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Series 10: Organizational Policies

10-1

Subject: Articles and Certificate of Incorporation

Governing Board Approval: June 11, 1993

Pursuant to pre-organization steering committee sessions held in London March 30 - April 3, 1981, the International Business Aviation Council, Ltd. (IBAC) is incorporated in the District of Columbia, United States of America.

Articles of Incorporation were drawn up under date of June 19, 1981, and a Certificate of Compliance was issued by the government of the District of Columbia on June 25, 1981, certifying that IBAC's Articles complied with all provisions of the District's Non-profit Corporation Act.

Choice of the District of Columbia as place of incorporation was in accordance with decisions reached by the London working group at its final meeting, April 3, 1981, at Browns Hotel. Consensus was stated there that incorporation should be in the United States of America, with choice of jurisdictional location left to the National Business Aircraft Association (NBAA).

The Articles of Incorporation and District of Columbia Certificate are filed with the records of the IBAC Corporate Secretary.

Source of Policy: (1) "Minutes of a Meeting of the Steering Committee, held Friday, 3rd April 1981 at Browns Hotel . . ." copy on file in IBAC Corporate Secretary's records.

(2) Articles of Incorporation date June 19, 1981.

(3) District of Columbia Certificate, Office of Recorder of Deeds, Corporation Division, June 25, 1981.

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10-2

Subject: Purposes of The Council

Governing Board Approval: June 11, 1993

The fundamental purposes of the International Business Aviation Council, Ltd. were set forth at the time of its incorporation in June 1981, and restated substantially in its By-Laws:

- (a) To provide through the cooperation of the member organizations a pool of knowledge, experience and general information in all aspects of international business aircraft operations on which member organizations can draw for the benefit of their own members.
- (b) To undertake all activities appropriate to ensure that the needs and interests of business aviation on an international scale are clearly presented to, and understood by, those national and international authorities and organizations whose responsibilities include any administration which may influence the safety, efficiency or economic use of business aircraft operating internationally.
- (c) To attain through all appropriate means ever widening recognition of the fact that international operations conducted by business aircraft are of primary importance to the economy and well-being of the nations of the world.
- (d) To bring operators of business aircraft into closer, mutually supportive personal and institutional relationships.
- (e) To support the United Nations and its agency, the International Civil Aviation Organization (ICAO), and to participate in the work of the latter.
- (f) To defend the basic concepts set forth in the Preamble to the 1944 Chicago Convention on International Civil Aviation.
- (g) To encourage the formation of independent national organizations where such do not exist for the purpose of representing the interests of companies owning or operating private category business aircraft.
- (h) To receive and maintain a fund or funds of money or property, whether real or personal, and, subject to the restrictions and limitations stated below, to use and apply the whole or any part of such funds exclusively for the aforementioned purposes.
- (i) To exercise all the powers conferred upon corporations organized under the District of Columbia Nonprofit Corporation Act in order to accomplish its purposes..."

Source of Policy: (1) Articles of Incorporation, Article Three, June 19, 1981

(2) By-Laws, Article II, Sections 1-5, September 14, 1981

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10-3

Subject: Founding Members

Governing Board Approval: June 11, 1993

On September 13, 1981 five organizations were designated as the founding members of the Council. Announcement of their names was made at the Council's Ceremonial Organizational Meeting in Anaheim, California, September 14, 1981 and their names were listed, as below, having each ratified the By-Laws:

National Members:

- (1) The Business Aviation Committee of the Bundesverband der Deutschen Industrie e.V., (of the Federal Republic of Germany), whose organizational name was changed in October 1985 to German Business Aviation Association.
- (2) The Business Aircraft Users Association, Ltd., (of the United Kingdom of Great Britain).
- (3) The Canadian Business Aircraft Association, Inc.
- (4) The National Business Aircraft Association, Inc. (of the United States of America).

Regional Member:

- (1) The International Business Aircraft Association (Europe) G.A., for the group of its members defined as private aircraft operators and so represented on its Board of Governors, in the region consisting of Belgium, Denmark, France, The Netherlands, Sweden, and Switzerland, whose organizational name was changed in 1984 to European Business Aviation Association.

Source of Policy: (1) Minutes, Ceremonial Organizational Meeting, Anaheim, September 14, 1981, page 2.

- (2) Signature pages, By-Laws adopted September 14, 1981.

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10-4

Subject: Tax Exempt Status

Governing Board Approval: June 11, 1993

DISTRICT OF COLUMBIA / UNITED STATES OF AMERICA

Based on information furnished to it by the Council, the Internal Revenue Service of the United States of America has determined that IBAC is an organization exempt from Federal income tax under the provisions of Section 501(c)(6) of the Internal Revenue Code. The determination is predicated on IBAC's continued adherence to operations as stated in its application for exemption.

The organization is liable for payment of certain excise, employment and other Federal taxes applicable to the employment of persons for wages or periods in excess of stated minima during calendar years. IBAC has been assigned IRS Employer Identification Number 52-1220321.

IBAC is also responsible for filing certain IRS Forms (notably Form 990) based on the amount of its gross annual receipts.

The District of Columbia, U.S.A., has also determined that the Council is exempt from District income and franchise tax but must file reports on certain financial data annually.

Determination letters from IRS and the District government are on file in the IBAC Corporate Secretary's records.

Source of Policy: (1) Internal Revenue Service, District Director (Baltimore) letter of January 11, 1982.

(2) Government of the District of Columbia, Department of Finance and Revenue Letter of December 29, 1981.

PROVINCE OF QUEBEC/CANADA

The Government of the Province of Quebec has granted certain privileges to IBAC. These are enshrined in an Accord between the Government of Quebec and IBAC which was consummated August 7, 1991.

The Accord, based on the fact that IBAC is an International Non-Governmental Organization (INGO), grants certain tax exemptions for IBAC. IBAC is exempt from provincial corporate income taxes, but it must however file an annual nil tax return. IBAC is eligible for a refund of certain provincial sales tax. IBAC is not required to adhere to the laws regulating the use of the French language. IBAC must contribute to certain specified government schemes on behalf of employees.

IBAC is exempt from federal corporate income taxes, but it must however file an annual nil tax return. IBAC is eligible for a refund of the Federal Goods and Service Tax (GST).

Further information is available in the IBAC administrative files.

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10-5

Subject: Fiscal Year

Governing Board Approval: June 11, 1993

The fiscal year of the Council begins January 1 each year and ends December 31.

Source of Policy: (1) By-Laws, Article XII, September 14, 1981.

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10-6

Subject: Day-To-Day Management Of Council Affairs

Governing Board Approval: June 11, 1993

By-Laws of the Council permit the carrying out of day-to-day management of IBAC's affairs under either of two arrangements:

(1) A rotating, voluntary Administration plan under which National Members of IBAC take turns acting as managers of the Council's affairs, under the direction of the Chairman and the general supervision of the Governing Board. An Executive Officer, generally an employee of the National Member that is acting as Administration, is responsible for the routine implementation of IBAC business.

The Administration plan was used during the period 1981-1990, with National Members being designated as Administration by the Governing Board as follows:

1981-1984: National Business Aircraft Association

1985-1987: National Business Aircraft Association

1988-1990: Business Aircraft Users Association

(2) A full-time Secretariat headed by a Director General who is appointed by the Governing Board and reports to it through the Chairman. The Director General is the chief operating officer of the Council and on him/her falls full responsibility for efficient operation of the Secretariat, its other employees, and for carrying out the purposes of the Council.

On August 17, 1990 the Governing Board voted to establish a Secretariat in Montreal and selected Mr. Edmund Stohr as Director General. Secretariat operations began January 1, 1991.

Consult the sources named below for details on the two modes of management. Also consult Policy 50-1 for description of Director General's job duties.

Source of Policy: (1) By-Laws, Article IX, Sections 5 and 6, September 14, 1981.

(2) By-Laws, Article XI, Sections 2 and 3, September 14, 1981.

(3) By-Laws, Article VII, Section 6, September 14, 1981.

(4) Minutes, Special Governing Board Meeting, Montreal, August 17, 1990.

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10-7

Subject: Membership Classes And Qualifications

Original Policy: June 11, 1993

Revised Policy: 28 September 2007

Governing Board Approval: 28 September 2007

Membership on the Council

Membership in the Council is available only to an organization, or a defined subgroup or committee thereof, which is recognized as principally representing the interests of companies operating aircraft for the purpose of carriage of passengers or goods as an aid to the conduct of their business, flown for purposes generally considered not for public hire and piloted by individuals having, at the minimum, a valid commercial pilot license with an instrument rating.⁴ *(Additional information is contained in the IBAC By-Laws)*

There are two classes of members, National and Regional.

Each National Member must be an independent organization which represents the interests of companies within a specified nation, and there is only one National Member from any nation. Among the primary purposes of the Council is the encouragement of formation of independent national organizations which could qualify for membership.

Regional Members are recognized by the National Members as principally representing the interests of companies drawn from a number of specified nations that comprise a geographical region defined by the Council's Governing Board. Regional Members must have at least one member company in each nation within the region for which it is granted recognition by the Governing Board.

It is understood that national organizations may become established within regions represented by Regional Members and in such cases the Council will consider and act upon membership applications from the national organizations.

Agreements between Regional and National Associations

Where National Associations exist within the boundaries of a Regional Association there will generally be a need to establish Agreements between the parties to maximize the benefits to business aviation as a whole. An IBAC Council objective per IBAC By-Laws says that ".....it is a purpose of the Council to bring operators of business aircraft into closer, mutually supportive personal and institutional relationships." IBAC Members should ensure a harmonious working relationship through either formal or informal Agreements. Agreements can as much as feasible refer to IBAC policies with respect to Communications between Members and Member Classes and Qualifications.

The following principles should be adhered to in the development of such Agreements:

Principles

1. National Associations should have the opportunity to provide representation within the governance structure of the Regional Association.
2. Regional Associations should not actively recruit members from within a State where there is a National Member established, but will not prohibit a company from within a National Member State from joining if all other prerequisites of the Regional association have been met.

3. Regional Members must ensure that member companies from within a National Member area are aware that a National Member exists and that there are benefits of belonging to both organizations.
4. Roles of Associations with respect to representation to government bodies should be specified in the Agreement.
5. Regional Members must ensure that their programmes do not in any way discourage potential business aviation companies from joining National Associations.
6. Funding arrangements such as annual fees or contributions should be established between the Associations and included in the Agreement.

Where Associations experience difficulty in reaching agreement on provisions of the Agreement, IBAC may be requested to serve in an arbitration role, at the request of the relevant Associations.

Clarifications

At the Council's inception clarification was requested of use of the word "independent" as it applied to National Members in the By-Laws, and the following response was spread upon the record with the agreement of all founding members: "The drafters of the By-Laws carefully considered use of the word 'independent' as a qualifying adjective to the word 'National.' Their use of the word was with the intent that it convey 'freedom from government control and freedom from control by any other aviation organization'."

Further, the By-Laws drafters were asked to clarify their conclusion that Regional Members are granted IBAC recognition only for those countries in which they actually have members. The following response was agreed: "The position is based on global political concerns, and with a view toward fairly and workably dealing with the term 'regional' on a worldwide basis. The view seeks to create at the very outset a rule which will be applicable without exception to complex, and possibly controversial, situations in the years to come."

Consult the sources named below for the full, actual language of provisions governing membership criteria.

Source of Policy: (1) By-Laws, Article II, Section 5, September 14, 1981.

(2) By-Laws, Article IV, Sections 1 and 3, September 14, 1981.

(3) By-Laws, Article V, Section 3, September 14, 1981.

(4) Minutes of a Meeting of Prospective Founding Members, pg 3, Anaheim, September 13, 1981.

(5) POC Meetings 16 and 17 (2006 and 2007) and Governing Board Meetings 45 and 46 (2007) refer. See Minutes of meetings.

10-8

Subject: Membership Application Procedures

Original Policy:

Revised Policy:

Governing Board Approval: June 11, 1993

Details of form and content of applications for membership in the Council are spelled out in By-Laws, Article V, Sections 1 through 3.

Each application for membership must be brought for action before a meeting of the Governing Board and each application must be voted upon by the representatives of all National Members, either in person or by proxy. A simple majority of votes governs.

Consult the source named below for full, actual language of provisions governing membership applications. The source also states provisions concerning expulsion or resignation of member organizations.

Source of Policy: (1) By-Laws, Article V, Sections 1-7.

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10-9

Subject: Annual Meeting Of Members

Original Policy:

Revised Policy:

Governing Board Approval: June 11, 1993

During each calendar year one meeting of the Governing Board, which is composed of a duly designated representative or alternate of each National or Regional Member, will be designated the Annual Meeting of the Members.

Consult Policy 20-2 for additional references to meetings of the Governing Board.

Source of Policy: (1) By-Laws, Article VI, Section 1.

(2) By-Laws, Article VII, Section 1.

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10-10

Subject: IBAC Funding

Original Policy: Governing Board Approval June 11, 1993

Revised Policy: Governing Board Approval October 20, 2006

Background

IBAC was founded in 1981, and at the time it was agreed that funding of the international Council of associations would be the direct responsibility of its Members. Through the first ten years of operation various schemes were used to operate the program, generally relying on the associations to alternate management. As the demands for representation grew, a secretariat office was established and a funding policy developed. Policy 10-10 was approved by the IBAC Governing Board in 1993.

In 2004, the Governing Board recognized a need to re-visit Policy 10-10 as its voluntary contribution concept presented various difficulties for Members. Subsequently, a Position Paper was developed and the options presented in the Paper were discussed by the 42nd meeting of the Governing Board (the Position Paper is on file on the IBAC Website). At its meeting of October 2005, the GB decided in principle on a proposed new policy. The revised Policy 10-10 was approved at the GB/44 meeting in October 2006.

Policy

a) General

It is IBAC Governing Board policy that:

1. The principle means of funding IBAC operations is through contributions from Members.
2. Supplemental funding may be derived from programs such as the Aircrew Identification Card, or other programs that may be approved from time to time by the Governing Board.
3. Direct cash revenue support from other aviation bodies (i.e. manufacturers and service companies) will not be sought except for contribution to specific programs as approved by the Governing Board.
4. Calculation of the contributions is to be based on the approved annual budget, plus an additional 3% to be added to the IBAC Reserve Fund to accommodate annual fluctuations in data for memberships and conferences and to adjust for inflation.
5. Any shortfall due to a significant downturn in conferences or memberships for any given year may be made up through other means such as the use of the IBAC Reserve Fund as approved by the Governing Board.
6. In the event of cancellation of a Conference, or non payment by an Association for that year, the Governing Board will review options and approve a contingency if required, such as an adjustment in the rates for the other Conferences or drawing from the Reserve Fund.

7. Membership contributions calculated pursuant to this policy will be in US dollars.

b) Contribution Options

Annual contributions by Members will be made in accordance with one of two streams as follows.

1. Contributions based on the number of Members in each association (default option);

or

2. Contribution from proceeds of conferences for those associations that manage major international conferences and trade shows.

c) Formulae for Calculations

Annual contributions will be calculated based on data for the number of Members in each association, and conference attendance records from the preceding year (for example the 2007 contribution will be based on data from the 2006 year). The contribution levels will be determined each year based on use of the formulae established in this policy. Variables are:

1. Number of Members in each association each year (Association Members).
2. Number of conference paid attendees (Paid Attendance, excluding exhibitor attendance).
3. Revenue from conference exhibitors (Exhibitor Revenue).
4. Rates as approved each year by the Governing Board.

Formulae for calculating the contributions will be as follows.

a. Stream 1, Membership

Contribution = # of Association Members x \$Rate

b. Stream 2, Conventions

Contribution = (Pd Attendance x \$Rate)+(Exhibitor Revenue x %Rate)

Note: Rates applied to develop the example in 2005 were as follows:

1. *Rate for Memberships = \$40 per member*
2. *Rate for Paid Attendance = \$4*
3. *Rate for Exhibitor Revenue = 1%*

The attached table will be used annually in the calculation.

d) Annual Assessment

The schedule to be applied for calculating the annual contribution will be as follows:

September Determination of 'Next-Year' draft budget and proposed rates.

October GB approval of budget and rates.

November Association input of data for memberships and conferences.

December Calculation and advice to Members on contribution for 'Next Year'.

December Corrections provided by Members if necessary.

January Invoices sent to associations.

Source of Policy: (1) Governing Board Minutes, pages 6 and 9, Brussels, June 20-21, 1984

(2) Governing Board Minutes, page 5, Montreal, February 19-20, 1985

(3) By-Laws, Article XV, Section 1, September 14, 1981

(4) IBAC Position Paper on Revenue Requirements and Sources, Dec 2005

(5) IBAC Governing Board meetings GB/42, GB/43 and GB/44, 2005 and 2006

Stream One Contribution - Number of Members			
IBAC Member	Number of Members	GB Approved Rate	Next Year Contribution Level
ABAA ABAG BBGA BAAI BAASA CBAA EBAA-F GBAA IBAA JBAA			
Total			
Stream Two Contribution - Conventions			
	Conference data	GB Approved Rate	Next Year Contribution
<i>1. ABACE Deferred</i> ABAC Paid Attendance ABACE Exhibit Revenue <i>2.EBACE 50% NBAA 50% EBAA</i> EBACE Paid Attendance EBACE Exhibit Revenue <i>3. LABACE 50%NBAA 50%ABAG</i> LABACE Pd Attendance LABACE Exhibit Rev <i>4. NBAA 100% NBAA</i> NBAA Paid Attendance NBAA Exhibit Revenue	N/A N/A		N/A N/A
Total			
Total Streams 1 and 2			

Series 20: Governing Board Policies

20-1

Subject: Governing Board- General Provisions

Original Policy:

Revised Policy: Governing Board Approval: June 11, 1993

Revised Policy: June 8, 2000

This Policy sets out the provisions for representation on the IBAC Governing Board and voting by the Member organizations.

IBAC's Governing Board is its highest authority, as the Bylaws charge it with responsibility for the management, affairs, business and concerns of the Council. They also give it authority to establish policies and controls as needed for carrying out the Council's purposes in an orderly manner.

Each Member organization is represented on the Governing Board by a designated Representative. An Alternate may also be named by each Member with full power to act on behalf of the Representative. Only in exceptional circumstances will employees of Members, or persons who function in roles filled by employees act as an Alternate.

Voting rights on the Governing Board are given to the Representatives of Member organizations, with each having one vote in the conduct of business. Member organizations themselves have no voting rights; those rights are vested exclusively in the Representatives (or as appropriate, the Alternates). Being composed of designated Representatives of all Members of the Council, the Governing Board constitutes itself once a year as the Annual Meeting of the Members.

See the Bylaws source named below for details and full language of Governing Board provisions.

Source of Policy: (1) Bylaws, Article VI, September 14, 1981

(2) See Policies 10-9 and 20-2 for reference in respect of Annual Meeting of Members

(3) Governing Board, Montreal, June 8-9, 2000

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20-2

Subject: Meetings

Original Policy:

Revised Policy: Governing Board Approval: June 11, 1993

Revised: June 8, 2000

General

This policy expands on IBAC By-Laws in established requirements for scheduling IBAC Governing Board meetings.

Regular Meetings

IBAC By-Laws require the Governing Board to hold a regular meeting at least once each year. Given that IBAC is incorporated in Washington D.C., and to satisfy District of Columbia, U.S.A. organizational criteria, one meeting each year is designated the Annual Meeting of the Members.

Formal notice of regular meetings is given in writing by the Corporate Secretary at least 90 days in advance. Agenda items are requested at that time and supporting documentation is requested on a timely basis. However, as much as possible, meetings will be scheduled two years in advance to facilitate long range planning.

The Board will attempt to facilitate attendance by scheduling meetings immediately before or after a Member organization event.

Special Meetings

Special meetings may be called by the Chairman or by a majority of the representatives of Members on the Governing Board. Notice must be given in writing by the Corporate Secretary at least 30 days in advance unless all Members agree to a waiver.

Quorum

At regular or special meetings, a majority of the Members of the Governing Board representing Members, in person or by proxy, constitutes a quorum.

Majority or other Required Action

The act of a majority of the Governing Board Members present at a meeting, in person or by proxy, at which a quorum is present, is in virtually all cases the act of the Governing Board. The only exceptions, stated in By-Laws, are for votes on membership applications (Article V, Section 4) and for certain substantial changes in Council operations or finances (Article VII, Section 6).

Attendance

Except by invitation from the Governing Board, attendance at meetings is restricted to persons who are in the delegations of Member Organizations or who are present on behalf of the Secretariat.

Minutes

It is the Corporate Secretary's responsibility to record and publish minutes of all meetings, as well as to give timely notice of meetings. The original copy of minutes is filed permanently in the corporate minutes books.

Proxies

The form of proxy to be used in connection with Governing Board meetings is as stated in Attachment "A" of this policy.

Costs of Meeting

Each Member Organization is responsible for the costs associated with the attendance of its representatives and other delegation members at meetings of the Governing Board.

Out-of-Pocket costs incurred in holding the meetings (e.g., luncheons, dinners, room fee, receptions) are encouraged to be underwritten by Member Organization sponsors or other organizations. When such costs are not paid by sponsors, they are allocated among the Member Organizations attending in accordance with number of persons present.

Complete Provisions of By-Laws

Consult the sources named below for complete provisions of By-Laws concerning meetings, including adjournment if a quorum is not present, and means by which action may be taken without a meeting.

Source of Policy: (1) By-Laws, Article V, September 14, 1981

(2) By-Laws, Article VII, Section 1-7, September 14, 1981

(3) Governing Board Minutes, page 5, Dallas, October 7-8, 1983

(4) Governing Board Minutes, page 9, Montreal, January 21-22, 1982

(5) Governing Board Minutes, page 3, Dallas, September 25, 1992

(6) By-Laws, Article IX, Section 4, September 14, 1981

(7) Governing Board, Montreal, 8-9 June 2000

Attachments:

20-2 A. Proxy Form

20-3

Subject: Officers

Original Policy:

Revised Policy: Governing Board Approval: June 11, 1993

Revised: June 8, 2000

General

Provisions are made in Bylaws for officer positions and for election of officers (Article VIII). Assignment of specific duties to officers is made in Article IX, and there is further reference to circumstances of certain elections in Article XI.

Positions

Officer positions and general conditions are as follows:

a. The Chairman

Shall be elected from among any Member organization during periods when a Secretariat form of management is employed. During periods when an Administration form is used, The Chairman shall be drawn from the member serving as Administration. The Chairman may not be an employee of a Member, and is elected for a period of three fiscal years.

b. The Vice Chairman

Shall be elected from among any Member organization. The Vice Chairman may not be an employee of a Member and is elected for a period of three fiscal years.

c. The Treasurer

Shall be elected from among any Member organization during periods when a Secretariat form of management is employed. During periods when an Administration form is used, The Treasurer shall be drawn from the Member serving as Administration. The Treasurer may not be an employee of a Member, and is elected for a period of three fiscal years.

d. The Corporate Secretary

Shall be elected from among any Member organization and may be an employee of that Member. The Corporate Secretary is elected for a period of three fiscal years.

e. The Director General

Position exists when a Secretariat form of management is used. He/she is appointed by the Governing Board and serves at its pleasure.



Policy Manual

As any vacancies may occur in the elected officer positions, the Governing Board has authority to fill the position for the un-expired term.

Provision exists for the Governing Board to elect other officers as it deems advisable.

In conformity with District of Columbia, U.S.A. corporation requirements, no person may hold the office of Chairman and Corporate Secretary at the same time. The Council's use of the term "Chairman" is synonymous with that of "President" as specified in District of Columbia requirements.

Details of the duties of officers are spelled out in Article IX of By-Laws and these should be consulted. Duties of the Director General are also covered in the Job Description policies of Series 50.

Source of Policy: (1) By-Laws, Article VIII, Sections 1-10, September 14, 1981

(2) By-Laws, Article IX, Sections 1-6, September 14, 1981

(3) By-Laws, Article XI, Section 3, September 14, 1981

(4) Policy 50-1 - Job Descriptions

(5) Policy 10-6 - Day-to-Day Management of Council Affairs

(6) Revision, Governing Board, Montreal, 8-9 June 2000

Series 30 : IBAC Policy / Position Papers

30-1

Subject: Aircraft Noise

Approved: February 20, 1985

Revised: October 5, 1990

Revised: June 11, 1993

Revised: May 6, 1999

Revised: January 5, 2001

I. Need for Policy

Public sensitivity and opposition to aircraft-generated noise have led a growing number of States and other entities to develop laws, regulations and local restrictions which prohibit or overly restrict the operation of aircraft. The business aviation community is concerned about locally developed rules but is committed to being a good neighbor.

Due to the severely limiting effects which existing or incipient regulations impose upon business aircraft operations, IBAC, as the advocate for international business aviation, has determined that a formal policy and position declaration is necessary.

II Considerations

The International Civil Aviation Organization (ICAO), through its Committee on Aviation Environmental Protection (CAEP) continues to consider the further development of international noise certification standards and implementation actions that take into consideration the useful economic life of present-day aircraft. Such standards may, if developed and implemented on a timely basis, mitigate the current uncoordinated approach taken by various States, regions and local authorities.

A great majority of turbine business aircraft registered worldwide are already compliant with Chapter 3 noise limitations. By 2001, more than 90% of the jet fleet of business aircraft will comply with Chapter 3 standards. With the turbo-prop fleet accounted for, 95% of the business aircraft fleet will be Chapter 3 compliant. All currently manufactured business jets more than meet ICAO Annex 16 Chapter 3 requirements.

IBAC considers that, in establishing international standards, ICAO should take into consideration the characteristics of business aircraft. Lighter, smaller, higher performance business aircraft occupy less runway time and climb more quickly than larger aircraft, further reducing noise signatures. Such aircraft therefore have a greatly reduced impact on the local environment and thus should be less subject to restrictions on their operations than their predecessors and other segments of aviation.

IBAC supports reasonable and constructive efforts to achieve significant, progressive reductions of aircraft noise, consistent with the highest standards of safe and efficient aircraft operation. These efforts must employ a balanced approach comprising the encouragement of further noise reduction at source, safe aircraft and airport operational procedures and strict land use planning. They must also permit continued unconstrained access to airspace and airports without reducing safety, airport capacity or operational efficiency.

III. Policy

It is IBAC Policy to:

With respect to Responsibility

1. Recognize ICAO as the international body responsible for establishing international standards.
2. Recognize the need to accommodate regional concerns within the broad standards, policies and guidelines established by ICAO.
3. Encourage airport and government authorities concerned with noise restrictions and regulation to identify, evaluate and consider all noise sources in their efforts to reduce sound levels.
4. Encourage a balanced approach (source noise reduction, operational measures and land-use planning) to minimize the noise impact around airports.

In respect to Certification Standards

5. Support the need for ICAO to objectively develop an advanced certification standard of increased stringency in recognition that new technology will provide for reduced aircraft noise levels in the future. IBAC supports the adoption of an increase in stringency of –8db cumulative as of 2002.
6. Advocate that any new international noise certification standard be technically feasible and economically reasonable for manufacturers and operators and be balanced against other factors such as emissions reductions.
7. For any existing Chapter III certified aircraft type having declared noise levels low enough to be capable of complying with the proposed Chapter IV noise limits, urges that these declared noise values be automatically acceptable as proof of compliance with the proposed Chapter IV Standards when they come into effect.
8. Not to support a global phase-out. If, for regional flexibility, ICAO develops regional guidelines for phase-out, due consideration should be given to the economics of business aviation and account taken of the low incremental contribution of business aircraft to overall airport noise.

With respect to Local/Regional/National Restrictions

9. Advocate the application of international standards of noise procedures and classification, and the avoidance of State, or other locally developed non-standard rules.
10. Advocate that local noise procedures be written so that appropriate operational techniques can be used to meet established noise reduction goals without compromise to safety and without any capacity reduction.
11. Urge that access restrictions as a means of controlling perceived or real aircraft noise must depend on a valid social and economic impact study.

With respect to noise abatement operating procedures

12. Continue to strongly encourage business aircraft operators to pro-actively apply quiet operating techniques such as avoiding unnecessary use of reverse thrust and operation of APU

and use of departure and arrival routes to avoid noise sensitive areas, consistent with maintaining safety.

13. Encourage application of ATC operational procedures in contribution to noise reduction, as long as consistent with safety and not reducing capacity.

With respect to land use planning

14. Advocate establishment of compatible land use planning as a means of managing noise exposure.

15. Advocate the establishment of zoning regulations to protect arrival and departure paths from incompatible development.

16. Advocate that local government authorities establish and adhere to planning guidelines in co-operation with airport authorities and implement planning controls prior to the establishment or further development of surrounding communities .

17. Advocate airport-compatible buffer zones in areas surrounding an airport. Residential development should be prohibited and development encouraged through appropriate zoning ordinances.

18. Urge ICAO to adopt measures for more effective application of guidelines on land-use planning.

Source of Policy: (1) Original, Governing Board, Montreal, February 19-20, 1985

(2) Revision, Governing Board, New Orleans, October 5-6, 1990

(3) Revision, Governing Board, Edinburgh, June 11-12, 1993

(4) Revision, Governing Board, Montreal, May 6-7, 1999

(5) EBAA Environmental Policy Paper, 13 January 2000

(6) EnvIss WG Meeting 25 July, 2000

(7) EnvIss WG Meeting 11-12 Dec, 2000

(8) Revision, by correspondence, Governing Board, 5 January 2001

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30-2

Subject: Aviation User Charges

Approved: February 20, 1985

Revised: October 3, 1987

Revised: May 6, 1999

Revised: October 13, 2000

Preamble

The costs of providing air navigation services and airports are recovered from users as user charges, fees and/or taxes. Business aviation is therefore directly affected by the related policies of ICAO, States, Regional bodies, Air Navigation Service Providers and Airport Authorities/Operators.

Charges for the provision of other services e.g. Customs, Immigration and Security are also of concern to business aviation.

The objective of IBAC Policy is to achieve fair and equitable treatment of business aviation.

Policy

It is IBAC policy :

With respect to Non-discrimination

Charges should not discriminate against civil aviation, including in relation to other modes of transportation.

With respect to Revenue Appropriation

The revenue generated from charges, fees and/or taxes imposed on aviation users is for the benefit of civil aviation and should not be used for any other purpose.

With respect to Cost-based Principle

Charges should be cost- based for those aeronautical facilities and services which have a direct relationship with, and specifically benefit civil aviation operations. The cost base must be determined using sound cost accounting methods, be transparent and available for user scrutiny.

With respect to Public and Socio-economic benefits

Civil aviation is important for society, therefore facilities and services should not be addressed in isolation but as part of a State's national or regional transportation systems policy. Funding for civil aviation infrastructure should therefore be supported by general revenues collected by the State or region.

With respect to Government Responsibilities

Governments should refrain from imposing charges for services which are their primary responsibility viz. for security, immigration and customs.

With respect to Consultation

Charges, including increases thereof, should be imposed only after consultation with users, including business aviation .

With respect to Cost allocation

IBAC accepts the principle that the users of various aviation facilities and services should pay charges based on a pro rata, allocated and reasonable share of the costs of providing and operating such facilities and services.

With respect to ICAO Policy

IBAC supports the policy guidance for States approved by the ICAO Council which is published in ICAO Document 9082 “ Statements by the Council to Contracting States on Charges for Airport and Air Navigation Services.”

IBAC urges States to adhere to these Statements.

With respect to Economic Regulation

Commercial, including Privatized entities, when such exist, such as Air Navigation Services Providers or Airport Operators, with monopoly status and imposing charges on users should be within the jurisdiction of a national Competition Bureau, Monopolies Commission or equivalent body.

With respect to Search and Rescue

Search and Rescue (SAR) Services are a humanitarian obligation of States, for the benefit of society as a whole. Therefore SAR costs should be financed by public funds.

With respect to Aerodrome Rescue and Fire Fighting Services

The availability and extent of Aerodrome Rescue and Fire Fighting Services (RFFS) should be determined on the basis of an overall risk assessment/risk management process in consultation with operators. The provision of RFFS should be subsidized from general revenues.

With respect to En-route Charges

The use of aircraft mass as an inversely proportional factor in the computation of charges, although intended to ensure that large aircraft are not treated inequitably, has the effect of under-recovering from users with the ability to pay and who generally derive higher value from the services provided.

Source of Policy: (1) Original, Governing Board, Montreal, February 19-20, 1985

(2) Revision, Governing Board, New Orleans, October 2-3, 1987

(3) Revision, Governing Board, Montreal, May 6-7, 1999

(4) Revision, Governing Board, New Orleans, October 13, 2000

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30-3

Subject: Communications, Navigation, Surveillance / Air Traffic Management (CNS/ATM)

Approved: October 30, 1985

Revised: June 11, 1993

Revised: May 6, 1999

I. Need for Policy

IBAC affiliates are among the significant worldwide users of Communications (C), Navigation (N) and Surveillance (S) systems which enable and support the provision of Air Traffic Management (ATM).

C, N, S and ATM service providers and those bodies engaged in CNS /ATM planning and implementation therefore need to be made aware of the needs of business aviation.

International operations conducted by business aircraft are global in scope, require access to, and services within, international airspace and the sovereign airspace of all States to enable safe, efficient and economic flight operations.

ICAO has developed a comprehensive "Global Air Navigation Plan" for CNS/ATM systems which comprises technical, operational, economic, financial, legal and institutional advice and guidance to regional planning and implementation groups, States, users and service providers. This Plan is the cornerstone of global planning for the future air navigation system and is intended to ensure the harmonization and coordination of evolving Regional Air Navigation Plans.

ICAO also recognized that the detailed planning and implementation activities are the responsibility of each Region and States, taking into consideration the needs of aviation, economic conditions, availability of States' resources and geopolitical responsibility of each State to its neighbor, to the region, and to the world. ICAO has further recognized the need for multilateral cooperation in order to provide facilities and/or services that extend beyond the airspace serviced by a single State.

The ICAO Air Navigation Commission, with the support of its panels and the ICAO Secretariat, progressing the technical work necessary for international standardization, including development of an ATM operational concept.

In other international forums, complementary efforts are underway to develop systems technical specifications and to harmonize the regulations pertaining to the control and use of the systems.

II. Policy

The current communications, navigation, surveillance/air traffic management (CNS/ATM) needs of the business aviation community are stated by the Positions herein. It is intended that these serve as a basis from which to extrapolate business aviation's needs as CNS/ATM developments and implementation evolve.

Support of IBAC for CNS/ ATM implementation is conditioned by a fundamental issue.....positive cost-benefit for operators.

III. Positions

To ensure that CNS/ATM systems under development and progressively implemented are responsive to the needs and requirements of business aviation the following should be taken into consideration:

- recognition that the existing over-all air navigation system is incapable of providing the level of services required for current and foreseen business aircraft operations throughout all phases of flight.

- that business aviation is prepared to pay through user charges* a pro rata allocation public-benefit and other considerations included of the costs of implementation and operation of systems that will augment and subsequently supplant those referred to above and, in so doing, will satisfy the CNS/ATM needs stated below.

* for elaboration, refer to PP/ Paper 30-2

A. Communications needs are as follows:

1. direct controller pilot communications (voice and data)
2. that air traffic control communications have priority over operational control and non-safety communication.
3. air ground voice and data communications for the exchange of operational information, including real time weather data.
4. that passengers have in-flight access to public correspondence services for voice and data.

B. Navigation needs are as follows:

1. high integrity, high accuracy and all-weather world -wide navigation service
2. RNP-based, evolutionary operational application related to phase of flight and culminating in sole-means system approval.
3. international system standards which will ensure that the airborne sub-system(s) can comply with the full range of RNP types and will be usable on a global basis ie without the need to accommodate regional or national divergences.

C. Surveillance needs are as follows:

1. Monitoring of the separation of aircraft and flight profiles throughout all phases of flight.
2. Monitoring of terrain clearance for approach and departure operations is encouraged.

3. Monitoring of the movement areas at aerodromes with high movement rates and/or with low operating minima viz Cat II / III.

Source of Policy: (1) Original, Governing Board, London, October 29-30, 1985

(2) Revision, Governing Board, Edinburgh, June 11-12, 1993

(3) Revision, Governing Board, Montreal, May 6, 1999

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30-4

Subject: Global Navigation Satellite System (GNSS)

Approved: May 6, 1999

I. Need for Policy

GNSS is a worldwide position and time determination system that includes one or more satellite constellations, aircraft receivers, and system integrity monitoring, augmented as necessary to support the RNP for the actual phase of operation.

The satellite navigation systems in operation are the Global Positioning system (GPS) of the United States and the Global (Orbiting) Navigation Satellite System (GLONASS) of the Russian Federation. Both systems were offered to ICAO as a means to support the evolutionary development of GNSS.

In 1994 the ICAO Council accepted the United States offer of the GPS, and in 1996, it accepted the Russian Federation offer of GLONASS.

To overcome inherent system limitations and to meet the performance requirements

(accuracy, integrity, availability and continuity) for all phases of flight, GPS and GLONASS require varying degrees of augmentation. Augmentations are classified in three broad categories: aircraft-based, ground-based and satellite -based.

Being significant worldwide users of the navigable airspace where safe, accurate and reliable navigation services are essential, those affiliated to IBAC have a vested interest in the operational and certification aspects of the GNSS. Such interest also extends to cost recovery and user charges.

II. Policy

To ensure that a GNSS system is implemented that meets the operational and economic considerations of business aviation, the following needs and requirements should be taken into consideration:

A. The current GNSS system, namely the U.S. GPS and the Russian GLONASS, by itself, does not provide the system performance necessary for all business aviation operational environments.

B. Wide Area Augmentation Service (WAAS), provided by various geo-stationary satellites, is required to provide system integrity and redundancy. WAAS has the added benefit of improving system accuracy and is expected to support Precision Approach Category I.

C. Local Area Augmentation Systems (LAAS), which provides corrections from surface locations on or near airports, are required in order to provide the accuracy and integrity to support Precision Approaches Category II and III.

D. Since the GPS and GLONASS signals are provided to civil aviation without user charges, individual States or other entities should not charge users for the use these elements of GNSS. It is recognized that user charges may be levied in order to recover the cost of providing WAAS and LAAS services.

E. Existing terrestrial en-route and terminal area radio-navigation aids i.e. NDBs and VORs should remain in service until year 2005 or otherwise until GNSS is approved for sole-means navigation.

Source of Policy: (4) Original, Governing Board, May 6-7, 1999



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aviation considers such a performance based approach to be equally effective for emissions management given the significant number of possible methodologies available for mitigating the impacts attributable to aircraft emissions.

The business aviation position presented in this policy is supported by the following documents:

- A. Business Aviation Environmental Brief.
- B. A Global Approach to Reducing Business Aviation Emissions (A Report by Bombardier).
- C. Model Emissions Programs for Business Aircraft Operators.
- D. Engine Improvements in Business Aviation.
- E. Airframe Improvements in Business Aviation

Business Aviation Statement on Climate Change (a combined IBAC and GAMA position) – published on the IBAC website).

Policy Overview

Business aviation operators support a multi-path approach to mitigating aircraft emission impacts on the environment. This policy addresses both climate change and local air quality concerns. The core elements of the strategy are:

1. Implement operator emission management programs in incremental stages commencing with international operations.
2. Reduce carbon emissions in business aircraft operations.
3. Promote the design of low emissions engines and airframes that are technically feasible and economically reasonable.
4. Achieve airspace efficiencies through new technology and operational procedures.
5. Implement operational best practices for operators.
6. Support reasonable NO_x and CO₂ Emission certification standards for aircraft in ICAO Annex 16.
7. Support harmonization with ICAO Policies, Standards and Recommended Practices and Guidelines.
8. Promote improved emissions data collection programs.

Business Aviation Policy

Given that:

1. Individual business aircraft operators generally have few aircraft (operators average between 1 and 2 aircraft); there is a need for a distinct concept for environmental stewardship.



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2. Some operators currently apply different carbon neutral schemes, and under any new concept these progressive and responsible programs should be recognized. For example, some flight departments are included in parent company emission offset or trading schemes or in third party schemes.
3. Performance-based measures have proven to be an effective regulatory measure for safety management and will be equally effective for environmental applications.
4. Non-prescriptive solutions can provide equivalent benefit without costly administrative burden.
5. Attention to interdependencies between environmental standards for noise and various emission types is needed.
6. Operational efficiencies can be achieved by increasing the number of available airports thus reducing fuel burn in the air and on the ground.
7. Substantive improvements in technology are achievable, particularly in the form of alternative fuels.

The business aviation policy is to:

a. in respect to current CO2 emissions, to:

Promote performance-based operator emission programs in which operators will establish how they effectively manage carbon reduction.

- i) in international operations by 2014 .
- ii) in all operations by 2016.

b. in respect to a performance based approach:

A number of model Emissions Programs are to be developed and provided to operators to enable the development of performance-based emissions programs to be implemented by operators.

c. in respect to market-based measures, to:

Recognize that market-based measures are a cost effective method of reducing the impact of aviation emissions on the environment. Fully support ICAO Assembly Resolution A36-22 that affirms the continuing validity of ICAO Council's Resolution of 9 December 1996, wherein the Council strongly recommends that any emission-related levies be in the form of charges rather than taxes, and that the funds collected should be applied to mitigating the environmental impact of aircraft engine emissions. Assembly Resolution A36-22 also urges Contracting States to refrain from unilateral implementation of greenhouse gas emissions charges.

d. in respect to airspace efficiencies, to:

Promote early implementation of the Global Air Navigation Plan and to encourage business aircraft operators to upgrade navigation, communications and surveillance equipment.

e. in respect to airport operations and access

Promote best practices for operations on airports to minimize fuel burn and maximize the number of airports available to business aviation in order to improve fuel efficiencies on the ground and operations to and from airports.

f. in respect to engines and airframes, to collaborate with manufacturers' contributions to achieve

:

1. Carbon-neutral growth by 2020;



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2. Improving fuel efficiency by 2% per year to 2020;
3. Reducing CO2 emissions by 50% by 2050 relative to 2005.

g. in respect to operational best practices, to:

Develop and promote operational guidelines for business aircraft operators with the objective of reducing emissions, particularly in respect application of new satellite based navigation technologies.

h. in respect to ICAO Emissions Certification Standards (Annex 16), to:

Fully support the three ICAO principles that changes must result in an environmental benefit, changes must be technically achievable, and changes must be cost-effective.

i. in respect to alternative fuels

Support manufacturers and research organizations to find appropriate alternative fuels to replace or supplement carbon based fuels.

j. in respect to fuel efficiency metrics

Work within the CAEP environment to develop an alternative metric for determining future ICAO targets for tracking the fuel efficiency as it may be applicable to future tracking related to global climate change (potential replacement for the Kyoto Accord under the UNFCCC process.)

k. in respect to local rule development, to:

Support application of ICAO policy and guidance and urge States/Airport Operators to refrain from the adoption of rules unique to a State or local jurisdiction.

l. in respect to improving data on emissions, to:

Coordinate action by operators, airframe and engine manufacturers and service providers to develop reliable emissions data.

Source of Policy: (1) Original, Governing Board, mail vote 15 January 2004.

(2) Revised, Governing Board (GB/51), 7 May 2010.

30-6

Subject: Approach, Landing and Departure Guidance

Approved: October 30, 1985

Revised: March 31, 1992

Revised: May 6, 1999

Revised: October 13, 2000

Preamble

The Global Navigation Satellite System (GNSS) offers position location information suitable to support precision approaches with operating minima approaching a DH/RVR of 200 feet / ½ mile to virtually every runway end in the world.

With the provision of Augmentation Systems that supplement the basic system, notably with respect to integrity and redundancy (see Policy 30-4), GNSS will support precision approaches to minimums lower than Category I (200 feet, ½ mile).

Studies of approach and landing accidents have shown that considerable safety benefits can be achieved by the establishment of instrument and precision approach procedures using GNSS.

Policy

To further improve safety, IBAC supports the development and implementation of RNP- based approach, landing and departure procedures using GNSS.

The priorities of business aviation for the implementation of such GNSS procedures are:

- non-precision approaches with vertical guidance (NPAV) for all runways currently lacking an instrument approach and runways with an instrument approach based on an NDB and/or VOR where, particularly during night operations, vertical guidance will provide a significant improvement in safety.
- At those airports where a more expeditious approach procedure can reduce weather-related arrival delays and/or increase traffic flow with the use of a straight-in approach.
- Instrument departure procedures.
- Precision Approach Category I (Cat I) approaches for runways not currently provided with ILS and where users require Cat I operating minima.

Source of Policy: (1) Original, Governing Board, London, October 29-30, 1985

(2) Revision, Governing Board, Montreal, March 31-April 1, 1992

(3) Revision, Governing Board, Montreal, May 6-7, 1999

(4) Revision, Governing Board, New Orleans, October 13, 2000

30-7

Subject: Flight Crew Training

Approved: October 30, 1985

Revised: May 6, 1999

I. Need for Policy

IBAC's affiliates, and business aviation in general, have a commendable safety record and operate to a high professional standard. These facts are vital in negotiating with regulatory authorities. Business aviation has earned the respect of safety-standards authorities and has, upon occasions, prevented the imposition of inhibiting and unnecessary legislation. High professional standards of operation, that have provided a first-class safety record, are also a powerful argument for favorable insurance rates.

The need to maintain a high professional operational standard is clearly in the interests of both safety and cost control.

II. Policy

With the safety of its affiliates' flight operations, and the system as a whole, paramount, IBAC supports and promotes the highest possible levels of flight crew training. This extends from initial qualification to recurrent training for all those involved in business aviation flight operations.

III. Position

To ensure that the existing high standard is maintained, the minimum flight crew qualification for pilots employed to operate IBAC affiliates' aircraft should be an ICAO Annex 1 standard, Commercial Pilot License with a current Instrument Rating. Consideration should be given to holding an ATR (ATPL) when flying with passengers as pilot-in-command of an aircraft of a weight that would, if operated in Public Transport, require such a license.

As business aviation responds to changes in the world-wide market, flexibility in operations is paramount. Therefore, efforts should be made to harmonize flight crew licensing regulations so that a pilot with a license issued in one State can be assigned to fly an aircraft registered in another.

Source of Policy: (1) Original, Governing Board, London, October 29-30, 1985

(2) Revised, Governing Board, Montreal, May 6, 1999

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30-8

Subject: Access for Business Aviation To Congested Airports And Airspace

Approved: February 5, 1987

Revised: February 20, 1989

Revised: November 27, 1989

Revised: September 25, 1992

Revised: May 6, 1999

I. Need for Policy

Congestion and proposed or actual constraints at many major airports have become a grave problem that may seriously inhibit business aircraft operations.

The problem takes many forms and has become global in scope, with real or potential impact on access to airspace and airports in the United Kingdom, Continental Europe, Canada, the United States of America and Australia.

In some cases proposals would limit or deny use of elements of the airspace and airports system. In others punitive charges are proposed or applied which deter business aircraft use of major airports.

Excessive emphasis on profitability inclines some airport authorities to give access to the wide-bodied airliner to the exclusion of business aircraft.

II. Policy

IBAC Supports and encourages:

A. Fair access to airports and airspace by all classes of users;

B. No imposition of artificial constraints;

C. Provision of adequate and proper services: e.g., more efficient and well managed departure, en route, approach and terminal air traffic control (ATC) facilities and procedures, sufficient numbers of competent and efficient air traffic controllers, reliever runways, ground services, handling facilities, transportation and, as required, customs and immigration services.

D. The principle that users of aviation transportation systems should be assessed equitable, cost-based charges for use and improvements of airways and airports on a basis similar to that applied to other modes of transportation.

E. Preservation and improvement of all elements of the airport system, along with expansion and improvement of the airways-airports system so as to meet anticipated growth in demand.

IBAC believes that the solution to capacity-related problems lies in proper development and management of the airspace and airports system. Technological and procedural improvement is preferable to the more easily applied option of discriminatory demand constraint.

III. Positions

A. A. IBAC believes the problems of access are best resolved through consultation and cooperation. IBAC recommends that its member organizations work closely with national and international authorities and all other elements of the aviation community to develop programs which will result in the creation of global aviation systems which can ideally meet unconstrained demand.

B. B. IBAC will accept reasonable requirements of ATC, airborne equipment and pilot qualification.

C. C. IBAC cannot accept artificially imposed limitations on the basis of class or category of operation.

D. D. IBAC will accept, when demand temporarily outstrips capacity, a system of allocations of use based on historic patterns and ratios which spreads the allocation of the temporary shortage proportionally among all classes of operators.

E. E. IBAC believes that “Interlining” is a major benefit accruing to all users of principal airports and must be provided for in access policies and plans.

F. F. IBAC supports the development of, and would encourage the use of, suitable reliever airports in major metropolitan areas, as well as the joint use of military airports wherever feasible. IBAC urges that there be a commitment on the part of the operators of reliever airports to provide enduring access for business aviation.

G. G. IBAC supports public use helicopter services to provide access to metropolitan airports.

H. H. IBAC supports the development of reliever runways at major airports that would accommodate business aircraft and aircraft with take off and landing performance that allow the use of such runways when such developments would result in improved capacity.

I. I. IBAC supports the development of high -speed taxiways positioned to facilitate use by business aircraft.

J. J. IBAC does not believe that a system of “pricing” airport use (e.g. slot auctions/sales or management of the resulting after market) could be devised to operate fairly for all types of operations. IBAC therefore does not support the concept of slot auction/sales or of other “pricing” mechanisms.

K. K. IBAC's policy/position paper on aircraft noise makes clear its concern with environmental responsibilities.

L. L. IBAC accepts the need for a high standard of discipline in adhering to assigned slot times at those airports where slots are required. Failure to meet slot times results in a waste of capacity and the aggravation of airport authorities whose support business aviation needs. However,

regional authorities can consider the need to coordinate both arrival and departure airport slot time requirements.

M. M. IBAC considers that business aviation missions are at least equal in importance to society and national economies as those of any other categories of aviation. Governments and civil aviation authorities are to be encouraged to subscribe to this viewpoint.

N. N. IBAC believes that greater appreciation of the performance characteristics of business aircraft would enable the appropriate authorities to provide airport and airways access to meet business aviation's requirements. Business aircraft are highly sophisticated machines, many with trans-oceanic range, equipped in most cases to a high standard of current technology at least equal to those aircraft operated by the airlines.

Source of Policy:

- (1) Original, Governing Board, Genoa, February 5-7, 1987
- (2) Revision, Governing Board, Montreal, February 20-22, 1989
- (3) Revision, Governing Board, Australia, November 27-28, 1989
- (4) Revision, Governing Board, Dallas, September 25, 1992
- (5) Revision, Governing Board, Montreal, May 6-7, 1999

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30-9

Subject: Peak Hour Pricing

Approved: September 25, 1992

Revised: June 12, 1993

Revised: May 6, 1999

I. Need for Policy

Peak hour landing fees impose an artificial means for relieving airport congestion.

II. Policy

IBAC strongly opposes peak hour landing fees in as much as these will de facto limit access for business aircraft.

IBAC will continue to support operationally sound procedures and technological improvements that increase capacity for all airport users.

III. Positions

A. IBAC believes peak hour fees, if any, should be imposed directly on the end user (ie. aircraft passengers) utilizing airport resources during peak hours. This allows for fair and equal distribution of airport assets if the end user is charged peak hour prices.

B. IBAC believes to justify peak hour pricing, there must be a significant constraint on airport capacity which cannot be reasonably remedied by improving facilities. In many cases, airports can meet increases in demand by building additional capacity. Imposing abnormal fees on aircraft operators should not be a substitute for meeting demand through capacity growth.

C. IBAC believes that peak hour fees should not discriminate against operators of small capacity aircraft. Peak hour fees should be fixed so as to have proportionately the same impact on access for the different classes of users, thereby preserving comparable access for all classes of users at all times.

D. IBAC believes that airports should not impose peak hour fees primarily to increase revenue generation. Such fees, if found to be necessary, must be applied to increase airport airside capacity for all aircraft. Related revenues should not exceed those needed for legitimate airport airside capacity expansion projects after taking into account other sources of airport revenue.

Source of Policy: (1) Original, Governing Board, Dallas, September 25, 1992

(2) Revision, Governing Board, Edinburgh, June 11-12, 1993

(3) Revision, Governing Board, Montreal, May 6-7, 1999

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30-10

Subject: Airport Access

Approved: May 6, 1999

Revised: October 13, 2000

Preamble

Business aviation requires continued access to all airports and specifically encourages the continued availability and development of safe, suitable reliever airports.

In recognition that:

Business aviation is an important element of national and global air transport, a significant economic generator for community development and a critical tool for providing safe, efficient and effective transportation for successful businesses.

Business aviation requires access to airports close to business centers, be they in large urban communities with large, capacity constrained airports or elsewhere serving communities and business centers.

Businesses are increasingly locating outside urban centers thereby increasing the demand for air transport to these areas.

Business aviation is promoting an environmentally friendly approach to airport operations.

Policy

It is therefore IBAC Policy to:

With respect to consultation

1. Assist, facilitate and encourage full user consultation on all airport access, fees, charges and environmental issues.
2. Promote and encourage participation of business aviation as one of the air transport users in the development of air transport system plans.

With respect to airport development

3. Urge that airport capacity be provided commensurate with the demand of all users.
4. Promote and encourage the development and retention of Airports close to business/industry centers.
5. Promote and encourage a network of Airports in the vicinity of large urban centers.
6. Promote and encourage improved road access to Airports predominantly serving business aviation
7. Promote and encourage establishment of a national system of airports and advocate the adoption of economic policies at the national, regional and local levels to ensure a sound financial structure and utilization of the national airport system. Advocate, where appropriate, subsidization of reliever and other airports serving business aviation.

With respect to Access

8. Promote and encourage unrestricted and enduring access of business aviation to Airports.
9. Advocate that business aviation be granted access with the same ranking as scheduled airlines
10. Promote and encourage fair and equitable business aviation access to large, capacity constrained airports in recognition of and attention to the low demand from business aviation and limited need for main passenger terminal access
11. Urge that historic usage by business aviation be preserved and that any capacity increase be apportioned in such a manner as to reflect the historic percentage of usage
12. Promote and encourage joint use of military aerodromes, where appropriate.

With respect to Environment

13. In cases where noise quotas are applied, to seek recognition of the significantly lower actual noise of business aircraft and thus their major contribution towards adherence to such quotas.

With respect to operations *

14. Urge operators to routinely use noise abatement operating procedures at airports (Fly Quiet Philosophy) and strict adherence to noise abatement approach and departure procedures
15. Urge considerate use of reverse thrust, APU use and engine ground-running operations.

* without prejudice to safety; in compliance with the aircraft flight manual and respecting pilots discretion in an emergency.

With respect to services

16. Promote and encourage improved Facilitation in the way of Immigration and Customs services to facilitate capacity and service improvements.
17. Promote and encourage installation and maintenance of air navigation, runway, taxiway and parking facilities and services appropriate to the safe and efficient user operations at the airport.

Source of Policy: (1) Original, Governing Board, Montreal, May 6-7, 1999

(2) Revised, Governing Board, New Orleans, October 13, 2000

30-11

Subject: Reduced Vertical Separation Minimum

Approved: May 6, 1999

I. Need for Policy

Reduced Vertical Separation Minimum (RVSM) was implemented between Flight Levels 330 and 370, inclusive, in the North Atlantic (NAT) on March 27, 1997. Subsequently, on October 8, 1998 NAT RVSM airspace was expanded from FL310 to FL 390 inclusive.

Eurocontrol has stated its policy to implement RVSM in European airspace commencing 24 January 2002. Indications are that some 15 or so 'core' States may commence partial RVSM implementation as early March 2001.

RVSM is planned for implementation in parts of the Pacific Region 24 February 2000.

It is also being considered for implementation in the South Atlantic around 2004.

Consideration is also being given to RVSM in other Regions.

This change reduced the vertical separation above flight level 290 from the historic 2000 feet to 1000 feet. In order to support this reduction in separation minimum, new altimetry system performance and certification standards became mandatory. These new system performance and certification standards have been difficult and costly for business aircraft manufacturers to meet in a timely manner.

II. Policy

Business aircraft operators are generally not opposed to new system performance requirements that provide commensurate improvements in operational capability or safety. However, new requirements, such as RVSM, must be implemented with sufficient lead time to enable aircraft and equipment manufacturers, certification authorities and aircraft operators to retrofit and certificate aircraft.

III. Position

A. Expansion of RVSM into the higher flight levels in the NAT airspace should have been delayed until RVSM is implemented in European airspace. Sufficient capacity expansion has occurred with Phase 1 implementation to ease the demand for further expansion. Moreover, the business aviation community needs additional time to certificate aircraft.

B. Some airspace (or routes) must be preserved for RVSM non-compliant aircraft for many years into the future. For some aircraft makes and models, RVSM certification exceeds the present value of the airframe. Operators of these aircraft need to be given additional opportunity to expend the useful life of the aircraft.

C. When traffic demands make the expansion of RVSM inevitable, IBAC supports expanding RVSM below FL 330 before expansion above FL 370. This is due, in large measure, to the sizable fleet of business jets able to operate at higher, less utilized flight levels.

D. Business aircraft operating at lower altitudes experience range limitations thus necessitating additional landings for fuel, thereby increasing overall risk exposure.

E. Plans for the implementation or expansion of RVSM must provide lead times sufficient for aircraft and equipment manufacturers and aircraft operators to retrofit and certificate aircraft. The lead times must also take into consideration the ability of the various Regulatory Authorities to develop the necessary programs for certification and approval.

Source of Policy: (1) Original, Governing Board, Montreal, 6 May, 1999.

30-12

Subject: Required Navigation Performance (RNP)

Approved: May 6, 1999

Revised: December 15, 2001

I. Need for Policy

The traditional method used by ICAO to establish aircraft navigation performance was to prescribe the mandatory carriage of certain airborne navigation equipment. This method constrained the application of advanced navigation systems, including satellite navigation systems.

Based on a concept developed by the ICAO FANS Committee, Annex 6 provisions have been amended to incorporate Required Navigation Performance, thereby obviating the need to prescribe or mandate the use of a specific navigation system.

The related Annex 6 provisions are complemented by ICAO Doc. XXX “ Manual of Required Navigation Performance.

RNP implementation is now in progress

II. Policy

IBAC supports the application of Required Navigation Performance (RNP).

Implementation of a prescribed RNP type requires an obligation by a State(s)

to provide the facilities and/or services necessary to enable users to achieve the required performance.

IBAC requires that planning for the implementation of a prescribed RNP type provide sufficient lead time for aircraft and equipment manufacturers, certification authorities and aircraft operators to certificate and retrofit aircraft and obtain operational approvals to meet the specified deadlines.

Harmonization of Approval Requirements and Processes

With the progressive implementation of RNP, the experience of operators to date with the approval processes and related administrative procedures has revealed significant inconsistencies:

- among various States and various ICAO Regions,
- among various RNP types, viz RNP 10, RNP 5 (Basic RNAV) and MNPS (a de facto, quasi-RNP type),
- among States' Flight Standards organizations involved in aircraft approvals and operator authorizations.

These inconsistencies have been a source of confusion among States and business aviation operators, a source of confusion for operators themselves and have posed a considerable and unnecessary administrative burden.

IBAC therefore urges action by ICAO to:

- more specifically codify RNP types,
- rationalize and establish consistency in RNP implementation processes in all States/Regions, i.e., on a global basis,<![endif]>
- strongly encourage States to harmonize their processes for aircraft approval and operator authorization (particularly as applicable to international general aviation [i.e., those operations requiring no AOC]), including related terminology and encourage uniform adherence thereto.

Source of Policy: (1) Original, Governing Board, Montreal, May 6-7,1999

(2) Revised, Governing Board, New Orleans December 15, 2001

Series 40: Administrative Policies

40-1

Subject: Spokesmanship/Delegation Of Authority

Approved: June 11, 1993

Revised: June 20, 2002

In order to carry out IBAC's mission it may be appropriate from time to time to delegate specific authority to a Member Organization, an individual associated with a Member, a Technical Representative or to some other individual. Delegations of such authority are made by the Director General.

Delegation usually pertains to representation of IBAC in the work of a particular agency, committee or other body dealing with the international aspects of aviation. The IBAC delegate is expected to speak on its behalf and take positions that accurately reflect the Council's viewpoints. Since "spokesmanship" of this kind places heavy responsibility on the delegate it is appropriate that guidelines exist:

1. The By-Laws of IBAC constitute the scope of authority which may be vested in a designated Member Organization or individual.
2. No delegate may establish an official policy of IBAC, orally or in writing, unless such delegate has been specifically requested to do so by the Director General with approval of the Governing Board.
3. There is no restriction on any delegate in quoting from approved IBAC policy or position statements or from endorsing such statements before any forum which deals with the safety, security, environmental impact efficiency or economic use of business aircraft operating internationally.
4. Delegates are selected from a constituency or organization whose interests are those of operators of business aircraft.
5. Where it becomes necessary for the delegate to state the views of the delegate (organization or individual) as differentiated from the views of IBAC, such differentiation shall be clearly made.
6. Delegates have the responsibility of making timely verbal or written reports to the Director General on progress or status of the pertinent activity. Reports as appropriate are also made to the Governing Board in its meetings.
7. When authority to represent IBAC has been delegated in accordance with this policy statement, it cannot be transferred without the concurrence and approval of the Director General.

8. If any question arises as to what organization or individual is most appropriate for delegation of authority, the Director General, with guidance as necessary from the Governing Board, shall make the determination.

9. The Director General is responsible for keeping the Governing Board informed on all specifically assigned delegations and the results, if any, obtained therefrom.

Sources of Policy: (1) Governing Board, Minutes (and attachment) New Orleans, October 2-3, 1987

(2) Minutes of Governing Board meetings as stated in text of policy above.

(3) Governing Board, Minutes, Montreal June 20, 2002

40-2

Subject: IBAC Communications Policy

Original Policy:

Revised Policy: May 6, 1999

Governing Board Approval: October 15, 1999

Background

An IBAC Communications Policy 40-2 was established in June of 1991, the purpose of which was to describe the process by which members and the secretariat were to communicate with each other.

The terms of the policy remain valid; however, as there was a need to expand the scope of the policy to more clearly define communications responsibilities and methodologies, a revised policy was presented at the 29th meeting of the Governing Board in May 1999.

The revised policy proposal incorporates the original Policy 40-2 recognizing the objective of, and priority for, good external and internal communications. Modern technology has resulted in vast amounts of information being made available, resulting in rapidly expanding communications demands. IBAC is challenged to ensure that the significant amount of information impacting business aviation is effectively reduced to meaningful intelligence that members can effectively use in building consensus and for their responsibility in representing the interests of their business aviation communities.

Policy

It is IBAC policy that:

A. Contact With State Authorities – IBAC positions will be established through building consensus. Good communication linkages are necessary. Given that some communication with State Authorities will be necessary, the Secretariat will follow a communications protocol as follows:

When the Secretariat has a need to approach authorities in a specific State in which there is a national or regional member, it will work with and as appropriate, through that member.

When the Secretariat has a need to approach authorities in a State, which is one of those comprising a defined geographic region in which there is a regional and/or a national member, it will work with and through, the appropriate Member organization(s).

Should there be neither a national nor a regional member for the State in question, the Secretariat will request the assistance of all members who have reasonable access to the agencies concerned by the issue at hand.

B. Communication Between Members - Should a member wish to communicate with a number of other members, a copy of the communication should be sent to the Secretariat.

C. Representation at International Meetings - When a member attends a meeting which solely concerns that member, representation is to be in the name of the member concerned. When a member attends an ICAO meeting, registration and representation must be in the name of and on behalf of IBAC.

Meetings - Technical Reports will be prepared for all meetings and submitted to the secretariat. Copies will be made available to all interested parties in accordance with the provisions of this policy.

E. Meeting Minutes - Minutes of meetings will be used to record decisions and also to serve as a primary means of communicating ongoing issues to members. A draft of the minutes of Governing Board meetings will be distributed by e-mail within 3 weeks of completion of each meeting. A hard copy (paper) of the final minutes will be distributed to members. Draft minutes of the Planning and Operations Committee meetings will be sent to meeting participants for comment within three weeks of each meeting. Final minutes will be sent to all P.O.C. and Governing Board members via e-mail for information.

F. Electronic Communications - The primary means of routine correspondence will be via e-mail. The IBAC web site will be used as the principal means of posting information. All members of the Governing Board and the Planning and Operations Committee are encouraged to establish an e-mail address.

G. Electronic library - The IBAC web site will be used to consolidate all information. The following design principles will be applied:

1. The web site will be divided into two principal sectors, the first being for general reference and public access (General Access), and the second being a 'member' only sector, requiring a password for secure access (Secure Access).
2. The General Access sector will contain information on the establishment of the Council, the Bylaws, the organizational structure, promotional material, aircrew identification card material, announcements of meetings, etc.
3. The Secure Access sector will contain information on IBAC policy, position papers, meeting reports, technical contact information, etc..

H. Policy Manual - The IBAC Policy Manual will be retained in both hard and electronic copy. New and revised policies are to be approved by the Governing Board. The policies will be drafted in a concise manner with a maximum of approximately three pages exclusive of attachments. Where possible, and when considered necessary, due to complex subject matter, discussion papers or position papers will be prepared to support the policy proposal.

I. Technical Report Format - Reports will be completed for all technical meetings for which IBAC representation is made. For each technical report, a one page summary page will be produced in a standard format. The format for the summary is illustrated in Attachment 40-2-A.

E-mail Notification of Technical Reports - The IBAC secretariat will provide all members (via e-mail) with a brief summary of each technical report. The e-mail message will be limited to a few

lines, summarizing the significance to business aviation. The full report will be recorded in the Secure Access file on the IBAC web page. The e-mail to members will contain a URL address to facilitate quick access if desired.

K. Distribution Lists - the IBAC secretariat will maintain a master list of names of persons to receive e-mail technical report summaries on a regular basis. The lists will be posted on the Secure Access sector of the web page. Each member organization will provide the secretariat with changes to the list.

L. IBAC Publication - a publication will be developed and distributed to members. The primary purpose of the publication will be to provide a summary of international events and programmes of interest to business aviation.

Source of Policy

Original Policy 40-2

Governing Board Meeting May, 1999

Attachments:

40-2 A. Format for Technical Report Summary

40-2 B. Electronic File List

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40-3

Subject: Technical Representatives

Approved: June 11, 1993

Revised: June 8, 2000

Revised; June 20, 2002

General

This Policy sets out the provisions for the appointment of IBAC Technical Representatives.

Background

In 1987, when IBAC's management was in the form of a volunteer Administration, the position of IBAC Liaison Officer was created for the principal purpose of establishing closer relationships between IBAC and the International Civil Aviation Organization (ICAO).

Prime responsibility for cultivating such relationships shifted and became much more institutionalized in 1991 with creation of a full-time IBAC Secretariat in Montreal. However, this change did not diminish the need for the Liaison Officer position to enhance the activities of IBAC's Director General and the policies of the Governing Board.

For the most part the Liaison Officers' activities involved IBAC representation on ICAO Panels and Working Groups but they were available for other assignments that matched their operational or technical experience. Appointments to Liaison Officer positions were made by the Governing Board and incorporated in previous versions of this Policy..

At the meeting of the IBAC Planning and Operations Committee (POC) of August 1999, a Paper on Technical Representation was considered and recommended for Governing Board approval. The Governing Board considered the proposal at its meeting of October 15, 1999 (GB/30), approved the concept and requested that the Secretariat amend the Policy on Liaison Officers accordingly.

The Revised Policy (June 8, 2000) incorporated the provision for the appointment of Technical Representatives by the Director General, following consideration of nominees by the Planning and Operations Committee. Individuals with specific expertise are to be appointed, based on mutual agreement with the applicable provisions, to represent IBAC at various technical meetings as required.

At the 6th Meeting of the Planning and Operations Committee (POC/6) 15-16 March, 2002 a Paper was considered on the need to retain the positions and functions of Liaison Officers in the light of recent experience gained in the functioning of IBAC and with the advent of the designation of Technical Representatives. A proposal for the amendment of Policy 40-3 in recognition that the need for the appointment of Liaison Officers had been surpassed was therefore recommended for consideration by the IBAC Governing Board. The Governing Board approved this proposal at its 35th Meeting.

Duties

Technical Representatives represent IBAC at international meetings, as mutually agreed in each instance.

Representatives attending international meetings on behalf of IBAC are expected to present the policies established by IBAC when available, or as otherwise agreed prior to the meeting. In all situations, good judgment is expected when unexpected issues arise.

Representatives are required to submit a Technical Report at the conclusion of each meeting and submit it electronically to the IBAC Secretariat.

Compensation

Compensation is to be provided in accordance with the following guidelines:

- a) Representatives in the employ of an organization such as a Member Association, or one of its Members, will be paid by the respective contributing organization.
- b) Representatives not in the employ of an organization are to be offered an honorarium at a rate marginally higher than the ICAO daily consultant fee, for the days in which he/she attends meetings on behalf of IBAC, and for the time spent preparing for the meeting and writing the report. A rate of \$300 USD per day is recommended for the year 2002. Representatives can choose to accept or refuse the honorarium.
- c) Special studies conducted by Technical Representatives and others, whereby a more complex deliverable is required, will be compensated at an appropriate contractual rate determined appropriate by the Director General. The rate may be higher or lower than the rate for technical representation.
- d) Travel costs for Representatives will generally be paid by IBAC. However, when Representatives are employed by a Member Association and he/she attends a regional meeting, the Member will normally pay travel costs. Members may make a request to the Director General to have travel costs covered, if necessary for financial reasons.
- e) Members are responsible for costs associated with individuals appointed to internal IBAC Committees and Working Groups.

Definitions

1. Technical Representative

An individual appointed by the IBAC Director General who has the knowledge and expertise to represent business aviation in a specific technical discipline or in a specific theatre of the world.

Appointments are for two years, and are renewable at the discretion of the Director General.

2. Contributing Organization

An entity, which volunteers resources for the mutual benefit of business aviation, such as a Technical Representative, to assist IBAC in the conduct of its business.

- Source of Policy: (1) Governing Board Minutes, New Orleans, October 2-3, 1987
- (2) Governing Board Minutes, Page 14, Dallas, September 25, 1992
- (3) Discussion Paper, October 15, 1999, as presented to and considered by GB/30.
- (4) Revised GB/31, Montreal, 8-9 June 2000
- (5) Revised GB/35, Montreal, 20 June 2002

IBAC Technical Representatives

David Stohr;

Guy Visele:

Didier Daoust;

Jim Erickson

Jeff Gilley

Jay Evans

Dave Sheehan

Bob Lamond

Heinz Lichius

J. D. Lyon

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40-4

Subject: IBAC Organizational Committee Structure

Original Policy: Policies 40-4 approved [date] & 40-4a approved Aug 11, 1995

Revised Policy: Approved by Governing Board - May, 1999

Background

The IBAC Governing Board was established in 1981. The IBAC Technical Committee was established in 1995.

In May of 1999, the Governing Board considered a proposal to institute a revised management committee structure that is to facilitate the development of IBAC into a strong, well coordinated and managed institutional organization, capable of serving the broad and expanding interests of business aviation in a global environmental.

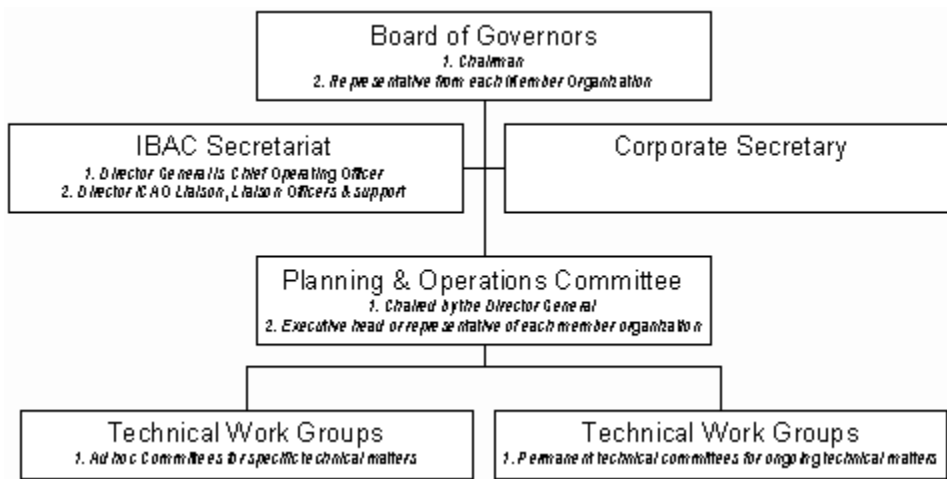
This policy was established as a result of the considerations at the Board meeting in Montreal (May 6, 1999).

Policy

It is IBAC policy that:

- A. The Governing Board is, in accordance with the By-laws and Articles of Incorporation, vested with full authority over all matters of the Council as recognized in Policy 20-1.
- B. The Planning and Operations Committee (P.O.C.) is constituted to serve as the management committee for the Council, fulfilling responsibilities in accordance with the attached terms of reference.
- C. The IBAC Technical Work Groups will be established at the discretion of the Planning and Operations Committee, to see to the assessment of specific technical issues, in accordance with the generic terms of reference attached.

The IBAC organizational structure is as follows:



Attachments:

40-4-A

40-4-B

40-5

Subject: IBAC Logo Device

Original Policy:

Revised Policy:

Governing Board Approval: June 11, 1993

In 1982, the Governing Board adopted an identifying "logo" device that would be unique to the Council and adaptable for use in a wide variety of printed materials, e.g., IBAC letterhead, news releases, brochures, posters. Member Organizations also could use the logo on their own printed materials, provided that the words "Member of" were properly stated.

Attached, as Page 2 of this policy are examples of use of the logo in various sizes and contexts, along with information stating restriction, name of typeface and use of colors.

Source of Policy: (1) Governing Board Minutes, Page 3, Montreal, January 20-21, 1982, and attachment to Minutes containing sample uses.

Attachment - [Procedures for use of the Logotype Device](#)

The IBAC identification device can be used by any Council member organization to indicate its affiliation. The device can be used on letterheads, publications and the like, but must for continuity purposes, conform to one of the three formats shown. Any size is acceptable. Note that the words "member" or "member of" are compulsory. The specified typeface is Helvetica for "member of" or "member" and Helvetica bold for the council name. When possible the logotype should be reproduced in PMS-295 blue and words in PMS-424 gray, but this is not mandatory. Please address questions to the International Business Aviation Council, Ltd. Secretariat.

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40-6

Subject: Definition of Business Aviation

Original Policy: 1983

Revised: October 15, 1999

Revised: June 20, 2002

Background

IBAC originally adopted a definition for business aviation in 1983. The definition was amended later at IBAC Governing Board at its 23rd meeting , and further amended in Vancouver in 1995. A policy (40-6) for the definition of Business aviation was established subsequent to that Governing Board meeting.

In 1998, the Governing Board at its 28th meeting agreed to change the definition to that prescribed hereunder.

Policy

Definition of Business Aviation:

‘That sector of aviation which concerns the operation or use of aircraft by companies for the carriage of passengers or goods as an aid to the conduct of their business, flown for purposes generally considered not for public hire and piloted by individuals having, at the minimum, a valid commercial pilot license with an instrument rating.’

Sub-Divisions of the Definition

Subsequent to the adoption of the above definition, the Governing Board recognized that, from time to time, this definition for Business Aviation will not suit the specific requirements of a particular issue being considered, and that a breakdown of segments within the business aviation community would be advantageous. An example is safety regulation where private and commercial delineation may be beneficial to business aviation.

IBAC therefore established three sub-divisions (See Appendix A) for the segments that collectively make up business aviation. IBAC does not actively promote these sub-divisions of the definition, but they may be made available to regulatory authorities and others for specific requirements, providing that the complete definition of business aviation is also made available.

The IBAC Discussion Papers that resulted in approval of these definitions can be obtained from the IBAC Website in the Policy Development File.

Source of Policy: (1.) Governing Board Minutes, page 8, Dallas, October 7-8, 1983.

(2.) Governing Board Minutes, page 10, Vancouver, August 11, 1995

(3.) Governing Board / 28, Las Vegas, October, 1998.

(4.) Governing Board / 30, Atlanta, Oct 15, 1999

(5.) Governing Board / 32 Discussion, New Orleans, Oct, 2000

(6.) Governing Board / 33 Item 13 documentation, Geneva, 21 April, 2001

(7.) Governing Board / 35 Item 13 Minutes, Montreal 20 June, 2002

Definition Sub-divisions

Sub-division 1 Business Aviation – Commercial

The commercial operation or use of aircraft by companies for the carriage of passenger or goods as an aid to the conduct of their business and the availability of the aircraft for whole aircraft charter, flown by a professional pilot(s) employed to fly the aircraft.

Sub-Division 2 Business Aviation – Corporate

The non-commercial operation or use of aircraft by a company for the carriage of passengers or goods as an aid to the conduct of company business, flown by a professional pilot(s) employed to fly the aircraft.

Sub-Division 3 Business Aviation – Owner Operated

The non-commercial operation or use of aircraft by an individual for the carriage of passengers or goods as an aid to the conduct of his/her business.

40-7

Subject: IBAC Air Crew Identification Cards

Approved: June 11, 1993

Revised: 15 December 2001

The Governing Board authorizes the distribution of IBAC Air Crew Identification Cards among its Members. The Secretariat has responsibility for overall supervision and control of the system of distribution, and acts within rules and regulations established from time to time by the Governing Board.

Design of the card is approved by the Governing Board, and includes certain mandatory information to be placed on the card concerning each person who will hold one. In no case will a card be valid for more than three (3) years from date i.e month of issuance. Cards will be issued only to employees of companies that are members of IBAC Member Organizations.

The cost of obtaining an IBAC card shall be established by the Secretariat, subject to the approval of the Governing Board.

Application forms for cards must include an Authorization section to be signed by a company representative, normally the Flight Department Manager or Chief Pilot, which attests to the following:

that,

- the company is a Member of an IBAC Affiliate
- the person for whom a card is requested actually performs flight crew duties for his/her employer
- the photograph submitted is that of the applicant
- the card remains valid as long as the crew member to whom it has been issued remains in the Company's employ and the company retains their affiliated organization membership
- the company assumes responsibility for the control and proper use of the card and assumes all/any responsibility and liability arising from misuse of the card
- the company will be responsible for retrieving the card from exiting employees and returning such cards to IBAC for cancellation.
- that the company will be responsible for returning to IBAC expired cards for cancellation
- IBAC reserves the right to withdraw the Card at any time if, in its opinion, the Card is misused.

Source of Policy: (1) Governing Board Minutes, Pages 4-5, London, November 10-11, 1982

(2) Governing Board Minutes, Page 6, Paris, May 25-26, 1983, and Attachment to Minutes

(3) Governing Board New Orleans, December 15, 2001

40-8

Subject: Financial Accounting and Reporting

Original approval: Banking and Financial Policies [Date]

Revised Policy: Approved by Governing Board -[Oct 15, 1999

Background

The International Business Aviation Council was incorporated in Washington in 1981 as a non-profit organization.

The principal source of corporate revenue derives from member contributions. Additional revenue is obtained from donations and operational programs. Contributions are established based on agreement of the Governing Board. Donations may be obtained from time to time from organizations or companies that may wish to support international business aviation. Operational Revenues are derived from programs such as the International Aircrew Identification Card.

The day to day administration of the IBAC affairs is vested with the Director General in accordance with Bylaw Article XVII, Section 2 and Policies 10 – 6 and 20 -3.

This Policy provides the authority of the IBAC Governing Board for the administration of IBAC financial accounts and reporting of accounts to the Governing Board.

Policy

It is IBAC policy that:

A. Annual Budget – An annual budget will be prepared by the Director General and approved by the Governing Board at an annual meeting.

B. Balanced Budget – The planned expenditures will equal the planned revenue. The Director General will manage the accounts with the goal of avoiding a deficit.

C. Expenditures – The Director General is authorized to make expenditures in accordance with the approved annual budget. Discretion is authorized in reallocating expenditures among accounts, providing each line item is not varied by more than 20%, up to a maximum of \$10,000, and providing the total budget is not exceeded and the change is reported at the next Governing Board meeting. Two signatures are required on any cheque over \$20,000.

D. Currency – Financial Management and reporting will be in US dollars (USD). Principal accounts will be in US dollars. Subsidiary accounts in other currencies will be converted to US dollars for reporting purposes.

E. Financial Basis – Reporting of accounts will be on an ‘accrual basis’.

F. Signing Authority – Any one of the following personnel have cheque signing authority:

Chairman

Vice Chairman

Treasurer

Director General

Corporate Secretary

G. Accounts – A current account will be established with a recognized chartered bank. The Director General shall ensure funds are well invested and large sums are put into interest funds or accounts.

H. Chart of Accounts – A 'Chart of Accounts' will be established consisting of 'Asset and Liability' and 'Revenue and Expenditure Accounts'. Accounts will be established to correspond with revenues and expenditures approved in the budget.

I. Reporting – An 'Annual Financial Statement' will be prepared and submitted for approval by the Governing Board. The Report is to include :

Balance Sheet(these will be available at the May Board Meeting)

Revenue and Expenses

Budget vs. Actual

A quarterly Financial Status Report will be provided to the Chairman. Contents of the Status Report will be the same as the Annual Financial Statement. An example is included as Attachment 2.

The Director General will supply the Chairman with a Statement of Travel Expenditures on a monthly basis.

J. Review - An accountant review will be conducted on the of the accounts will be completed on an annual basis.

K. Audit – An audit will be conducted every three years only at the request of the Governing Board.

L. Tax Reports – Tax reports will be filed with the US Revenue Department and Revenue Canada as required and prior to the appropriate deadline.

M. Reserve – A reserve will be retained, the amount of which will be approved by the Governing Board at the time of approval of the annual budget. Expenditures against the reserve will be approved by the Governing Board.

Source of Policy:

Original Policy

Governing Board Meeting – May 1999

By-Laws, Article IX, Section 3, September 14, 1981

By-Laws, Article XVI, September 14, 1981

Policy 50 –1, Job Descriptions

Attachments:

40-8 A. Chart of Accounts

40-8 B. Annual Financial Statement

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Series 50: Personnel Policies

50-1

Subject: Secretariat Job Descriptions

Original Policy:Governing Board Approval: June 11, 1993

Revised Policy:Revised Policy: Governing Board Approval: April19, 2004

I. DIRECTOR GENERAL

Overview

The Director General is appointed by the Governing Board and serves at its pleasure. He/she is responsible for the day-to-day management of the affairs of the Council, reporting to the Governing Board through the Chairman. As Chief Operating Officer, the Director General is responsible for delivery of the IBAC program in accordance with the IBAC Business Plan approved from time to time by the Governing Board. Specific responsibilities relate to management and supervision, communications, financial management, program development and program delivery.

The Director General is responsible for:

Management and Supervision

1. Provision of good management over all IBAC activities.
2. Appointing and general direction to IBAC officers including the Director of ICAO Liaison, Standards Manager, and others that may be appointed from time to time.
3. Responsible for the efficient operation of the IBAC Secretariat and for carrying out the purposes of IBAC through implementation of effective policies and practices.
4. Carrying out other such duties as may be assigned by the Governing Board.

Communications

5. Being the principal IBAC focal point and spokesperson for communicating with all aviation organizations, governments, aviation press and other media.
6. Managing the IBAC policy on communications to ensure efficient and effective two- way communications with IBAC Member Associations through use of media such as newsletters, website, e-mail, phone, etc.
7. Writing and delivering presentations to assemblies, conferences, meetings and other fora, for the purpose of fostering development of business aviation.

8. Writing articles for journals to enhance the understanding and furtherance of business aviation.
9. Promoting use of technology for use in improving communications.
10. Promoting accurate, pertinent and timely flow of information between IBAC member organizations.

Financial Management

11. Managing the IBAC finances in accordance with the IBAC Finance Policy.
12. Organizing and serving as secretariat for the IBAC Finance Committee of the Governing Board.
13. Developing the annual budget for approval of the governing board and ensuring management of resources within the approved levels in accordance with the Finance Policy.

Program Development

14. Developing (approximately every three years) a business plan and strategic plan for approval of the Governing Board.
15. Continually reviewing IBAC policy to ensure that it is current with the needs of business aviation worldwide, and developing new and revised policies accordingly.
16. Monitoring the aviation industry worldwide to ensure that business aviation is current with new developments and is prepared to act expeditiously to evolving issues.
17. Developing position papers for approval of the Governing Board on new and evolving issues for business aviation.

Program Management

18. Chairing IBAC's Planning and Operations Committee (POC) to provide ongoing support for the Governing Board and to ensure effective delivery of the IBAC program.
19. Managing the delivery of the program in accordance with the approved business plan.
20. Promoting the continuous improvement of IBAC programs such as the IS-BAO, safety statistics and Aircrew Identification Card.
21. Continuing effective working relationships with international organizations representing other elements of civil aviation, e.g. IATA, IFALPA, IAOPA et al.
22. Programming meetings of the IBAC Governing Board and assisting the Chairman and Corporate Secretary in the conduct and reporting on such meetings.
23. Promoting the implementation on new business aviation associations around the world and fostering the growth of business aviation.

II. Director, ICAO Liaison (DIL)

The Director, ICAO Liaison (DIL) is responsible to the IBAC Director General for overseeing and conducting liaison duties related to activities of the International Civil Aviation Organization (ICAO). He/she provides the day-to-day management of the IBAC office co-located with ICAO and provides routine business aviation information and coordination with the ICAO Secretariat. The DIL serves on various panels, work groups at the request of the Director General. Specific duties apply to management and supervision, communication and representation.

The DIL is responsible for:

Management and Supervision

1. Managing the IBAC office that is co-located with the ICAO headquarters.
2. Supervising staff at the IBAC office and ensuring the office is manned with competent staff.
3. Acting for, representing and providing advice to the Director General when required.

Communications

4. Monitoring ICAO activities and advising the Director General and the Planning and Operations Committee of issues of interest to business aviation.
5. Developing correspondence and communicating IBAC input to ICAO as required.
6. Serving as a resource for IBAC Member Associations by researching and liaising with the ICAO Secretariat on technical and operational issues relevant to business aircraft operations.
7. Developing bulletins and other notices as required to advise of technical and operational issues affecting business aircraft operations.

Program Delivery

8. Researching new technologies and systems for various IBAC programs such as the Aircrew Card.
9. Researching ICAO programs and documents for the purpose of developing new policies.
10. Providing guidance to the Office Administrator for delivery of the Aircrew Identification Card program.
11. Serving as the Secretary to the IBAC Planning and Operations Committee (POC) and assisting the Corporate Secretary with the Governing Board meeting arrangements and reporting.
12. Assisting the Director General with the writing, collecting and distributing material for Governing Board meetings

13. Representing IBAC at the Air Navigation Commission and various other ICAO Panels and Workgroups as decided by the Director General.

14. Developing Working Papers and Technical Reports in respect of ICAO activities.

III. Office Administrator

Overview

The Office Administrator is responsible to the Director General through the Director of ICAO Liaison for the general administration of the IBAC office. As Office Administrator he/she is responsible for maintaining the office co-located with ICAO by responding to routine enquiries and coordinating mail, telephone and website services. He/she serves in additional roles as Aircrew Card Administrator and IS-BAO Administrator.

The Office Administrator is responsible for:

General Administration

1. Responding to, and following up on, enquiries made by telephone, e-mail and/or correspondence of other kinds.
2. Maintaining the office decorum and organizing the stockroom.
3. Developing correspondence as requested by the DIL or Director General.
4. Maintaining the IBAC Website and recommending concepts for improvement.
5. Liaising and working with the ICAO Secretariat on matters related to printing, telephone, mail and the office.
6. Developing and maintaining an office procedures manual.

Aircrew Identification Card

6. Controlling supplies and ordering material for the Aircrew Card program.
7. Responding on a timely basis to all requests for Aircrew Cards by developing, printing and dispatching cards.
8. Managing the finances for the aircrew card, including account receivables, visa payments, visa enquiries, bank deposits and recording of all information.

IS-BAO Administrator

9. Maintaining stocks of IS-BAO, GCOM, order forms and other related IS-BAO material.

10. Maintaining accounts receivable information for IS-BAO, Workshop and Certificates of Registration.
11. Maintaining databases of stock levels located at Member Associations, purchasers of IS-BAO and related materials, accredited auditors and Certificate of Registration holders.
12. Responding to requests of Member Associations for replenishment of their stocks.
14. Ordering printing of material in accordance with stock levels.
15. Assisting the Standards Manager respond to data base, printing and stock issues and others as required.

IV. Part-Time Receptionist /Assistant

Overview

The Receptionist/ Assistant is selected by the Director ICAO Liaison on a part time basis as demanded by the workload volume. He/she is responsible to the Director, ICAO Liaison through the Office Manager for receptionist and general office duties, including:

1. Responding to telephone and e-mail inquiries and office visits.
2. Filing, correspondence and other duties as required.
3. Assisting with Aircrew Identification Card program as directed.
4. Assisting with the IS-BAO program as directed.

Source of Policy: (1) Governing Board Minutes and Attachment 2 to Minutes, Montreal, August 17, 1990.

(2) Governing Board Meeting (GB/38), Guaruja, April 19,2004

(3) By-Laws, Article VIII, Section 1, Article IX, Section 6, Article XI, Section 2.

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50-2

Subject: PERSONNEL PRACTICES AND BENEFITS

Original Policy:

Revised Policy:

Governing Board Approval: June 11, 1993

Hours of Work and Work Week - Regular Hours of work at the IBAC Secretariat are from 9 am. to 5 pm. Monday through Friday, with a one hour daily lunch period. Total regular weekly hours are 35. Work hours and days for part time employees are as determined by the Director General or Administrative Assistant. Part time employees are paid for hours actually worked.

Work Beyond Regular Work Week - Overtime pay provisions apply to those in non-managerial positions as defined by Canadian Labour Law. For work performed in excess of 35 but not more than 44 (defined in Quebec Labour Standards as the "standard work week") pay is at straight time hourly rate. For work in excess of 44 in a week but not more than 48, pay is at time and one half straight time hourly rate. For work in excess of 48 hours per week, pay is at two times straight time hourly rate. At the employees's request, compensatory time off will be given in lieu of pay for hours worked in excess of 44 in a week. Such time off is given at the rate of one and one half hour for each hour worked.

Payment of Salary or Wages - Managerial employees are paid once a month; Others are paid at intervals not exceeding 16 days.

Deductions from Pay - IBAC is required by Provincial and Federal statute to make certain withholdings from employees' pay. These include Federal Income Tax, the Quebec Pension Plan, the Unemployment Insurance Corporation, and Quebec Provincial Income Tax. These deductions are subject to statutory change.

Employer Contributions - IBAC is required to make contributions, in amounts specified by law to the Quebec Health Insurance Plan (QHIP) and the Quebec Pension Plan. These contributions are subject to statutory change.

Policy 50-2 (Page 2)

Employee Benefits

(1) Paid Holidays - IBAC observes the following Canadian/Quebec Holidays:

New Year's Day - January 1

Good Friday - Variable

Easter Monday - Variable

Victoria Day - 3d Monday in May

St. Jean Baptiste Day - June 24

Canada Day - July 1

Labour Day - 1st Monday in September

Thanksgiving Day - 2d Monday in October

Remembrance Day - Nov 11

Christmas Day - December 25

Boxing Day - December 2

For part time employees, pay for holidays is as follows: unless absent with employer authorization, the employee must work on the scheduled workdays next before and after the holiday; pay will be the average of daily pay for the days worked in the complete pay period preceding the holiday.

(2) Annual Paid Vacation - Vacation credits accrue to employees as follows:

- 10 working days after one year of employment on a continuous basis
- 12 working days after two years " "
- 15 working days after three years " "
- 17 working days after five years " "
- 20 working days after ten years " "

Vacation pay is as follows:

- Four percent of annual wages after one year of employment, continuously
- Five percent of annual wages after two years "
- Six percent of annual wages after three years "
- Seven percent of annual wages after five years "
- Eight percent of annual wages after ten years "

Unused vacation time may be carried over for a maximum one year. Under certain cases where a contract of employment is canceled, IBAC must pay the employee for leave not taken, as well as an indemnity based on gross wages of the current year. In such cases IBAC will make payment in accordance with Quebec Labour Standards.

When an employee is on vacation at the time of a paid holiday, an additional day of vacation shall be granted or, at employer option, an extra day of pay will be made.

Employee Benefits

(3) Sick Leave - Full time employees are eligible for sick leave pay during periods of excused absence for personal illness or injury. After 3 months of employment, sick leave is accrued at the rate of one (1) day per month. Unused sick leave may be accumulated to a maximum of 90 days. No accrued sick leave, or accumulations thereof, is payable at termination of employment.

(4) Other Provisions - IBAC recognizes and will comply with Quebec and/or Canadian Labour Standards for various other employee benefits, such as, but not limited to:

Weekly Rest Period

Maternity Leave

Parental Leave

Death or Funeral Leave

Marriages

Birth or Adoption

Pregnancy-related Examinations

Notice of Termination of Employment - IBAC adheres to the provisions of Quebec Labour Standards in respect of the timely granting of notice of termination of employment. The length of such notice varies according to the length of the employee's uninterrupted service.

Source of Policy - (1) Director General, 1993

(2) Commission des Normes du Travail, Government of Quebec, and book on Labour Standards

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50-3

Subject: IBAC Succession Planning

Original Policy: Governing Board Approval October 2006

Revised Policy:

Background

The IBAC Governing Board in 2003 concluded that Succession Planning was necessary for the IBAC Secretariat management team. Subsequent to the request from the Governing Board, a Succession Planning Document was developed and reviewed by the IBAC Planning and Operations Committee. As formal recognition of the need to keep the Document current and to use the accepted procedures in future staffing actions, the Governing Board approved this Policy at its 44th meeting in October 2006.

Policy

It is IBAC Governing Board policy that:

1. The IBAC Succession Planning Document developed in 2006 will be maintained in a current status and will be reviewed and updated annually by the Director General.
2. The Planning Document will be filed on the protected IBAC website dedicated to the IBAC Governing Board.
3. The Planning Document will provide information regarding the election of the Corporate Secretary Position (not an IBAC Secretariat Management position).
4. The Planning Document will be applied to staffing of all IBAC Secretariat Management Positions.

Source of Policy: (1) Governing Board Minutes, June 2006

(2) Governing Board Minutes, October 2006



Policy 20-2, Attachment A

INTERNATIONAL BUSINESS AVIATION COUNCIL, LTD.

PROXY FORM

Date: _____

I, _____ ,

Governing Board Representative of the _____ ,

do hereby appoint _____ ,

*either Representative of the _____ .

or his duly qualified Alternate [please delete as appropriate] .

to have full power to vote on my behalf and in my place on all matters that may be brought properly

before the meeting of the members of the Governing Board, acting on behalf of and as the

representative of the Member Organizations of the International Business Aviation Council, Ltd., to

be convened on _____ , 20 ____ .

Signed: _____

Dated: _____

IBAC Technical Report Summary

-

Subject:

Meeting: *(State conference, work group, meeting, etc., from which report derived)*

IBAC File: *(Electronic file name on web site)*

Reported by: *(name)*

Summary:

(Briefly describe the issue)

Implication for Business Aviation:

(Give personal view of short and long term impact on business aviation)

Decisions Required:

(Indicate if the issue must be presented to the Planning and Operations Committee [P.O.C.] or Governing Board for a decision, and make a proposal for the decision/action required)

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Attachment 40-2-B

IBAC Electronic File

(Secure Access on the Web Site)

1. IBAC Policy Manual
2. Contact and Mailing Lists
3. Minutes of Governing Board Meetings
 - 3.1 Agendas
 - 3.2 Minutes
 - 3.3 Documentation
4. Minutes of Planning and Operations Committee Meetings
 - 4.1 Agendas
 - 4.2 Minutes
 - 4.3 Documentation
5. Work Group Meetings
 - 5.1 Safety and Operations
 - 5.2 Environment
 - 5.3 name
6. Aircrew Identification Card Administration
7. ICAO Assembly Issues
8. ICAO Planning and Implementation Groups
 - 8.1 ALLPIRG
 - 8.2 APIRG

- 8.3 APANPIRG
- 8.4 EANPG
- 8.5 GREPECAS
- 8.6 MIDANPIRG
- 8.7 CM
- 8.8 NAT SPG
- 9. ICAO State Letters
- 10. ICAO Panels
- 11. ICAO Divisional Meetings
- 12. ICAO Regional Air Navigational Meetings
- 13. Communications Issues
 - 12.1 Data Link
 - 12.2 8.33 Khz
- 14. Navigation Issues
 - 13.1 GNSS
 - 13.2 RVSM
 - 13.3 RNP
- 15. Surveillance Issues
- 16. ADS/ADS-B
- 17. Air Traffic Management
- 18. Flow Control
- 19. Airport Access
- 20. Environmental Issues
 - 13.1 Noise
 - 13.2 Emissions

13.3 Fluids

21. Safety Management

22. Security

23. Customs / Clearance

24. Airborne Systems Implementation Schedule

Attachment 40-4-A

Terms of Reference

For the

IBAC Planning and Operations Committee

Purpose

The IBAC Planning and Operations Committee (P.O.C.) is established to provide a forum for coordination of Council business matters and for the coordination of policy proposals for submission to the Governing Board for approval.

Scope

The Planning and Operations Committee will provide for coordination and advice to the Governing Board on matters of Council interest including:

- a) Proposing amendments to the IBAC Policy Manual;
- b) Establishing an annual representation programme for IBAC attendance at international forums;
- c) Maintaining a list of IBAC Liaison Officers;
- d) Monitoring technical reports from IBAC Representatives;
- e) Summarizing Technical Reports for Board Meetings;
- f) Reviewing and recommending proposals for expansion of the IBAC programme;
- g) Reviewing and recommending proposals for promoting business aviation worldwide.

Members

The IBAC Planning and Operations Committee is chaired by the IBAC Director General.

The Director, ICAO Liaison will serve as the Secretary to the Committee.

Members of the Committee will be appointed from each of the Council member organizations. Members will be at a senior level, either the executive head of the organization or a member appointed by the executive head or association chairman.

Council member organizations that do not chose to appoint a member to the Committee can so advise the Governing Board at each annual meeting.

Meetings

Meetings will be held at a minimum of once per year, at the call of the Chairman. The meetings will generally be scheduled in advance of Governing Board meetings, so that the issues and agenda can be prepared for the Board meeting.

Communications

Announcements will ideally be made 90 days in advance of the meeting, and in case of urgency, no less than 30 days prior to the meeting.

Draft Minutes of the meeting will be circulated to attendees, within 30 days, with comments requested in 14 days.

Final Minutes will be provided to Member Organizations and the Governing Board within 60 days of the meeting, and in advance of the subsequent Board meeting.

Attachment 40-4-B

Terms of Reference [Generic]

For an

IBAC Work Group on [Issue]

Purpose

The purpose of the IBAC Work Group will be stated in one sentence. For example “*The purpose of the IBAC Work Group on Environmental Issues is a specialist group established to develop and coordinate proposed positions and policy on all environmental issues that impacts upon business aviation.*”

Background

A brief background of the reason for creating an IBAC Work Group will be provided under this heading.

An example might be the issues surrounding the increasing pressures on business aviation with respect to environmental issues. In this case a brief explanation of the environmental pressures will be explained. Next will be a brief explanation of the discussion and papers which explain the need for a coordinated business aviation approach to dealing with environmental issues. Finally, an explanation will be made of the decision to establish an IBAC environmental work group to coordinate and develop business aviation positions.

Scope

An explanation will be made in this section of the range of issues that the work group is expected to address. For example, the Work Group on Environmental Issues may be asked to address issues such as: noise, engine emissions, fluid pollution, etc.

Members

The members of the Work Group will be listed. The Planning and Operations Committee will appoint the Chairman. The size of the group will be dependent on the significance of the issue; however, the goal will be to keep work groups to a relatively small size. In some cases the group may consist of only two persons.

Meetings

Protocol for the meetings will be established in this section. Ideally, most work will be done by telephone, e-mail and correspondence. Responsibility for meetings will rest with the Chairman of the Work Group.

Communications

Protocol for communications between members will be established by the work group chairman. The chairman and the P.O.C. will mutually agree on the means of reporting results of the work group deliberations.

Costs

The P.O.C. will agree on a budget for the Work Group. Given IBAC's limited resources, ideally national and regional associations will be requested to contribute expertise. In some cases manufacturers and other business aviation interests may be able to provide support due to the wide benefits to business aviation of some of the relevant activities.

IBAC MEMBER ORGANIZATION PROCEDURES FOR USE OF THE LOGOTYPE DEVICE

MARCH 1982

The IBAC identification device can be used by any Council member organization to indicate their affiliation. The device can be used on letterheads, publications and the like, but must for continuity purposes, conform to one of the three formats shown. Any size is acceptable. Note that the words "member" or "member of" are compulsory. The specified typeface is Helvetica for "member of" or "member" and Helvetica bold for the council name. When possible the logotype should be reproduced in PMS-295 blue but this is not mandatory. Please address questions to the International Business Aviation Council, Ltd. administration.



member of



member of



member of



**international business
aviation council, Ltd.**





Attachment I to Policy 40 - 8

Chart of Accounts

Account Type

1. Balance Accounts

FCNB Bank

Scotiabank - Aircrew Card Bank

Scotiabank - Checking & Saving Bank

Scotiabank - Canadian Bank

Scotiabank - Savings Bank

Accounts Receivable Accounts Receivable

Undeposited Funds Other Current Asset

Equipment Other Asset

Accounts Payable Accounts Payable

GST Payable Other Current Liability

Sales Tax Payable Other Current Liability

Opening Bal Equity Equity

Retained Earnings Equity

Aircrew Card Income

Donations Income

Member Contributions Income

Uncategorized Income Income

Interest Income Income

2. Expense Accounts

Aircrew Card Expenses

Aircrew Card Staff Expense

Material Expense

Postage Expense

Contingencies Expense

Contract Services

Studies Expense

Technical Representatives Expense

Furniture & Equipment Expense

Hospitality Expense

Insurance Expense

Office Lease Expense

Professional Fees

Accounting Expense

Legal Expense

Publications

Annual Report Expense

Newsletter Expense

Promotional Material Expense

Web sighte Expense

Expense

Staff Contracts Expense

Staff Travel

DG Travel Expense

DIL Travel Expense

Other Travel Expense

Supplies

Courier Expense

Office Supplies Expense

Postage Expense

Telephone Expense

Software (under \$200) Expense

Travel for Tech Representatives Expense

Miscellaneous Expense



Attachment 2 to Policy 40 – 8

Annual Financial Statement

[Proposed accounts will be presented at the May 6 Meeting]

Balance Sheet

Revenue and Expenses

Budget vs. Actual