reservations for next summer's 2012 Olympics, so be sure to book your reservation early. ✈

www.signatureflight.com





Success story

Malta's aviation industry is reaching new heights

Malta's thriving aviation industry has witnessed exponential growth in recent years. The country expects to maintain this positive momentum due to the establishment of a revamped and ambitious aviation register and the completion of the Aviation Park, which will boost the infrastructure available for clusters, particularly in relation to the maintenance, repair, and overhaul industry.

Despite its small size, Malta has one of the largest maritime registers in the world. The island is emulating this success with an aircraft register that encourages entities seeking to benefit from sound legislation and an advantageous tax regime to register their aircraft in Malta.

Among other benefits, the new register provides for broader registration possibilities,

more visibility of rights and interests in aircraft, competitive minimum depreciation periods, no withholding tax on lease payments where the lessor is not a tax resident of Malta, as well as other fiscal and financial advantages.

This is complemented through the provision of legal, tax, and aviation consultation and management services of the highest standard, ensuring clients' expectations for a complete service are met.

In recognition of the industry's important contribution to the island's economy, various initiatives aimed at capacity building are also being undertaken, both with regards to the infrastructure, as well as education and training.

Among others, the Aviation Park, adjacent to Malta International Airport, is set to further



Above: **Lufthansa has been operating in Malta for almost a decade**

Top right: **Malta's airport has continued to grow in recent years**

Right: **The Mediterranean island has one of the largest maritime registers in the world**



boost the facilities for the aerospace industry and related clusters. The airport itself was chosen as the top European airport across all categories in the 2010 annual ACI Airport Service Quality (ASQ) passenger survey.

The Aviation Park facility is already operational and houses international companies in the MRO industry such as SR Technics and Medavia. Further investment is expected to be announced in the coming months, as Malta further enhances its attractiveness for operators in this industry. Lufthansa Technik is also part of this sector and has been successfully operating in Malta for almost a decade. It has flourished by taking advantage of the highly skilled workforce available at relatively lower costs compared to other EU countries.

Growth in this particular sector was also aided by the strategic location of the country, only a couple of hours away from the major destinations in Europe, the Middle East and North Africa – a factor that has also enabled Malta to develop its chartering sector.

Responding to the increased demand generated by these developments, Malta has also strengthened its educational institutions to provide tailor-made courses, offering training in a wide variety of fields. These include aircraft maintenance engineering, flight training, cabin crew training, as well as the handling of dangerous goods on aircraft.

English is one of Malta's official languages which has encouraged a wide range of other services to take off, including back-office support and call-centre operations, and VIP and private jet services. Software development, specifically for companies in the aviation industry, through the advanced ICT industry, is another growing area.

Such sectors are central in the government's vision and strategy, to enable Malta to shift from a low-cost manufacturing base toward a knowledge-based economy with a higher emphasis on added value.

This drive is facilitated through a myriad of incentives and schemes to assist companies to invest and set up, or expand their operations, and to grow internationally, as well as to boost their R&D and innovation processes.

Such benefits are further complemented by an efficient tax system with one of the lowest corporate rates in the EU, of which Malta is a member, and it has an extensive double-taxation treaty network, including the USA.

Malta has learnt how to turn its small size into an advantage. The authorities are close to industry and the business community and are able to gauge what action is needed to ensure better economic performance.

This has also enabled Malta to respond promptly to the recent global economic crisis and assist local enterprises, which were flexible enough to avoid more serious consequences.

Malta was one of the last countries to enter recession and one of the first to emerge from it and it has maintained its economic, political, and social stability. Statistics published by Eurostat place Malta among the best performers and forecast further growth in the coming years.

Malta's wide-ranging, top-level offering in the aviation and aerospace industry will be showcased at the Malta Shipping and Aviation Registration Conference to be held in Paris, France on November 3, 2011, as well as at the European Business Aviation Convention and Exhibition in Geneva, Switzerland in May 2012, where a number of local companies will also be participating.

The initiatives are being coordinated by the national agency for investment and trade, Malta Enterprise, together with Transport Malta, the national authority that regulates transport, and the Malta Business Aviation Association (MBAA). www.mbaa.org.mt



Lap of luxury

Passengers and pilots receive the complete VIP treatment with FBO 2000's exclusive Caribbean service

As a locally owned and operated company, FBO 2000's management and staff take particular pride in serving Antigua and Barbuda's luxury market and have long set the standard for VIP services at the former's V. C. Bird International Airport.

The team of highly trained ground staff is always on standby, ready to assist with customs, immigration, and baggage handling, ensuring a smooth and seamless transition from plane to private transfer. And customers continuing on to a yacht benefit from FBO 2000's convenient location across from the Shell Beach Marina.

The full-service facilities are set a discreet distance away from the main terminal so that clients can enjoy privacy and peace of mind. They comprise an operations office, a hangar, and a well-appointed passenger lounge. An outdoor deck is available for passengers and crew wishing to sunbathe, and private aircrews are also provided with their own shower facilities and an area for flight planning. As an additional

service, FBO 2000's fuel subsidiary, Bizjet-to-Yacht, will make sure the aircraft is fully fueled and ready for takeoff.

The entire facility is equipped with the latest in security technology, including CCTV cameras, passenger and baggage screening equipment, and private security personnel who run a constant patrol of the area. Personal guards may also be assigned to individual aircraft on request.

In an effort to continuously raise the bar within the organization, while also supporting Antigua's growing luxury market, FBO 2000 offers additional services designed to improve the experience of those traveling on commercial airlines. Its meet-and-greet service ensures that guests of the island's top hotels are met immediately after immigration and assisted with baggage collection, clearing customs, and locating their hotel rep or transfer.

In departures, the Outbound Lounge is a private, exclusive space available to British Airways Club Class passengers. Guests are

invited to relax immediately on arrival and are offered gourmet snacks, wine, and soft drinks, while hosts confirm seat assignments and liaise with the airport's customs and immigration officials on passengers' behalf. Passengers are then transferred directly to the aircraft on departure, avoiding all the hassles normally associated with commercial travel.

By limiting the number of guests invited to use the Outbound Lounge service, the private jet facility is never compromised and the client experience is second to none as each entity employs its own team.

FBO 2000's sister company, Nevis FBO Services, has also opened an Outbound Lounge at the Vance W. Amory Airport. Located inside the main terminal, after security and immigration, the Outbound Lounge in Nevis is smaller than its counterpart but offers an equally comfortable lounge setting with friendly beverage service, complimentary WiFi, and private bathrooms. www.FBO2000.com



Growth hub

Business aviation in Malta is growing at an impressive rate, and companies such as DC Aviation are ensuring quality and service remains high



DC Aviation is a founding member of the Malta Business Aviation Association

Just 5km from the Maltese capital city, Valletta, Malta International Airport is slowly but surely becoming a hub for corporate aviation. The airfield has two runways – runway 13-31 (11,627ft long x 196ft wide) and runway 05-23 (7,798ft long x 147ft wide) – which are aligned nearly at right angles to each other. With 300 days of sunshine, practically no scheduled slots, ample aircraft parking space, and in operation 24/7, it is a corporate and general aviation pilots' dream. Well, almost...

Corporate and business aviation is growing on the island of Malta. Almost 100 aircraft are registered in the Republic of Malta today. Until recently, many of these aircraft belonged to the national airline, Air Malta, and there are also a number of microlight and ultralight aircraft on the island.

When it joined the European Union in 2002 and the Eurozone in 2004, this English/Maltese-speaking country started attracting more attention because of the island's business-friendly attitude, particularly its efficient fiscal regime. Combine that with a policy supporting business aviation and the 2010 launch of the Malta Aircraft Register Act, today more than 50% of Air Operator Certificates on the island belong to corporate aviation.


Despite the world's economic woes and a generally negative view of corporate aviation, Eurocontrol statistics showed that Malta registered a record year for business aviation aircraft movements in 2010. In fact, 2010 had the

best numbers for the last decade. And as a result, companies such as DC Aviation are thriving.

DC Aviation has had a presence in Malta since 2008. Its main focus is to provide a high-quality service to the corporate aviation industry traveling through Malta International Airport. One of the largest operators and management companies of business aircraft in Europe, its philosophy is, "What is not good for our own operation is not good for our customers," according to Stanley Bugeja, managing director of DC Aviation in Malta.

"Passion for quality is more than a catchphrase for us, it is our credo," he continues. "It is this that motivates us when providing services at Malta International Airport. We are the only dedicated corporate aviation handling company that provides proper crew facilities at the airport's departure terminal."

DC Aviation has invested heavily in executive ramp transportation, employee training, and facilities for crew and passengers at the departures terminal in Malta. The company is also a founding member of the Malta Business Aviation Association (MBAA), of which Bugeja is currently president, further demonstrating the organization's commitment to the industry's growth on this island.

"Although our dream is to one day have a general aviation terminal at Malta International Airport, we have done everything possible to ensure our customers don't feel they are missing it," concludes Bugeja. 

www.dc-aviation.com.mt



Right: **Passenger and crew lounge at Southair Iceland**
Far right: **Aircraft de-icing is one of the services offered by the FBO**



With clients ranging from military aircraft to private jets, there's never a dull moment for Southair Iceland

When a US military base on the east apron of Keflavik International Airport was closed in September 2006, FBO Southair Iceland decided to relocate its ground handling facility there, where there is a lot of parking space. "This was definitely the right move," says the company's Kristbjörn Albertsson.

Southair Iceland still handles a lot of military aircraft on the east apron; its clients include the US military, the German Air Force, the Royal Norwegian Air Force, the Royal Danish Air Force, and the Greek Air Force.

As the only private air terminal at Keflavik Airport, Southair also handles a broad range of aircraft types, from the small (C172) to the big (B767). However, most of the company's business is with private aircraft of all sizes.

Boasting professional staff trained to IATA standard as well as VIP facilities, the FBO caters for those who want a quick turnaround (Iceland serves as a useful stepping stone for aircraft

crossing over the north Atlantic Ocean), as well as those with more time to spare.

For customers who want an overnight stay, Southair Iceland has arranged discounts at local hotels. The FBO can take care of transport to the hotels and will pick passengers up, free of charge. Another benefit is that one of Iceland's most popular attractions, the Blue Lagoon, is only a 20-minute drive from the airport.

The FBO facility itself is designed as an elegant and cosy space for pilots and passengers. Passenger services are continuously being reviewed and amended to ensure a professional and friendly atmosphere, placing an emphasis on making customers feel at home.

The company is optimistic about the future and is ready to increase aircraft traffic. Albertsson concludes, "We are lucky as we have had the same staff for over 10 years, enabling us to create good relationships with our customers."

www.southair.is



Right to choose

Passengers are promised a seamless journey from beginning to end with TLC Aviation

TLC Aviation stands for The Logical Choice Aviation. It may sound a bit unusual but, according to the company, it is this title that differentiates it from other FBOs. From aircraft ground handling to yacht support and concierge services, TLC provides a full end-to-end service to make the client's experience seamless. In other words, choosing TLC is the logical choice.

About 75% of private aircraft landing at Princess Juliana International Airport in St Maarten bring people to their mega yachts to enjoy the Caribbean Sea and islands. Flying to an airport and finding the typical aircraft support services and executive handling is one thing, but getting passengers as quickly and conveniently as possible to their yacht is another. Therefore TLC Aviation is closely affiliated with shipping agent Seagraves International, to the point that the two operations are virtually one team. If a yacht captain is anxious to know exactly when

passengers will come aboard, TLC Aviation, working alongside Seagraves, will be able to provide all the necessary information.

TLC is able to make three parties happy: the aircraft crew and the trip planning support system behind it, the yacht crew and, most importantly, the owners and passengers who appreciate the seamless air-to-sea services. They are looking for a hassle-free experience and that is what TLC Aviation and Seagraves International do best.

The two companies have a young, dynamic team that is very passionate about their work and therefore eager to attract more clients and also extend the typical Caribbean season for flying and yachting. That involves not only improving services and adding auxiliary offerings, but also means a close cooperation with government and various associations on the island to make it an even more attractive destination for longer and more frequent periods of stay.

Business aviation movements at Princess Juliana did not suffer from the recession. Few people are aware that the airport handles 1.7 million passengers and 105,000 movements annually. Commercial airlines connect with daily flights to seven hubs in the USA, as well as Amsterdam and Paris. St Maarten is a dynamic location with interesting business opportunities. Progress and growth are the island's promises for the future – aviation included.

TLC Aviation takes the lead in promoting its own and the combined services to the business aviation community, and will therefore actively network at the NBAA annual meeting and convention in Las Vegas. If you see a person in a bright orange polo shirt, it is most likely a member of the TLC staff at work. And one might go as far as to say that the future for private and business aviation on St Maarten looks just as bright. <

www.tlc-aviation.com

Premier player

Founded in 1989 with just five employees, Arrindell Aviation Services at Princess Juliana International Airport is now the premier FBO in the northern Caribbean, with 100 employees and an award-winning founder.

Frank Arrindell is a Crystal Pineapple Award winner, something of which he is very proud. “St Maarten Hospitality and Trade Association (SHTA), the association that represents hotels and other partners in the hospitality industry, is very important on our island. Winning Person of the Year in 2009 was truly an honor,” the businessman says.

Each year, SHTA asks the community to pick the best in the business — the best managers and workers, and those persons/companies/programs that help community development.

Arrindell is known for his business acumen, generosity and hands-on approach to colleagues, customers, and friends. A true leader in his community, Arrindell has sponsored student pilots, contributed generously to relief funds such as Haiti, and raised thousands for a local children's school.

Continuing with these successes, Arrindell Aviation Services has been selected as the official handler for the Dutch Royal Family state visit to St Maarten this fall. Her Majesty Queen Beatrix, Crown Prince Willem Alexander, and Princess

Maxima will be visiting between the dates of October 28 and November 6, 2011.

Arrindell Aviation also provides fuel, rental cars, and an array of concierge services including arranging boating trips to the area's surrounding islands or guided tours of St Maarten's fabulous Dutch and French sides, hotels, beaches, restaurants, and shops.

The company attributes its success over the past 22 years to its exceptional on-site customer service training, which is undertaken annually for all employees to ensure it remains high.

Daily connections are available to the island of St Maarten from Europe (Paris and Amsterdam) and from the USA. <

www.arrindellaviation.net



Business central

Limoges International Airport is a modern and user-friendly facility that is well situated in the heart of France, right in the middle of the London/Madrid/Rome triangle.

As a dedicated business aviation airport, Limoges caters to the needs of the growing number of business travelers who rely on the freedom, flexibility, and reliability that only business aviation can offer.

A number of upmarket services provide maximum passenger well-being. For the aircraft, the airport offers runway assistance including guiding, wedging, succinct cleaning of the cockpit, luggage handling, WC emptying, catering installation, and hot water and ice cubes.

The airport also has passenger assistance services such as passenger reception, transfer by car to the reserved zone, assistance with police and customs formalities, and a VIP room.

For crew members, Limoges offers supervision, flight coordination, and airline operations services. This includes a computer-equipped crew room, NOTAMS, and weather service, MVT, and LDM messages.

Limoges also offers hotel reservations, taxis, chauffeur-driven limousines, catering, a caretaker,



accommodation (a hotel with a swimming pool and restaurant are within the airport grounds), and a four-star hotel restaurant, La Chapelle St Martin (Relais & Châteaux), is less than five minutes' drive away. Meeting rooms to hire and customs facilities are available on request.

Aircraft parking areas have been renovated and airplanes can be moved safely on the ground. Specific locations have been retained for business aviation and the airport

can handle all aircraft types with prompt and immediate refueling.

As a member of EBAA (European Business Aviation Association), Limoges Airport can provide business aviation packages and an all-inclusive, tailor-made handling service. Spacious and secure hangars (up to 1,335m²) are also available for short- or long-term rental at very competitive prices. <

www.aeroportlimoges.com

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Task master

Grafair Jet Center provides general and business aviation services at Stockholm-Bromma Airport, close to the center of Stockholm, Sweden. The company prides itself in solving all tasks that come its way, and anticipating customers' needs.

The FBO is used to dealing with a variety of passengers, from corporate travelers to royalty, who benefit from its all-inclusive concept. Customers pay a terminal user fee, which covers everything they might need help with including booking hotels, ordering catering, washing dishes and laundry, as well as ground power units and heaters. Grafair also has its own ramp, de-icing truck, tow trucks, and other equipment.

Embarking a jet can be as simple as taking a 30-second walk from the free car park, through the terminal to the jet, including passing through immigration. The lounge has a living room feel and includes a pet parrot named Papegojan, an ice-cream cooler, and a grand piano.

Grafair's own spacious hangar is also available for customers who wish to park their aircraft inside. Catering is ordered through Muhren Inflight, which works exclusively with the company and provides service around the clock.

The FBO constantly brings in new equipment to refine and improve its concept, but it never



forgets that customers are the most important thing. It frequently goes the extra mile to help, whether it's driving a flight attendant to buy a new hairdryer, or staying all night doing laundry and ironing for a flight the next morning. Such additional services are at no extra cost, and the company has chosen to do such work in-house to be able to guarantee delivery on time.

The facilities are always fully staffed during the airport's opening hours, and as Grafair handles

only around 1,700 flights a year it is able to spend more time on making sure each client is happy.

The Grafair seaplane has been busy all summer, flying passengers directly from Stockholm-Bromma to the beautiful Baltic islands or lakes in the northern wilderness. For winter 2011/2012 there have been requests to set up our seaplane operations in Sri Lanka or Dubai, as the lakes in Sweden are frozen at this time of year. www.grafair.se

Paradise calling



St Thomas and St John of the US Virgin Islands have long been a top destination for those who want to enjoy a lush, tropical getaway.

Since it was established in 1998, locally owned Alliance Aviation has served the FBO needs of the two islands, with the main aim of providing an excellent service to its passengers, from touchdown to take-off.

The company offers services including passenger escorts, aircraft marshalling, fueling, lavatory cleaning, hotel and transportation arrangements, US Customs clearance, and catering. The FBO aims to meet passengers' ground handling needs all year round.

Alliance Aviation advises passengers traveling to the islands in the winter to call ahead, as this is the high vacation season, and ramp space and hotel accommodation fill up quickly. But in the summer months ramp space is plentiful, and hotels do not need to be booked in advance.

"The majority of our traffic is during the winter months when everyone is trying to warm themselves up after the snow," says Je'Von Gilpin, manager of Alliance Aviation. "But I think the best time of year to come is in the summer months because there is the same warm weather as during the winter, but without the crowds. Rates also drop during this time of year so there are some great deals around."

www.allianceaviation.net

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Since its formation in 1998, Alliance Aviation has been serving the FBO needs of St. Thomas in the Virgin Islands, aiming to provide the best possible service and care for its clients from touch-down to take-off. The company's staff are fully trained to ensure they can deal with all customers' ground handling needs.

Alliance offers a full range of services to ensure that its passengers' airport experience is as straightforward and stress-free as possible. Services offered include customs clearance, aircraft parking, hotel/transportation arrangements, charter arrangements, email and internet access, and catering. If required, food will be delivered one hour before flight time and provided by a catering company that meets CBP compliance standards for aircraft pre-clearing. Staff can also point visitors in the right direction for the best hotels and restaurants in the area. Alliance Aviation is a primary agent for Universal, Air Routing and Jeppesen Data.



www.allianceaviation.net

Tel: 1-340-777-4646
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Email: alliance@allianceaviation.net



In the run-up to The Presidents Cup, one of the main events on the worldwide golfing calendar, *BAI* takes a look at business aviation services available in and around Melbourne, Australia

Words | **Hazel Swain**

Melbourne is one of the busiest transport hubs in the world, and its level of business aviation facilities lives up to expectation. The four main airport locations in the city – Melbourne, Essendon, Moorabbin, and Lilydale – are all situated within 40 miles of the Royal Melbourne Golf Club, where The Presidents Cup is taking place from November 14-20, 2011.

Melbourne Airport is open 24/7 for both international and domestic flights. It is currently undergoing a AU\$330million (US\$339million), 7,000m² expansion at Terminal 2 that will create five new aircraft parking locations. Situated 15 miles from the city's business district and 28 miles from the golf course, the airport has an FBO, Jet City, which includes its own terminal, customs clearance, maintenance, and flight planning, and is fully certified and accredited by the Australian Civil Aviation Authority. Helicopter services are also available to and from the domestic airline terminal gates at the airport.

Landing at Melbourne Airport for general aviation users costs AU\$15.87 (US\$16.34) per 2,205 lb maximum take-off weight and parking charges are AU\$36.29 (US\$37.36) per 15 minutes after the first three hours.

Essendon Airport, which sits on a 305ha (753.7-acre) site, is open 24/7 and provides facilities and services for international and domestic corporate aircraft. It is situated six miles from Melbourne's central business district and 23 miles from the Royal Melbourne Golf Club. The airport has two runways – an East/West (08/26) runway of 6,302ft and a North/South (17/35) runway of 4,931ft. Both are 147ft wide. There is also a passenger terminal available from 06:00-22:00, offering users a café, toilet, shower facilities, and free vehicle parking.

The airport provides free aircraft parking for users arriving and departing on the same day between 06:00 and 17:00. An arrival fee of a minimum of AU\$41.60 (US\$42.80) is payable for

fixed-wing aircraft and a minimum of AU\$21.20 (US\$21.80) is charged for rotary-wing aircraft. Parking costs between AU\$11.50-\$56.50 (US\$11.83-\$58.12) depending on the aircraft.

Moorabbin Airport, located approximately four miles from the golf course and 17 miles from the center of Melbourne, has terminal facilities, maintenance support, and conference facilities. The airport features five main operational runways, and can accommodate 50-seater regional aircraft. Opening hours are 09:00-17:00, although after-hours use can be pre-arranged. Landing costs are AU\$13.20-\$20.35 (US\$13.58-\$20.94) depending on aircraft weight, and parking costs AU\$120 per month (US\$123.53).

Lilydale Airport is the furthest from the golf course (39 miles) and offers standard FBO services and also has a helipad. The airport operates from 08:30-17:30 seven days a week, but permission to land must be obtained in person or by telephone beforehand. ✈

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New location



Southair Iceland Avitat (FBO) has changed its location at Keflavik International Airport.

Previously Southair was in Building 9 on the west apron but on the 19 May 2008, the company moved into Building 787 on the east apron.

Southair is the only Ground Handler situated on the east apron.

Our new facility is 490 square metre and very elegant and cozy.

The new location is more suitable for our operation.

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