CANSO Vision 2020
Supporting Strategies and Plans
VISON 2020

Introduction
The purpose of this document is to
• Present the CANSO Vision 2020, supporting strategies and plans; and to
• Describe how CANSO will achieve Vision 2020 through the detailed work plans and activities carried out at global and regional levels.

Background
The global ATM industry is in transition from a strictly government controlled transport sector to a much more competitive, liberalised operating environment. For many years, the industry has been under pressure to adapt to new institutional arrangements and increased safety, operational, technical, environmental and economic requirements.

CANSO has also been on a journey since its formation 17 years ago, supporting an expanding membership and meeting new challenges and demands from the industry. ATM must meet the challenges of the 21st century - in which a global, seamless and safe airspace is developed, based on cost-effective and efficient services, with sufficient capacity to meet the world's air transport needs. CANSO itself needs to step up to this challenge and play a strong leadership role on behalf of its members, in partnership with other key aviation stakeholders.

CANSO launched its Waypoint 2013 Strategy in June 2010 as the logical extension of the association’s first strategic plan, developed in 2005 and further refined during Imagine 2010. The intention of Waypoint 2013 was to move CANSO from “talking to doing”; building on its role as the global voice of ATM, while "Leading the transformation of global ATM performance".

It is now 2013 and it is time to take the next step. Building on CANSO’s previous achievements, the natural evolution is a step change to Vision 2020, with a fresh impetus and a strong focus on delivering what is necessary to truly transform global ATM performance and achieve seamless, efficient and safe airspace globally.

Vision 2020 Overview
The three core elements of Vision 2020 are:
• Strong Partnerships
• Value Creation
• Efficient and Effective Organisation

In accordance with the CANSO Director General’s commitment at the CANSO CEO Conference in Madrid in February 2013, Vision 2020 has been developed with the full involvement of members through an open and transparent transversal approach involving the three CANSO Standing Committees, their supporting Workgroups, the CANSO Regional Directors and the CANSO Director General and Secretariat.
The overall objective is Seamless ANS which can be described as:

- Achieving airspace continuum or “invisible borders” for airspace customers
- Ensuring the development of seamless ANS enhances safety, which continues to be our number one priority
- Providing ANSP members with the mechanisms to achieve Seamless ANS and airspace
- Recognising that seamless operations must be performance-driven and based on customer needs
  - Consistent with the ICAO Global ATM Concept
  - Accounting for regional differences in traffic densities and complexity:
    » Implementing agreed minimal set of characteristics (standardised rules, procedures, information management, ground infrastructure, equipage for all airspace)
    » Implementing optimal set of characteristics for dense/complex airspace where needed
    » Establishing a continuous, synchronised process for adoption of these characteristics by regions, individual States, ANSPs and customers.

Transformation of the industry (as described in the CANSO Global Vision and the above “Vision Wheel” drives the work of the three CANSO Standing Committees (Operations, Policy and Safety), the five CANSO Regions and, of course, the CANSO Secretariat.
Vision 2020 Strategic Framework – the CANSO ‘House’

The CANSO ‘House’ provides a clear strategic framework from which to set the direction and content for Vision 2020.
The roof of the ‘House’ contains the CANSO Vision and Mission:

**Vision:** “To be the recognised leader in transforming global ATM Performance”

**Mission:** “To be the global voice of ANSPs and global partner in the transformation of the aviation system; creating value for Members and our stakeholders”.

This Mission is supported by three ‘Pillars’ based on three core vision elements:

- Being a Strong **Partner**
- Creating **Value** for members and stakeholders
- Optimising the efficiency and effectiveness of the **Organisation**

Creating **value** for members and industry stakeholders is the very reason that CANSO exists. It is therefore the central pillar and the core of the CANSO House. We can only succeed if CANSO is an efficient and effective **Organisation** that works in strong **Partnership** with the other key stakeholders in ATM. The two other pillars – Partnership and Organisation – are therefore enablers of the central **Value** pillar.

The foundation of the ‘House’ is provided by the Standing Committees, the Regions and the CANSO Director General and Secretariat, working together to deliver the Vision, Mission and Strategy.

**Vision 2020 Work Structure**

In developing Vision 2020, all CANSO initiatives and activities at global and regional level have been captured and evaluated to ensure that they are consistent with the CANSO Vision and the supporting wheel. The following diagram represents the detailed structure of Standing Committee, work stream and regional activities that support Vision 2020. It shows the three Vision elements/Pillars: **Partnership**, **Value** and **Organisation**.

In addition, it presents the detailed components of the Vision Wheel that comprise the Value Pillar and illustrates how these map onto the activities led by each of the three Standing Committees - Policy, Safety and Operations. In creating the Work Plan in support of Vision 2020, it became clear that two areas – **Better Regulation** and **Service Priority** – require specific focus if we are to give real impetus to transforming global ATM performance and achieving seamless airspace:

- **Better Regulation.** We have been calling for output-based regulation for many years but we are still faced with prescriptive over-regulation that undermines our ability to innovate and focus on performance and delivery.
- **Service Priority.** Our customers want us to be responsive to their needs and enable them to use available and new technology to the fullest extent. The traditional principle of First-Come-First-Served must be challenged and replaced by an approach that recognises and leverages aircraft capability to secure more efficient and effective performance.

These two new focus areas are highlighted in the two dark grey boxes under the Value box. They are separated from the other Work Streams and activities because we believe that they are such important drivers of change as to require specific focus, dedicated resources and a genuinely transversal approach rather than being the prime responsibility of a single Standing Committee. More details can be found later in this document.
Partnership Value

Organisation

CANSO

Membership

External

**Managed Safely**
- Continue regional safety programmes
- Develop safety and organisational culture guidance
- Enhance safety through performance and risk monitoring
- Address safety implications of future developments
- Enhance the use of safety management best practices

**Optimised ATM Systems**
- Define and facilitate ATM service harmonisation
- Support effective application of the ASBU methodology
- Optimise ATM infrastructure
- Facilitate CDM implementation
- Facilitate PBN implementation

**Civil-Military Cooperation**
- Improve civil/military cooperation
- Define and facilitate ATM service harmonisation
- Support effective application of the ASBU methodology
- Optimise ATM infrastructure
- Facilitate CDM implementation
- Facilitate PBN implementation

**Environment**
- Encourage procedures that reduce fuel use and emissions while maintaining operational efficiency
- Enhance the use of safety management best practices
- Address safety implications of future developments
- Enhance the use of safety management best practices

**CANSO Organisation**

**Membership**

**SAFETY**

**OPERATIONS**

**Vision elements**
- Focus Areas
- Domains
- Work Streams

*Colour legend:* POLICY

- Influence the regulatory and institutional framework
- Cooperate with governmental and regulatory organisations
- Cooperate with industry stakeholder organisations
- Lead and support advocacy and communications

- Manage ATM systems
- Lead and support advocacy and communications
- Enhance the use of safety management best practices
- Improve civil/military cooperation
- Develop safety and organisational culture guidance
- Maintain operational efficiency

- Continue regional safety programmes
- Develop safety and organisational culture guidance
- Enhance safety through performance and risk monitoring
- Address safety implications of future developments
- Enhance the use of safety management best practices

- Define and facilitate ATM service harmonisation
- Support effective application of the ASBU methodology
- Optimise ATM infrastructure
- Facilitate CDM implementation
- Facilitate PBN implementation

- Encourage procedures that reduce fuel use and emissions while maintaining operational efficiency
- Enhance the use of safety management best practices
- Address safety implications of future developments
- Enhance the use of safety management best practices

- Safety
- Operations
- Business approach
- Service priority
- Appropriate regulations
VISION 2020

CANSO Work Plan Database

The full CANSO Vision 2020 Work Plan is captured in the CANSO roadmap database. This contains all 126 activities planned at a global and regional level and provides a mechanism to drill down into the detailed deliverables and key milestones required to support each activity. It is

- the first time that such a comprehensive, current and updateable picture of CANSO activities has been produced
- an impressive inventory of the breadth and depth of activities conducted by CANSO and its Members through the Standing Committees, Region and Secretariat
- a cause for reflection on the resources and processes needed to achieve the identified deliverables and benefits

This database will be made available to all CANSO Member Focal Points and will be continuously updated to support effective management and oversight of the CANSO Work Plan. Specifically, a detailed review and update will be conducted annually in advance of each CANSO AGM so that a revised Work Plan can be approved at that AGM.

It is not possible to present the full detail of the Work Plan in this document, so the next section of this document provides an overview of the global work streams and activities that will be carried out under each pillar to support Vision 2020, followed by summaries of the complementary plans for each of the CANSO Regions.
Value Pillar – Global Activities and Plans

The CANSO Global Vision Wheel identifies the areas where action is needed to support the transformation of our industry. These are categorised under policy, safety or operations which maps directly onto the respective roles of each the three Standing Committees. Beneath each of the areas for action, the blue boxes provide a summary of how the Work Plan is broken down into specific activity areas.
# Value Pillar Activities and Plans

<table>
<thead>
<tr>
<th>Value Pillar</th>
<th>Domain - Policy Standing Committee</th>
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<tbody>
<tr>
<td><strong>Activity Area</strong></td>
<td><strong>Activity Description</strong></td>
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<tr>
<td>Appropriate Regulation</td>
<td>Separation of regulation and service provision in ATM is a long standing and key policy of CANSO. We will define and reinforce the principles that should underpin good regulation in order to ensure and incentivise safety and other key performance areas, while avoiding over regulation. We will seek to overcome barriers to the global harmonisation of airspace and the removal of excessive and redundant regulations. We will also seek to understand and ensure that regulation and industry standardisation complement each other, and how regulation can contribute to seamless airspace. We will work with decision-makers to ensure the delivery of regional airspace initiatives. CANSO will develop and promote joint positions on regulatory and institutional issues promoting the concept of “better regulation” to stimulate performance and seamless airspace to the benefit of our customers. Policies on the various regulatory aspects such as State sovereignty of airspace, safety and economics will be developed and promoted in appropriate global and regional fora.</td>
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<tr>
<td>Business Approach</td>
<td>Best practice guides on business transformation need to be promulgated so that they can be implemented at both global and regional levels. The annual CANSO Global Benchmark Report will be further developed in scope and more ANSPs will be encouraged to participate. Work to improve how the content will be used to support effective communications will also be conducted. Quantifiable benchmarks will continue to be complemented by qualitative assessments of ANSP performance through the CANSO Fitness Check. This is a survey whereby ANSPs self-assess their key features against business transformation stages described in the Global Vision Document This survey will also be used to develop proposals for the CANSO work programme.</td>
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<tr>
<td>Customer Focus</td>
<td>The CANSO Charter lays down customer orientation as a feature of CANSO Members. Guidance material on customer relationship management is available and will be reviewed and further promoted.</td>
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<td>People</td>
<td>CANSO will develop ANSP positions in HR-related ICAO working groups. We will focus on Fatigue and Risk Management Systems as well as the further development of competency schemes for air traffic controllers and engineers.</td>
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<tr>
<td>Security</td>
<td>The introduction of increased automation and reliance on system-wide exchange of data means that the associated cyber-security issues are now a key area that requires joint industry solutions. ICAO has initiated activities in this area and CANSO will develop a work programme to identify common ANSP policies in the security area.</td>
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<td>Activity Area</td>
<td>Activity Description</td>
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<tr>
<td>Managed Safely (1)</td>
<td>Implement a CANSO Safety Strategy to drive safety performance through global industry collaboration and a success based approach through:</td>
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<td>• working collaboratively with our industry partners</td>
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<td>• facilitating regional safety programmes and safety support</td>
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<td></td>
<td>• promoting and encouraging adoption of safety culture tools and framework</td>
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<td>• enhancing our safety management approaches</td>
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<td>• co-coordinating SSC support of CANSO cross-committee work</td>
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<td>In addition the DG will launch an exercise to consider possible establishment of CANSO safety certificates in response to requests from ICAO and others.</td>
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<td>Managed Safely (2)</td>
<td>Develop safety management guidance and tools which will assist ANSPs’ transition to increasingly automated service delivery by:</td>
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<td>• achieving a consistent approach in automation concepts of operation</td>
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<td>• use of tools to determine the impact of automation on controllers</td>
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<td></td>
<td>• ensuring that design maintains the human-in-the-system and that functions maximise safety benefit</td>
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<td>• integrating human factors and performance findings in the safety analysis and investigation phase by closing the loop</td>
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<td></td>
<td>• developing new processes including risk management and fatigue risk management, and promoting safety culture as a key enabler for improvement to continually enhance the CANSO SMS Standard of Excellence</td>
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<tr>
<td>Managed Safely (3)</td>
<td>Develop and implement common definitions and predictive measures of operational safety risk and positive safety performance which seek to drive safety improvement across all CANSO Members by:</td>
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<td>• creating new leading indicators oriented toward understanding safety performance and risk control effectiveness</td>
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<td></td>
<td>• defining common definitions of risk and measures of risk to proactively identify potential safety hazards</td>
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<td></td>
<td>• promoting guidance and educational materials to increase member participation in CANSO data reporting programmes</td>
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<td></td>
<td>• Shifting the emphasis from a focus on failure to a focus on success</td>
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### Value Pillar

#### Domain - Operations Standing Committee

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<thead>
<tr>
<th>Activity Area</th>
<th>Activity Description</th>
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| Optimised ATM Systems| The work programme of the CANSO Operations Standing Committee (OSC) embodies the principle of “transforming global ATM Performance” that sits at the heart of the CANSO Vision and Mission. The work of the five established work groups, their sub groups and the wide range of special projects, the members of the OSC will support the drive substantial change in the aviation community. Within the last two years, the influence of CANSO has grown through increased involvement with our industry partners on several high profile issues including:  
• our contribution to the ICAO 12th Air Navigation Conference and 6th Air Transport Conference  
• our deep involvement in the development of the Aviation System Block Upgrade (ASBU) methodology  
• our agreements with IATA and ICAO on performance based navigation (PBN) and with Airports Council International on airport collaborative decision making (A-CDM),  
• our key role in civil/military collaboration seminars and participation in many aviation conferences and panels. |

#### Civil Military Cooperation

Our primary focus will be to continue our work on those issues that will provide maximum harmonisation, interoperability and optimised ATM services:

• the socialisation of the ABSU concept and delivery of an ‘ASBU for Beginners’ document  
• PBN best practice guide and participation in the PBN implementation effort  
• implementation of of ADS-B globally, based on common standards  
• development of a business plan for A-CDM  
• development of a global standard for aeronautical information management (AIM)  
• improve ATM efficiency through decommissioning out of date systems and equipment (e.g. radar)  

Increased flight efficiency through the use of air traffic flow management (ATFM) and CDM are some of our high priority items

#### Environment

Many of CANSO’s operational initiatives contribute towards fuel saving and environmental efficiency. We will focus on:

• providing best practice guidance on minimising the environmental impact of air transport  
• helping airports minimise the effects of noise on local communities
Partnership Pillar Activities and Plans

Cooperation between industry stakeholders is the key to successful industry transformation. It is essential that we are a strong and committed partner to deliver change. The Work Plan that supports the Partnership Pillar covers CANSO initiatives to establish partnerships at global and regional levels and will also be reinforced by our advocacy and communication plans.

<table>
<thead>
<tr>
<th>Partnership Pillar</th>
<th>Activity Area</th>
<th>Activity Description</th>
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|                    | Cooperation with governmental and regulatory organisations (e.g. ICAO global and regional offices and regulatory authorities) | CANSO will cooperate with governmental and regulatory organisations. Key activities will include:  
- Strengthening CANSO’s role and influence at ICAO global and regional conferences  
- Promoting seamless ANS and ATM as an integral part of the air transport value chain  
- Promoting harmonisation in implementation of a global set of operational and technical norms  
- Promoting performance-based rulemaking and oversight  
- Influencing global and regional rule making activities.  
- Promoting interoperability (e.g. SWIM and Datalink)  
- Supporting ANS planning and implementation using the ASBU framework  
- Promoting worldwide development of global standards (e.g. ICAO, RTCA, EUROCAE, etc.)  
- Implementing the aviation safety intelligence model with ICAO |
|                    | Cooperation with industry stakeholder organisations (e.g. IATA, regional airline associations, business aviation associations, other airspace user groups, ACI, staff organisations and suppliers / Technology providers) | CANSO will engage with industry stakeholder organisations. In particular CANSO will reinforce and develop the existing cooperation agreement with ACI and IATA.  
Action with Airspace User groups will include:  
- Clarifying industry-wide priorities for operational/ environmental improvement  
- Cooperation on equipage /infrastructure modernisation priorities, incentives and benefit scenarios  
- Identifying opportunities for joint initiatives (e.g. PBN, CCOs/CDOs, CDM/ATFM)  
- Cooperation on the synchronisation of implementation schedules, within the ASBU framework  
Action with ACI will include:  
- Collaboration on airport safety, capacity, and efficiency initiatives (e.g. Runway Safety Teams, Airport CDM, noise)  
Action with staff organisations will include:  
- Promoting just culture, ATCO/ATSEP competency frameworks, training requirements, social dialogue and labour conditions and staff mobility  
Action with suppliers will include:  
- Ensuring implementation of technology is requirements-based |
|                    | Leading and supporting advocacy and communications | CANSO will advocate strongly on behalf of Members to influence improved decision making in line with CANSO policies and positions by developing comprehensive lobbying and communications plans that are aligned to key industry events and key policy decisions at global and regional levels.  
CANSO will reinforce its influence by identifying opportunities to develop joint policy positions and advocacy on matters of common interest. |
**Organisation Pillar Activities and Plans**

A financially healthy, effective and efficient CANSO organisation is essential to achieve the Vision and deliver Value. It is a core task for the CANSO Director General to steer and ensure the development of CANSO into a leading-edge, delivery-focused organisation, fully responsive to the needs of its Members and driving the changes necessary to improve global ATM performance.

There are three main work streams that will support the maintenance of an effective and efficient CANSO organisation which will be underpinned by a number of activities.

<table>
<thead>
<tr>
<th>Work streams</th>
<th>Activities</th>
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</thead>
<tbody>
<tr>
<td><strong>The Membership</strong></td>
<td>Governance arrangements</td>
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<td>Membership policy</td>
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<td>Standing Committees</td>
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<tr>
<td><strong>CANSO (internal processes)</strong></td>
<td>Secretariat organisation</td>
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<td></td>
<td>Finance/budgets</td>
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<td></td>
<td>Revenue development</td>
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<td></td>
<td>Project delivery capability</td>
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<td></td>
<td>Internal policies and processes</td>
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<tr>
<td><strong>External (engagement)</strong></td>
<td>Policies on industry issues</td>
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<tr>
<td></td>
<td>Communications and advocacy</td>
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<td></td>
<td>Events planning, management and delivery</td>
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</tbody>
</table>
Main focus areas

1. Better Regulation – the true enabler

The regulatory environment for ATM is complex and in many cases presents the industry with prescriptive, obsolete, inefficient and conflicting requirements driving unnecessary cost into air navigation service provision and undermining the ability to innovate and perform effectively.

It is necessary therefore for CANSO, on behalf of the ATM industry and in conjunction with other industry partners, to provide strong new impetus and drive to our long standing call for harmonised and consistent application of the separation of regulation from service provision in ATM to be fully implemented. It is also essential that there is a harmonised and consistent approach to ANS regulation with fewer regulators and oversight authorities.

A great deal of work has been done over the years to develop the policies and principles that should underpin good ‘fit for purpose’ regulation to ensure and incentivise safety and other key performance areas, avoiding overregulation. It is accepted even by most governmental authorities that they should be

- Proportionate
- Consistent
- Accountable
- Transparent
- Targeted

The challenge is to ensure that these principles are applied in practice.

CANSO will build on this work, highlighting areas for change and, wherever possible, challenge regulatory proposals that do not meet these criteria or principles. This initiative will underpin the proposed new, strong and sustained advocacy campaign for appropriate and better ATM regulation.

We will call consistently for the application of full impact assessment of any regulatory proposal that affects our business and reinforce the demand that regulations are focused on delivery of performance outcomes rather than prescriptive inputs.

We will also seek to understand and promote how regulation and industry standardisation complement each other and how regulation can contribute to seamless airspace.

CANSO will develop and promote joint positions on regulatory and institutional issues, promoting the concept of “better regulation” to stimulate performance and seamless airspace to the benefits of our customers. Additional policies on the various regulatory aspects like safety and economics will be developed and promoted in appropriate global and regional fora.
2. Service Priority: The Next Evolution in Air Navigation Service

One of the oldest tenets of air traffic control is the notion of first-come-first-served. Those aircraft that are first in the airspace have the “right of way.” This concept assumes that all operators in the system are equally qualified and equally positioned to participate and make use of the system. However, this is increasingly no longer the case as some airlines adopt new advanced technologies and capabilities faster than others.

The tools by which the pilot, controller, traffic management specialist and others will operate in the system will give them significantly more capability than we could have imagined just a few short years ago. Such tools will allow for increased surveillance capability in remote places like oceans and mountainous areas. Improvements in communication and decision making tools (such as data link, and conflict probe, detection and resolution) will facilitate the handling of more traffic by controllers and improved situational awareness by pilots. These future systems have the potential to take our industry to ever greater heights of safety and efficiency. But they come at some expense.

At a time when budgets are tight, the need for early returns on investment are essential to the longevity of these system improvement programmes. But as is the case with most big changes, the strengths of our past, challenge our ability to change for the future. And first-come-first-served stands in the way. Why should airlines invest in expensive new technology if there are no advantages to doing so and if they cannot realise the full capability of their equipment? It is time to rethink first-come-first-served.

Supplanting this core value of our industry will be no small task. Controllers, from the very first days of their training, are taught this is how the system must be run. And with nearly every clearance, that expectation is reinforced to the pilot. But the challenge does not stop at controller and pilot training. We must address airspace construction, ATC procedures, flow management concepts, airport layout and design, and a myriad of other issues. And, of course, it all must be done with safety as our highest value. If there ever were an issue that cuts across nearly all segments of the aviation industry, this is it.

CANSO believes that collaboration across the industry will be essential and recommended the convening of an industry-wide study group to consider this issue to the 12th Air Navigation Conference and the 6th Air Transport Conference. This includes draft guidance material proposing alternatives to the concept of first-come-first-served. We expect to participate in this effort, providing CANSO with a meaningful opportunity to influence the outcome of this important initiative.

Accordingly, it is essential that CANSO develops, with its Members, its position on the many issues related to this effort. To do so, will require the very best of us in the disciplines of air traffic control, airspace, procedures, traffic management, automation systems/computer-human interface, etc. It will
also require an understanding of the impact such changes will have on system stakeholders including pilots, dispatchers, airport operators, etc. Cutting across all dimensions of CANSO (i.e. affecting all the Standing Committees, all Regions, and all members) this effort meets the very definition of a transversal project.

In sum, the re-defining of service priority offers the perfect opportunity for CANSO to have a real and lasting impact on the world’s aviation system. It is in this context that CANSO must lead the next evolution of global air navigation service provision.
Africa Region Initiatives and Activities

The Africa vision and critical areas were identified and completed in November 2012 in Cape Town with input from all CANSO Members in Africa. The vision identifies critical areas of change needed within the safety, regulatory and operational domains and the issues we must address if we are to achieve a truly safe African ATM system.

Several critical areas have been identified by the Africa members of CANSO. Workgroups of experts from different countries are working on action plans, as follows.

On operations, CANSO is focusing on UPR – Flex Tracks, Performance Based Navigation (PBN), seamless air space operations, flight efficiency and Collaborative Decision Making (CDM) forums. And it is working to improve infrastructure through communications / ADS-B, ADS-C and MLAT.

With regard to safety, CANSO AFI is focusing on runway safety, incursion and excursion and unstable approaches; and accident and incident reporting. Safety analysis and State Safety Programme (SSP) is to be addressed within the framework of RASG-AFI. CANSO AFI is working with ICAO Regional Office Safety Teams (ROST) to help with Corrective Action Plans (CAP).

Other key issues include RVSM safety monitoring; investigating a correlation between safety indicators safety performance. On General Aviation operations, we are focusing on pilots on the wrong frequency as well as airspace infringements and level busts.

Staffing and training elements include ATC training (content, syllabus up to date with technology) including English Language Proficiency (ELP) and low traffic density. We are also providing training on Safety Management System (SMS) implementation, Unsatisfactory Condition Reports (UCRs) in addition to workshops on Performance-Based Navigation (PBN) procedures.

We will achieve all of these critical areas through partnering with ICAO, IATA, ACI and other industry associations like IFALPA and IFATCA.

We will continue with our drive to increase membership.
Asia-Pacific Region Initiatives and Activities

The work of the CANSO Asia-Pacific region is aligned to the three Vision 2020 pillars of Partnership, Value and Organisation.

Under Partnership, the CANSO Asia-Pacific region will continue to engage the ICAO Regional Office to influence and shape decisions on ATM by participating actively in its key meetings such as the ICAO Asia-Pacific Air Navigation Planning and Implementation Group (APANPIRG), the Asia-Pacific Seamless ATM Planning Group as well as the Asia-Pacific Directors General of Civil Aviation Conference.

Through annual CANSO Asia-Pacific Conferences and workshops we will reach out to ANSPs to create opportunities for the sharing and implementation of ideas and best practices among ANSPs and between ANSPs and their aviation partners and stakeholders.

Under the Value Pillar, the region has created a regional safety workgroup and a regional operations workgroup that will enable our regional experts to work together on solutions to safety and operational issues tailored to the region. More specifically, the CANSO Asia-Pacific region will work with our aviation partners ICAO, IATA and ACI to promote priority ASBU modules such as CDM/ATFM, ADS-B and PBN.

For CDM, the initial focus is on city pairs starting with the Singapore/Bangkok city pair and developing into sub-regional ATFM. Our ADS-B efforts will focus on improving safety and efficiency by covering radar surveillance gaps on busy airways in the South China Sea and the Bay of Bengal through ADS-B data sharing. For PBN, the focus will be on regional harmonisation of en-route PBN across national and airspace boundaries.

Under the Organisation Pillar, the region will strengthen CANSO’s effectiveness and positive impact as the Global Voice of ATM by increasing the size and influence of its regional membership. The regional membership has grown from 4 to 15 since its inception and the aim is to reach a critical mass of about 20 ANSPs over the next three years. At the same time we will promote and strengthen collaboration among our regional members through conferences, workshops and workgroups.
Europe Region Initiatives and Activities

The members of the CANSO EUR region are ANSPs from both European Union Member States and non-EU States. The main purpose of the EUR regional work is to coordinate advocacy to influence EU legislation on aviation matters, and specifically on ATM issues. For this, the EUR CEO Coordination Committee (EC3) identified a set of strategic objectives 2013 – 2017 which set the EUR priorities and are the basis for a detailed annual work plan and resulting work structure. They are managed by the CANSO European Coordination Meeting (CECM).

This EUR annual work plan forms the EUR input into the development of Visions 2020, as the EUR objectives closely reflect the CANSO global objectives. The different objectives and resulting activities listed in the detailed EUR work plan have been grouped under the respective Vision 2020 elements: partnership, value and organisation.

The main issues are largely aero political topics dealing with the complex transformation of the whole European institutional framework from the application of national legislation to a centralized EU legislation based aviation chain. This transformation is being influenced by consolidated CANSO positions, views and comments on the relevant topics.

CANSO EUR’s work is therefore largely focused on activities covering the partnership element and creating value for its members. Key for this is close cooperation with the European Union institutions, Eurocontrol, States and aviation stakeholders, including the manufacturing industry (OEMs). More technical and operational matters are covered under the ‘Interoperability’ heading in the provided input. This includes comments on the development of EU Implementing Rules and Community Specifications for ATM systems, as well as CANSO positions on certain technology application developments. Work with ICAO is mainly covered through the CANSO ICAO affairs office, but also increasingly by working with the ICAO EUR/NAT office where relevant, specifically on safety (RASG) and performance matters. Also important for the EUR region is the Social Dialogue between ATM employers and employees, conducted at the EU level. Here CANSO is actively engaged in creating awareness of the necessary change process and working on developing solutions for a smooth transition into the future modernised working environment.

With regard to organisation, the CANSO EUR Secretariat is the backbone of the regional coordination work. It is the communication node to the EU institutions, European States and stakeholders. The EUR office has therefore established a solid working structure under the leadership of the EUR members. The EUR Secretariat also maintains the link to CANSO’s global activities, specifically with CANSO headquarters and the Standing Committees. All this is reflected in the EUR input to the Vision 2020 development.
Latin America & Caribbean Region Initiatives and Activities

The Latin America and Caribbean CEO Committee (LAC3) is committed to supporting and delivering Vision 2020 by aligning its work, promoting CANSO’s value, membership and benefits, and establishing the strategic course in the Latin America and Caribbean region.

As trust in CANSO grows in the region, strengthening the Partnership pillar is a key component towards achieving concrete and positive outcomes. LAC3 participates in regional initiatives with partners such as ACI-LAC, ALTA, IATA and ICAO to implement projects that benefit the region.

LAC3 will seek to influence those bodies and meetings where institutional and operational issues are discussed and decisions are made such as major air navigation events at ICAO (DG Meetings, GREPECAS (the Caribbean and South America regional planning and implementation group), and air navigation conferences). It will focus on safety initiatives aimed at reducing aviation risks in the region through its participation at ICAO’s Regional Aviation Safety Group Pan American Executive Committee (RASG-PA). It will disseminate best practices, collaboration and lead topics that will provide answers to air navigation issues from ANSPs in the region via the Latin American and Caribbean Conferences.

With regard to the Value pillar, LAC3 will continue to provide the means to accelerate PBN implementation by sharing best practices as well as organising seminars/workshops to train professionals to ensure the region has qualified personnel to undertake such tasks. LAC3 is promoting CDM implementation in the region together with ACI-LAC and is seeking agreement to conduct a CDM pilot project with ACI-LAC. Environment is another relevant topic in the region and LAC3 is working on refining the use of the IFSET and the briefing ANSPs on the importance of creating an environmental strategy.

LAC3 is fully engaged in the ASBU initiative and seeks to improve understanding of the topic (with governments and ANSPs), and is working with stakeholders to promote ASBU modules tailor-made for the region.

The above will be difficult to achieve without a strong organisation. LAC3 provides the organisation and structure to support the provision of safe, efficient and cost effective air navigation services worldwide. Membership growth is important to ensure momentum and the LAC3 has now grown to seven members, working to achieve a critical mass within the near future.
VISION 2020

**Middle East Region Initiatives and Activities**

CANSO Middle East has embraced the Vision 2020 pillars of Partnership, Value and Organisation by working with all aviation stakeholders to target seven key regional objectives: safety enhancement; airspace management; CNS/ATM improvement; regional HR development; institutional transformation; regional customer collaboration; and performance-based ANSPs.

In terms of partnership, CANSO Middle East actively engages ICAO, IATA, ACAC and ACI by participating in meetings to introduce CANSO global and regional activities. We have expanded the CANSO Middle East Airspace Review (MIDRAR) initiative into a broader multi-stakeholder programme. The MIDRAR working group comprises representatives from all aviation stakeholder groups and the MIDRAR Board will include representatives from ICAO, IATA and ACI as well as ANSPs and airlines. MIDRAR is a comprehensive initiative to elaborate and recommend MID airspace solutions (e.g. restructure Middle East airspace).

As part of our Middle East ANSP, Airspace User and Stakeholder Engagement (MEAUSE) initiative, we organise workshops jointly with IATA. The recent CRM workshops and guidance will set the stage for better coordination between ANSPs and national carriers and we are in the process of signing an MOU with IATA MENA to jointly develop MEAUSE into the regionally recognised platform. With our partners, we are promoting the implementation of key ASBU modules such as A-CDM where we are planning workshops and identifying pilot projects together. Importantly, our Middle East CEO Committee (MEC3) membership includes CANSO members which are regional and non-regional ANSPs, airports and airspace users, and therefore representing key elements of the aviation value chain.

With regard to value, CANSO Middle East has created two initiatives.
- Our MEAUSE initiative serves as an essential platform for ongoing collaboration between all stakeholders including the military. This is the only body in the region that provides an opportunity at an operational level to share best practice and to address key regional challenges.
- Our MIDRAR initiative is a multi-stakeholder programme which is working towards resolving airspace challenges and meeting future demand through effective and efficient airspace management at a regional level. The programme aims not only to resolve current issues, but also will act as a platform to coordinate other regional programmes and initiatives and support (for example, the implementation of ASBUs across the region).

On organisation, CANSO Middle East will actively strengthen CANSO’s effectiveness and positive impact as the Global Voice of ATM by increasing the size and influence of its regional membership through activities and initiatives and best practices that present solutions to issues facing a region with projected annual traffic growth of at least 8%.
Maintaining and Sustaining Vision 2020

Delivery of Vision 2020 objectives requires a clear, concrete and focused Work Plan that is regularly adjusted to respond to the changing needs of CANSO members and industry stakeholders at a global and regional level.

As with any programme or plan it is essential that progress is tracked, lessons are learned and opportunities to secure greater benefits or value are identified.

The Vision 2020 and the supporting Work Plan will be reviewed regularly, with progress reports provided to the CANSO Executive Committee and all CANSO Members.

A new planning and oversight group consisting of the CANSO DG, the Programme Managers and Regional Directors and Chairs of the Standing Committees will be established to support this review process. The CANSO Fitness Check will be used to assess the priorities for action to support the Vision and supporting Work Plan and to meet the changing needs of the CANSO membership in achieving our goals.
CANSO Members

CANSO – the Civil Air Navigation Services Organisation – is the global voice of air navigation service providers (ANSPs) worldwide. CANSO Members support over 85% of world air traffic. Members share information and develop new policies, with the ultimate aim of improving air navigation services (ANS) on the ground and in the air.

CANSO represents its Members’ views in major regulatory and industry forums, including at ICAO, where it has official Observer status. CANSO has an extensive network of Associate Members drawn from across the aviation industry. For more information on joining CANSO, visit www.canso.org/joiningcanso.

Full Members - 80

- Aeronautical Radio of Thailand (AEROTHAI)
- Aeropostes de Moçambique
- Air Navigation and Weather Services, CAA (ANNS)
- Air Navigation Services of the Czech Republic (ANS Czech Republic)
- Air Traffic & Navigation Services (ATNS)
- Airports and Aviation Services Limited (AASL)
- Airports Authority of India (AAI)
- Airports Fiji Limited
- Airservices Australia
- Airways New Zealand
- Angkasa Pura I
- Avionor AS
- AZANS Azerbaijan
- Belcontrol
- Bulgarian Air Traffic Services Authority (BULATSAA)
- CAA Uganda
- Civil Aviation Authority of Bangladesh (CAAB)
- Civil Aviation Authority of Botswana
- Civil Aviation Authority of Singapore (CAAS)
- Civil Aviation Authority of Swaziland
- Civil Aviation Regulatory Commission (CARC)
- Department of Airspace Control (DECEA)
- Department of Civil Aviation, Republic of Cyprus
- DFS Deutsche Flugsicherung GmbH (DFS)
- Dirección General de Control de Tráfico Aéreo (DGCTA)
- DSNA France
- Dutch Caribbean Air Navigation Service Provider (DC-ANSP)
- ENANA-EP ANGOLA
- ENAV S.p.A: Società Nazionale per l’Assistenza al Volo
- Eniautopuertos Españoles y Navegación Aérea (ENIA)
- Estonian Air Navigation Services (EANS)
- Federal Aviation Administration (FAA)
- Finavia Corporation
- GOAA United Arab Emirates
- General Authority of Civil Aviation (GACA)
- Hellenic Civil Aviation Authority (HCAA)
- Israel Airports Authority (AAA)
- Iran Airports Co
- Irish Aviation Authority (IAA)
- ISAVIA Ltd
- Japan Civil Aviation Bureau (JACAB)
- Kazaeronavigatsia
- Kenya Civil Aviation Authority (KCAA)
- Latvijas Galisa Satiksme (LGS)
- Letové prevádzkové služby Slovenskej Republiky, Štátny Podnik
- Luchtverkeersleiding Nederland (LVNL)
- Luxembourg ANA
- Maldives Airports Company Limited (MACL)
- Malta Air Traffic Services (MATS)
- NATA Albania
- National Airports Corporation Limited
- National Air Navigation Services Company (NANISC)
- NATS UK
- NAV CANADA
- NAV Portugal
- Navair
- Nigerian Airspace Management Agency (NAMA)
- Office de l’Aviation Civile et des Aéroports (OACI)
- ORO NAVIGACJU, Lithuania
- PNG Air Services Limited (PNGASL)
- Polish Air Navigation Services Agency (PANSA)
- PIA “Adem Jashir” - Air Control J.S.C.
- PT Angkasa Pura II (Persero)
- ROMATSA
- Sakaeronavigatsiya Ltd
- S.E. MoliATSAA
- SENEAM
- Serbia and Montenegro Air Traffic Services Agency (SMTSA)
- Serco
- Skyguide
- Slovenia Control
- State Airports Authority & ANSP (DHMI)
- State ATM Corporation
- Tanzania Civil Aviation Authority
- Trinidad and Tobago CAA
- The LVF Group
- Ukrainian Air Traffic Service Enterprise (UkSATSE)
- U.S. DoD Policy Board on Federal Aviation

Gold Associate Members - 14

- Abu Dhabi Airports Company
- Airbus ProSky
- Boeing
- BT Pte
- FREQUENTIS AG
- GE Air Traffic Optimization Services
- GroupEAD Europe S.L.
- ITT Exelis
- Lockheed Martin
- Metron Aviation
- Skywaytecnology
- SELEX Sistemi Integrati S.p.A.
- Telephonics Corporation, ESD
- Thales
- ATCA – Japan
- ATECH Negocios en Tecnologia S/A
- Aviation Advocacy Sarl
- Avbit Data Processing GmbH
- Avitech AG
- AZIMUT JSC
- Banco Orthogon GmbH
- Booz Allen Hamilton, Inc.
- Brüel & Kjær EMS
- Comsoft GmbH
- COH Technologies, Inc
- Abu Dhabi Department of Transport
- Dubai Airports
- EADS Casidian
- EIIZO Technologies GmbH
- European Satellite Services Provider (ESSP SAS)
- Emirates
- Entry Point North
- Era Corporation
- Etihad Airways
- Guntermann & Drunck GmbH
- Harris Corporation
- Helios
- Honeywell International Inc. / Aerospace
- IDS – Ingegneria Dei Sistemi S.p.A.
- Indra Navia AS
- Indra Sistemas
- INECO
- Irmanat Global Limited
- Integra A/S
- InTELCOM
- International Aeronautical Navigation Systems Concern, JSC
- Iridium Communications Inc.
- Jeppesen
- JMA Solutions
- LAIC Aktiengesellschaft
- LEMZ R&P Corporation
- LFV Aviation Consulting AB
- Micro Nav Ltd
- The MITRE Corporation – CAASD
- MovingDot
- New Mexico State University Physical Science Lab
- NLR
- Northrop Grumman
- NTT Data Corporation
- Project Boost
- Quintiq
- Rockwell Collins, Inc.
- Rohde & Schwarz GmbH & Co. KG
- RTCA, Inc.
- Saab AB
- Saab Sensis Corporation
- Saudia Arabian Airlines
- SENASA
- SITA
- STR-SpeechTech Ltd.
- TASC, Inc.
- Tetra Tech AMT
- Washington Consulting Group
- WIDE

Silver Associate Members - 64

- Azeliac Inc.
- Aeroway Inc.
- Air Traffic Control Association (ATCA)
- ARINC
- ATCA – Japan
- ATECH Negocios en Tecnologia S/A
- Aviation Advocacy Sarl
- Avbit Data Processing GmbH
- Avitech AG
- AZIMUT JSC
- Banco Orthogon GmbH
- Booz Allen Hamilton, Inc.
- Brüel & Kjær EMS
- Comsoft GmbH
- COH Technologies, Inc
- Abu Dhabi Department of Transport
- Dubai Airports
- EADS Casidian
- EIIZO Technologies GmbH
- European Satellite Services Provider (ESSP SAS)
- Emirates
- Entry Point North
- Era Corporation
- Etihad Airways
- Guntermann & Drunck GmbH
- Harris Corporation
- Helios
- Honeywell International Inc. / Aerospace
- IDS – Ingegneria Dei Sistemi S.p.A.
- Indra Navia AS
- Indra Sistemas
- INECO
- Irmanat Global Limited
- Integra A/S
- InTELCOM
- International Aeronautical Navigation Systems Concern, JSC
- Iridium Communications Inc.
- Jeppesen
- JMA Solutions
- LAIC Aktiengesellschaft
- LEMZ R&P Corporation
- LFV Aviation Consulting AB
- Micro Nav Ltd
- The MITRE Corporation – CAASD
- MovingDot
- New Mexico State University Physical Science Lab
- NLR
- Northrop Grumman
- NTT Data Corporation
- Project Boost
- Quintiq
- Rockwell Collins, Inc.
- Rohde & Schwarz GmbH & Co. KG
- RTCA, Inc.
- Saab AB
- Saab Sensis Corporation
- Saudia Arabian Airlines
- SENASA
- SITA
- STR-SpeechTech Ltd.
- TASC, Inc.
- Tetra Tech AMT
- Washington Consulting Group
- WIDE

Correct as of 25 June 2013. For the most up-to-date list and organisation profiles go to www.canso.org/cansomembers