



## IATA Americas' 5 Year Strategy & 2020 Deliverables

### EXTERNAL

#### Safety

- Reduce fatality risk by 50% by 2020 in LATAM/CAR (from 1.15 to 0.57) and 50% by 2025 in CAST (from 0.1 to 0.05) using 2010 data.
  - In collaboration with ICAO and industry stakeholders execute the 3 years RASG-PA Workplan on 4 High Risk Category (HRC) and 4 Additional Risk Category (ARC):
    - Controlled flight into terrain (CFIT).
    - MAC Mid Air collision (MAC).
    - Loss of control in flight (LOC-I).
    - Runway excursion (RE).
  - Establish Collaborative Safety Teams (CST) in COCESNA, Canada, Mexico, Chile, Peru, CASOS, Ecuador and Colombia. Support ongoing CSTs (US - CAST, Brazil, Argentina Ecuador and Colombia).
  - Adopt Safety & Security Ground Programs (IGOM, ISAGO, and/or IDX).
  - ISSA & ISAGO recognized and adopted by the industry in the region.
  - Advocate CAAS compliance with ICAO Annex's regulation Aeronautical information publications, charting and notice to airman.
    - FAA AIS/AIM Standardization.
    - Obstacle charting with real values in BOG, MEX, SJO.

#### Security & Facilitation

- Ensure the implementation of the Regional Security and Facilitation Strategy, that is sustainable, aligned with IATA global objectives and complements the identified regional priorities by promoting both Security and Facilitation initiatives:
  - One Identity initiative to support the end to end passenger journey.
  - Single domestic space initiative in the Caribbean in collaboration with OECS.
  - Adoption of Recognition of Equivalence in Brazil, Colombia and Peru.
- States to implement World Customs Organization Trade Facilitation Agreement consistent with industry standards (Cargo XML): Mexico and Chile.
- Support development of US/ Canada beyond preclearance initiative, ensuring industry's best practices.
- Promote safe shipments of Lithium batteries.

#### Infrastructure

- Ensure airport infrastructure development supports projected passenger and cargo growth.
  - Provide technical assistance to improve facilities and operational efficiencies in a cost-effective manner in JFK, LAX, ORD, BOG, GUA, GRU, LIM, MEX, SAL, SCL, SXM and UVF.
  - Implementation of A-CDM at Guarulhos (GRU), Bogotá (BOG) and Lima (LIM).
  - Influence the design and implementation of the Mexico City Airport System and New Lima.
  - Influence the next generation of concession contracts in Brazil and Colombia.
- Drive the development of seamless regional operations to reduce fuel consumption and CO2 emissions by 1% (annually) by 2020.
  - Through tactical coordination with FAA ATC maximize ATC airspace utilization and runway management.
  - South Atlantic Airspace: Through airspace modernization and enhancement of procedures, obtain ATC fuel, CO2 and operational efficiencies.

- Continue advocacy with Civil Aviation Authorities to implement projects and with Military Authorities to improve Palanquero airspace utilization.
- Improve TMA / Air space efficiency in: SCL, LIM, CUZ, EZE, GRU, PTY & MEX.
- Establish partnership with ANSPs, ICAO and CANSO to enhance safety and routing efficiency in the South Atlantic.
- Harmonize and reduce the current longitudinal procedural or radar separation (where applicable) between FIRs and different TMAs by 2021.
- Lateral separation improvement initiative: De-conflict and improve upper airspace efficiency with UPRs.
- Next Gen Implementation to ensure the work of FAA NextGen programs are mapped out with industry engagement, identifying major issues related to harmonization + interoperability.

## Regulatory Environment

- Place aviation on the government agenda and raise awareness as to the importance of a consultative, transparent process that results in a more effective and harmonized regulatory framework.
  - Change the mindset of governments through the Business of Freedom Campaign and expand stakeholder engagement using specific country action plans. Aviation Days: Argentina, Caribbean, Canada, Ecuador and Guatemala.
  - Promote Smarter Regulation as a concept and methodology. Press for the adoption of harmonized regulatory regime country workshops, topic specific position papers at influencing legislators and authorities.
  - Gain closer adherence to international protocols (Montreal Convention MC99 / Montreal Protocol MP14) related to consumer and passenger liability issues to better align with global best practices.
  - Advocate for improved taxation policies that are just, and aligned with ICAO policies and principles, avoiding unfair and undue costs to the airline industry.
  - Promote the value of aviation (Social, economic and political) through benefits of aviation of country reports in Central America and Caribbean countries.
  - Promote adherence to Worldwide Slot Guidelines (WSG), ensuring effective application where warranted, and avoiding it where unjustified.
  - Gain recognition toward the industry's established environmental commitments relative to CO2 emissions, noise mitigation actions and the development of sustainable alternative fuels (SAF).
  - Remove legal barriers for adoption of e-Cargo initiatives in Chile and Mexico.
  - Authorities to modernize, improve competitiveness of the air cargo value chain in Argentina, Brazil, Canada, Chile, Cuba, Mexico, Peru and US.

## Financially Viable Markets

- Ensure the airline industry can operate under an environment that allows for a sound return on investments through application of harmonized standards.
  - Open the BSP in Cuba.
  - Strengthen existing Fraud Committees by establishing clear and measurable actions that prevent losses to agents & airlines due to fraud.
  - Continue with Global Airport Actions Days, in coordination with global, regional, and local law enforcement agencies.
  - Strengthen Fraud Prevention Education through campaigns, workshops for agents & airlines across the region.
  - Educate and support Regional carriers in new distribution payment plan: NDC, One Order, Growth New Agent Accreditation and Easy Pay growth acceptance in the region.
  - Rates, charges, taxation and fuel:
    - Promote adoption of cost-related principles when calculating ATC and airport related charges, fees and taxes as per ICAO practices. Airports: Argentina, Colombia, Costa Rica, Mexico and Cuba. ATC: Argentina, Brazil and Cuba.
    - Influence the next generation of concession contracts in Brazil and Colombia.
    - Push for adoption of international market reference prices for jet fuel in Brazil, Colombia, Costa Rica, Cuba and Mexico.