



ANNUAL REPORT

2023-2024

PROPELLING INTO THE FUTURE:
OUR PEOPLE, OUR STRENGTH

VISION STATEMENT

To be a global leader in the sustainable development of civil aviation

MISSION STATEMENT

To ensure a safe, secure and sustainable civil aviation system, through the provision of the highest quality services in accordance with national and international standards



CORE VALUES

Honesty, Integrity, Respect,
Equity

GUIDING PRINCIPLES

Safety, Performance,
Professionalism, Teamwork,
Accountability, Quality, Diversity

SLOGAN

Safeguarding flights, connecting worlds, advancing aviation

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OUR PEOPLE, OUR STRENGTH

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CHAIRMAN'S FOREWORD

PROPELLING INTO THE FUTURE: OUR PEOPLE, OUR STRENGTH



Captain Thomas E. Lawrence
Chairman

THE SKY IS NOT THE LIMIT

The world depends on all of us in one way or the other. Good, bad and indifferent. We all possess inimitable skills and abilities, and therefore have the capacity to make a unique contribution.

If we are to succeed in maximizing our potential and exceeding our limit we must wholly invest the strength and foresight that have been bestowed to us, which allows us the freedom to think and express ourselves while exhibiting a robust respect for the law and for each other.

The future with all its uncertainties demands the very best of us. We must be fortified with resilience,

creativity, strength and determination. It is only as we excel in these areas that we will be propelled into the future. As a nation there is so much that we have achieved and offered to the world. We are distinguished by our innovative capabilities which have been manifested in our famous inventions of the Steelpan and Calypso; the very substance of Carnival.

Let us continue to respect, appreciate and build on what has been bequeathed to us as the new generation of custodians.

And let us also work purposefully to epitomize the famous words enshrined in our National Motto; 'Together We Aspire; Together We Achieve'.





DIRECTOR-GENERAL'S MESSAGE

PROPELLING INTO THE FUTURE: OUR PEOPLE, OUR STRENGTH



Mr. Cary D.K. Price
Director-General of Civil Aviation

The Mission of the Trinidad and Tobago Civil Aviation Authority is 'to ensure a safe, secure and sustainable civil aviation system, through the provision of the highest quality services in accordance with national and international standards'.

The reporting period October 2023 – September 2024 presented the Authority with various challenges as it pursued its mission. The appointment of a new Director-General in January 2024 was one such challenge, for no matter how well a change management process is planned and executed, movements on the executive level of an organisation is always accompanied with some degree of strategic recalibration. However, the employees of the Authority, who have proven their resourcefulness time and again, ensured that the year was successful and that we were able to achieve the things we set out to accomplish.

The theme of this year's report, 'Propelling into the Future: Our People, Our Strength', captures management's intent to prioritise the holistic development of staff through the provision of opportunities for professional development and the creation of a healthy corporate culture. This intention was not solely to advance the Authority's Corporate Plan but it also formed part of the change management strategy to reassure employees their interests remained front and centre.

Among the highlights for the year was our Retirement, Long-service and Recognition function which honoured those persons who brought value to the Authority by virtue of their service or by their involvement in special initiatives that demanded

contributions beyond the call of duty. We hosted our inaugural Sports and Family Day which brought together the families of the TTCAA. We also saw the return of the Brown Bag Lunch initiative, which provides a forum for the different units and departments of the Authority to share with the rest of staff their objectives and key activities and thereby creates a more informed organisation.

Operationally the Authority continued its pursuit of excellence through its investment in technical upgrades, the amelioration of operational systems and participation in regional and international initiatives. Though the details are set out in this report, special mention must be made of the achievement of the Air Navigation Services Certification. This achievement not only serves as an endorsement of quality of service provided by the TTCAA – Trinidad and Tobago is now the second state in ICAO's North American, Central American, Caribbean and South American region to achieve ANS Certification, but it is also testament to the quality and dedication of the staff of the Authority.

The 2024 – 2027 Corporate Plan, which sets out the Authority's forthcoming strategic objectives was approved by the Board. These objectives must now be further detailed in an action plan that will serve as our road map to realising the vision of becoming 'a global leader in the sustainable development of civil aviation'. Going forward the TTCAA will continue to display excellence in its contributions to the development of civil aviation in Trinidad and Tobago.



INTRODUCING MR. CARY D.K. PRICE

**DIRECTOR-GENERAL
of CIVIL AVIATION**

Mr. Cary D.K. Price started his career in civil aviation at the age of eighteen, with the previous Civil Aviation Division progressing through the ranks as an Air Traffic Controller (ATC) Trainee, ATC I and then ATC II. In 2003, just after the formation of the Trinidad and Tobago Civil Aviation Authority (TTCAA), he joined the Civil Aviation Training Centre (CATC) as an Air Traffic Services Instructor. In 2013 Mr. Price was promoted to the position of Chief Instructor of the CATC and in 2017 he assumed the role of Manager of the CATC.

Mr. Price is a licensed Air Traffic Controller, Air Traffic Control Instructor and Air Traffic Control Examiner. He is also qualified as an International Civil Aviation Organisation (ICAO) Instructor and ICAO Course Developer.

Mr. Price has served as a Board Member of the Trinidad and Tobago Air Traffic Controllers' Association for ten years. He was also a member of the International Federation of Air Traffic Controllers' Associations (IFATCA) Professional and Legal Committee for two years, and Finance Committee for ten years. Mr. Price was also elected by IFATCA as Chairman of its Finance Committee for a two year term.

In addition to his duties at the TTCAA, Mr. Price has served as a Management Committee member of the Public Services Association's Civil Aviation Section for over fifteen years, and was a National Executive of the Public Services Association of Trinidad and Tobago.

Mr. Price holds a Master of Science (MSc) degree in Aviation Management from the University of the West Indies, graduating with Distinction. He also holds a Management Certificate in Civil Aviation from the International Civil Aviation Organisation (ICAO) and Concordia University, the Certificate in Aviation Safety and Security from the University of Southern California (USC) and the Diploma in Professional Training from the International Air Transport Association (IATA).

With over thirty years' experience in the aviation sector, Mr. Price brings with him a wealth of knowledge and expertise to leverage in ensuring the sustainable growth, development and promotion of Civil Aviation, while fostering and advancing Trinidad and Tobago's role as a global leader in the industry.



THE BOARD

TRINIDAD AND TOBAGO CIVIL AVIATION AUTHORITY

Sitting from left to right – Captain Thomas E. Lawrence (Chairman), Mr. Cary D. K. Price (Director-General of Civil Aviation)
 – Standing from left to right – Mr. Nigel Pantin (Vice Chairman), Ms. Sonia Francis-Yearwood, Mr. Sheldon Baptiste, Ms. Nadra
 Nathai-Gyan, Mr. Alex Browne, Ms. Sandra Warner, Mr. Ravindra Nanga



SLOGAN

*“Safeguarding flights,
connecting worlds,
advancing aviation”*

A corporate slogan is a vital component of branding. It conveys the essence of a company's mission and values in a concise and memorable way. In 2024, the TTCAA launched an internal initiative for the employees of the organisation to contribute to the development of the corporate slogan. Eighty-seven submissions were received and scored using a rubric to evaluate originality, creativity and appropriateness. The slogan of the TTCAA is intended to:

- Enhance staff engagement and foster a sense of ownership and inclusion
- Increase visibility of the TTCAA with a memorable phrase
- Clarify the TTCAA's role and functions
- Complement and reinforce brand awareness strategies alongside the TTCAA's official logo

Following the conclusion of the competition, the Board in July 2024, approved the TTCAA's official slogan:

*“Safeguarding flights,
connecting worlds, advancing aviation,”*

which succinctly and effectively captures the purpose and value of the TTCAA to Trinidad and Tobago and the global aviation industry.



2023 - 2024 ANNUAL REPORT

INTRODUCTION

PROPELLING INTO THE FUTURE: OUR PEOPLE, OUR STRENGTH

Significant milestones and remarkable achievements, reflecting the dedication and resilience of our TTCAA team was evident this year. At the core of our progress are our people, whose commitment and talent fuel our success. This report highlights the key events and developments for the fiscal year 2023-2024, which builds upon our legacy and sets a promising course for the future.

The TTCAA welcomed its new Director-General of Civil Aviation, Mr. Cary D.K. Price in January 2024. Mr. Price is a dynamic leader who started his journey as an Air Traffic Controller and rose through the ranks to the helm of the organisation. This internal promotion is a testament to our commitment to nurturing talent and recognising excellence within our team. Mr. Price brings a wealth of knowledge and experience of the aviation industry with a deep understanding of our company's culture and values, ensuring a seamless transition and a steadfast commitment to our strategic vision.

In May 2024, the TTCAA hosted a highly successful Retirement, Long Service and Recognition Function, 'Soaring through Time: Honouring Commitment and Excellence'. This ceremony celebrated the contributions of retired colleagues and long serving staff members for dedicated service within the local aviation sector. Special recognition awards were presented to employees for their contribution to significant projects and programmes within the organisation. The event was filled with nostalgia and pride, embodying the spirit of soaring through time with grace and dedication.

This year, the TTCAA hosted its inaugural Sports and Family Day, an event that brought together employees and their families for a day of fun, fitness

and community. This event, not only fostered team spirit but also reinforced our commitment to work-life balance and employee well-being.

These events reflect our unwavering belief that our people are our greatest strength. As we move forward, we remain committed to investing in our employees, and fostering a supportive and dynamic work environment.

Key achievements attained within the fiscal period included:

- i. Continuous development and implementation of measures to improve the safety and security oversight system within the Trinidad and Tobago aviation industry;
- ii. Investment in the continuous training and development of TTCAA personnel;
- iii. Certification of the Air Navigation Service Provider;
- iv. Enhancement of the air traffic management and communication systems;
- v. Participation in local, regional and international meetings;
- vi. Engagements with various working groups at the local, regional, and international levels to develop communication protocols and contingency plans;
- vii. Investments in Communication, Navigation and Surveillance (CNS) systems and infrastructure;
- viii. Investments in property and plant systems and infrastructure;
- ix. The successful completion of the Diploma Programme in Aerodrome and Approach by the Civil Aviation Training Centre (CATC);
- x. Renewal of accreditation by the Accreditation Council of Trinidad and Tobago (ACTT) for the CATC;

- xi. Continuous support for the achievement of the ICAO Environmental goals through the participation of the Carbon Offsetting and Reduction Scheme for the International Aviation (CORSIA) programme;
- xii. Hosting of aviation seminars and courses for aviation stakeholders;
- xiii. Hosting of the Retirement, Long Service and Recognition Function;
- xiv. Hosting of the first annual TTCAA Sports and Family Day;
- xv. Settlement of salaries and allowance for inactive employees;
- xvi. Development of a comprehensive corporate Communications Policy and Operational Guidelines Manual;
- xvii. Completion of Risk Awareness Training for all staff members.

For the upcoming planning period, the TTCAA will focus on the following noteworthy programmes and projects:

- i. Replacement of the air-cooled chillers of the Air Conditioning System for the TTCAA Administrative Complex;
- ii. Upgrade of the Aerodrome and Approach Simulators for the CATC;
- iii. Development and implementation of a revised online leave management system;
- iv. Upgrade of the Tobago Tower;
- v. Implementation of an Automatic Dependent Surveillance Broadcast (ADS-B) and Wide Area Multi-lateration (WAM);
- vi. Upgrade of the Very High Frequency (VHF) Aeronautical Mobile Services (AMS);
- vii. Implementation of a comprehensive organisational development program;
- viii. Operationalisation of the TTCAA Corporate Plan 2024-2027;
- ix. Advancement of the TTCAA Enterprise Risk Management Program;
- x. Implementation of Space Based ADS-B as a next generation means of surveillance throughout the Piarco Flight Information Region;
- xi. Full upgrade of all land based navigational aids.





AVIATION SECTOR REVIEW & OUTLOOK 2024 - 2025



GLOBAL AVIATION INDUSTRY Facts & Forecasts



The following statistics published by the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO) outline the performance of the global airline industry during the year 2024.



11.6% INCREASE IN DEMAND FOR AIR TRAVEL
[8.16 trillion Revenue Passenger Kilometres (RPK's) in 2023 to 9.11 trillion RPK's in 2024].

Most countries in 2024 experienced air passenger traffic growth that exceeded 2019 levels. IATA estimates that 2024 will close with RPK levels being 4.3% higher than those of 2019. Moreover, 2025 is forecasted to experience an increase of 3.5% in RPK's based on indications of strong passenger demand and possible declines in inflation particularly in advanced and developing economies.



7.5% INCREASE IN FLIGHTS
[36.0 million scheduled flights in 2023 to 38.7 million in 2024].

After closing 2023 at 91% of 2019 levels, growth throughout 2024 has brought traffic back to those pre-pandemic levels. Flight volumes increased despite supply chain disruptions in the aircraft manufacturing industry. These disruptions led to 15% of manufactured aircraft being parked rather than delivered to buyers, compared to the typical 10%. By 2025, it is anticipated that most of these delayed shipments will be completed, leading to an increase in global flight numbers.



0.36% INCREASE IN LOAD FACTORS
[82.2% in 2023 to 82.5% in 2024].

In 2023, global average load factors rose by 2.2% points as air operator capacity struggled to keep up with growing demand for air transport, leading to higher load factors. Passenger demand, measured in RPKs, grew by 11.6%, slightly outpacing capacity growth measured by available seat kilometres (ASK's) at 11.2%. As anticipated, this year's load factor average aligns closely with the pre-COVID level of 82.5%. Looking ahead to 2025, a minor increase in average load factors is expected, supported by new aircraft deliveries enhancing capacity.



5.0% INCREASE IN AIR CARGO
[246 billion FTK's in 2023 to 258 billion FTK's in 2024].

The air cargo industry faced several challenges in 2023, including geopolitical tensions, supply chain disruptions, and cross-border trade restrictions. While many of these challenges persisted into 2024, the industry saw a shift as booming e-commerce and ongoing disruptions in global maritime shipping capacity spurred positive growth. The value of trade carried rose by 3.3% in 2024 compared to 2023, increasing from \$8.03 trillion to \$8.41 trillion.



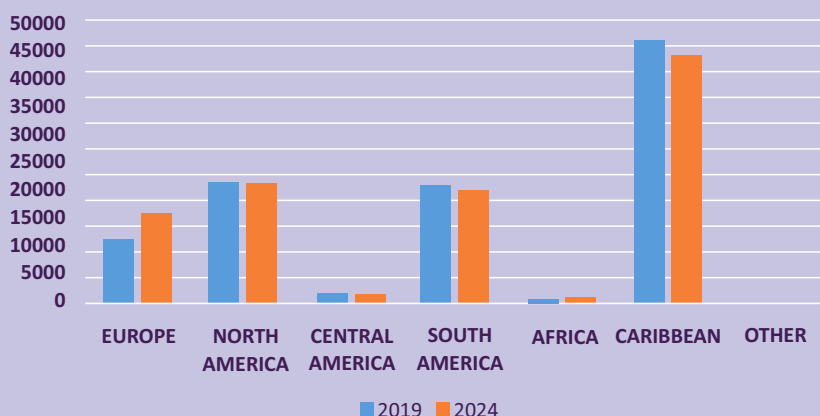
14.8% INCREASE IN PASSENGER STATISTICS
[3.57 billion passengers carried in 2023 to 4.1 billion in 2024].

2023 concluded with international passenger movement falling slightly short of expectations, reaching 95% of 2019 levels. Initially, projections anticipated matching 2019 levels; however, this target was not met due to weak Asia-Europe traffic, a slow rebound in business travel, and disruptions from the Russia-Ukraine conflict affecting Eastern Europe. In 2024, passenger movement surpassed 2019 levels by 4%, marking a record high. This increase was largely driven by a reduction in inflation and targeted strategies by low-cost and ultra-low-cost carriers to stimulate demand. For 2025, a further increase of 3.5% over 2024 totals is forecasted.



THE PIARCO FIR**108,728** flights (Oct 23-Sep 24)↑ **15%** (Y-o-Y)↑ **01%** (compared to 2019)**Types of Aircraft in the FIR**

Wide Body	39%
Narrow Body	30%
Turboprop	10%
Business Jet	08%
All Freighter	12%
Military	01%

Flights in FY 2024 compared to FY 2019**19% increase in Revenue Generating Capacity**
(Oct23-Sep24 compared to previous year)Y-o-Y %
change

Y-o-Y % change	Departing from
↓ 02	Africa
↑ 12	Central America
↑ 12	South America
↑ 20	North America
↑ 32	Europe
↑ 15	Caribbean

Top 5 in the Piarco FIR:**AIRCRAFT:**

- 1) B38M
- 2) AT76
- 3) B789
- 4) B772
- 5) B77W

USERS (based on distance travelled):

- 1) American Airlines
- 2) Caribbean Airlines
- 3) Delta Airlines
- 4) United Airlines
- 5) Groupe Air France

Fiscal year 2023 – 2024 has marked a new era of growth for the Piarco FIR, with performance surpassing pre-pandemic levels. Year-on-year, flights increased by 15%, with January 2024 setting a record for the highest monthly flight count. The fiscal year closed with the highest total number of flights ever recorded in the FIR—exceeding the previous high in 2019 by 1%. Notably, while all regions saw increased activity, flights originating from North America and the Caribbean represented 60% of the annual growth.

Compared to the five-year pre-pandemic average, 2024 saw a 17% increase in flights. With full recovery achieved, air traffic through the FIR is projected to continue growing, with an anticipated 1.6% increase in 2025.

Globally, the aviation industry has endured the severe impacts of the pandemic and has now fully rebounded. Indicators show that not only has the industry returned to its high 2019 benchmarks, but it

has also surpassed them in several respects, underscoring its resilience against economic shocks. Following a dramatic 93% drop in April 2020, year-over-year growth rates, though strong, have gradually stabilized, with passenger demand rising by 97%, 29%, and 12% over the past three years. Projected growth for 2025 is between 3.4% and 3.8%, which, though lower than the previous three years, will still push global traffic to new heights.

This forecast, however, is contingent upon several external risks, including ongoing conflicts in Europe and the Middle East and the increase in protectionist policies in response to electoral pressures in numerous countries, with 2024 seeing elections in a notable 70 nations. To drive local aviation to new heights, it is essential for the TTCAA to actively monitor these and other macroeconomic factors. By understanding their potential impacts on local operations, the Authority can strengthen its decision-making capabilities and adapt to this evolving industry.



LOCAL AVIATION INDUSTRY

Facts & Forecasts

TRINIDAD AND TOBAGO'S AIR TRANSPORT INDUSTRY

In fiscal year 2024, there were 23,897 international flights to and from Trinidad and Tobago that traversed through the FIR—a 13% increase over the previous fiscal year. The monthly average rose similarly by 13%, from 1,759 to 1,991 flights. Last year's trend remained relatively steady unlike this year's flight activity which showed a clear seasonality, with distinct peaks and troughs in demand.

When analysed separately, Trinidad saw a 13% rise in international flights, increasing from 20,423 last year to 23,098 this year. Tobago experienced a 17%

increase, with flights growing from 683 to 799. However, while global flight activity has largely returned to or surpassed pre-pandemic levels, Trinidad and Tobago's 2024 flight count remains 25% below that of 2019. This shortfall is entirely attributed to Trinidad, where flights are down 27% from 2019, whereas Tobago has shown an 11% increase over the same period.

This indicates a slower recovery in flight movement to and from Trinidad and Tobago compared to the global trend.

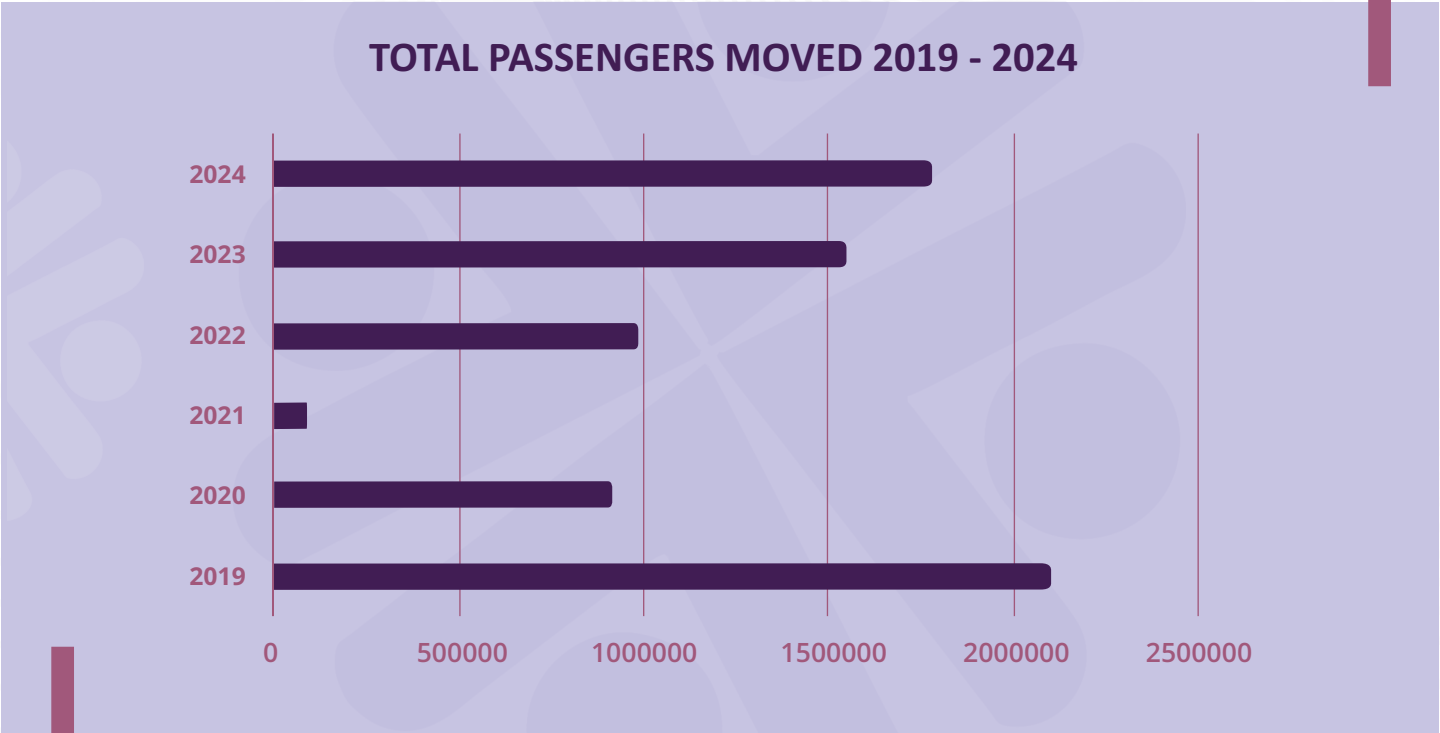
	2023/2024 Fiscal Year	2022/2023 Fiscal Year	Compared to last year	Compared to Pre-pandemic period
Commercial Pax Flights	20,698	17,187	20%	-13%
Passengers	1,791,163	1,556,356	15%	-15%
Cargo Flights	5,443	5,288	03%	37%
Cargo Tonnes	26,623	23,668	12%	09%



The local air passenger industry continues to gradually increase. By the end of fiscal year 2024, passenger movement reached 87% of 2019 levels—a 20% increase over the previous year. Average monthly passenger movement rose by about 20,000, from 129,696 to 149,264, though it remains 15% below the pre-pandemic monthly average of 174,807. During the July-August peak, passenger numbers were 10% higher than last year but still 22% below 2019 levels. Further growth is expected in 2025, with projected passenger movement reaching 93-95% of pre-pandemic levels, though a full recovery is anticipated only by 2026. This outlook is bolstered by expected route expansions from the national airline and increased activity in key city pairs.



During the fiscal year, air operators facilitated passenger transport across thirty-nine unique airport pairs, an increase of five from the previous year. Among these, one pair is serviced regularly by two operators, another operates seasonally, and the remaining pairs were served on an ad-hoc basis. The majority of passengers travelled between Trinidad and Tobago and North America, with New York (JFK) and Miami (MIA) being the most popular destinations. Notably, 55% of passengers departing Trinidad and Tobago were headed to North America, with 32% going to JFK and 34% to MIA. Caribbean destinations accounted for 28% of outbound movement, with Guyana (25%) and Barbados (22%) as the leading Caribbean destinations.



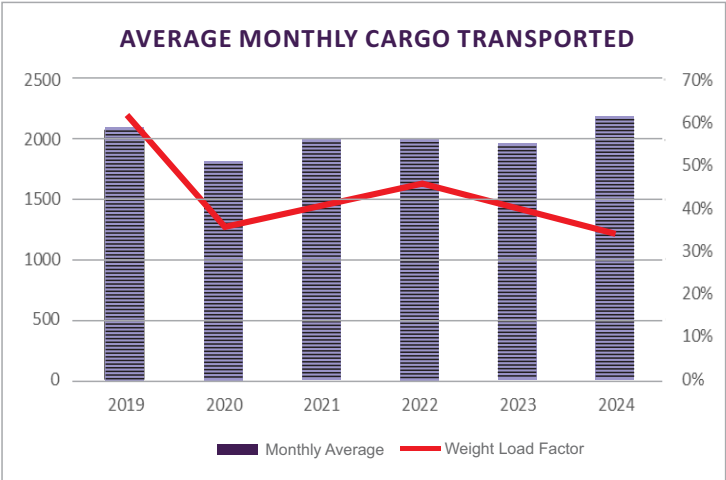
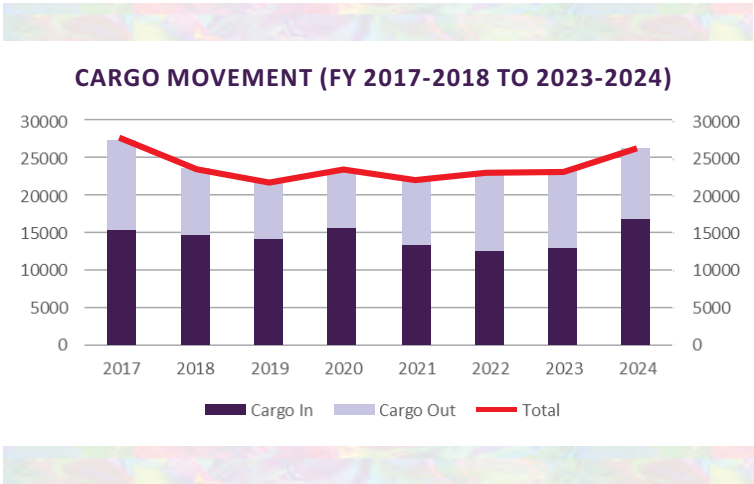
The passenger load factor (PLF) rose by 6% points this year, from 63% to 69%, as a 15% increase in capacity was surpassed by a 20% rise in passenger numbers. However, this figure remains 13% points below the global average. Specifically, Trinidad's PLF was 72%, while Tobago's was 20%. Expectations for the next year include higher PLFs as airlines optimize aircraft utilization and possibly revise their fleets for better efficiency.

The local air cargo sector also saw growth, with a 12% increase in cargo moved and a 7% rise in Revenue Tonne Kilometres (RTKs), exceeding the global average cargo increase of 5% and surpassing the pre-pandemic average by 9%. Inbound cargo movement reached its highest level on record, 8% above the previous peak in 2020. This year, the ratio of inbound to outbound cargo was 63% to 37%. Additionally, cargo flights increased by 3%, with capacity growing by 27%. Despite this, the average Cargo Load Factor (CLF) fell by 6 percentage points to 34%, compared to a global average of 42.7%. The CLF for dedicated freighters was 58%, while that for couriers was notably lower at 9%.

A global trend has emerged, which has reduced reliance on dedicated freighters for cargo transport. This trend is also reflected in the local air cargo

market, where dedicated cargo freighters transported 63% of the total cargo, cargo couriers 15%, and passenger operations accounted for 22%, a significant increase from 10% in 2023. Notably, 57% of the year-over-year growth in air cargo movement is attributable to passenger transport. This shift has resulted in dedicated cargo operators operating below optimal capacity, exerting downward pressure on load factors. These trends are anticipated to continue into 2025, with further growth expected in air cargo movement and a continuing decline in the ratio of cargo transported by dedicated operators versus passenger services, though at a slower pace than observed this year.

Domestic flights, which encompass interisland and rotary flights within the State's exclusive economic zone, saw an 8% increase over the previous year; however, they remain 28% below 2019 levels. Passenger movement on domestic routes rose by 9% compared to last year but still only reached 67% of pre-pandemic figures. This year, the average monthly domestic passenger count was 40,532, significantly lower than the 63,110 average in 2019. The average load factor for interisland flights was 84%, while all other domestic flights averaged 57%. Looking ahead, domestic operations are projected to achieve 80% of 2019 passenger levels.





SAFETY AND SECURITY OVERSIGHT

1

As a contracting State of the ICAO Trinidad and Tobago has an obligation to ensure a safe and secure environment for the conduct of civil aviation through the implementation of a robust safety and security oversight system. Safety and security oversight is conducted on all personnel, aircraft, operators and aerodromes certified in accordance with the Trinidad and Tobago Civil Aviation Act 11 of 2001 and the Trinidad and Tobago Civil Aviation Regulations (TTCARs) made thereof. The Safety Regulation Division (SRD) of the TTCAA, continuously develops and implements measures to improve the oversight system consistent with International Standards and Recommended Practices (SARPs) and in accordance with the TTCARs.

The TTCAA, supported by the strength and dedication of the team of the SRD, remains committed to ensuring that safety and security are at the core of the civil aviation landscape, nationally, regionally and internationally.

Inspections and surveillance were conducted during the reporting period to ensure a safe and secure civil aviation environment in accordance with the Civil Aviation Act 11 of 2001 and the TTCARs.

In the aviation industry training and development is critical to keep current with global standards as it relates to safety and security. ICAO Doc 9734, Safety Oversight Manual specifies the technical personnel qualification and training as part of the eight critical elements of a safety oversight system. ICAO, recognising the importance of advancing gender equality in aviation, at its 39th Session of the Assembly adopted Resolution A39-30 ICAO Gender Equality Programme promoting the participation of women in the global aviation sector.

Within the SRD, regular and updated training is critical for keeping pace with advancements in technology, evolving regulations and industry best practices. Within the year the following officers of the TTCAA-SRD were trained as follows:

Ms. Giatry Lalla, Unmanned Aircraft Systems Officer, attended the FAA18710 ICAO Endorsed Government Safety Inspector training from January to February 2024. This course was designed for Civil Aviation Authorities (CAAs) involved in developing or upgrading their State's licensing or Personnel Licensing (PEL) system. Participants were trained on how to establish and maintain a CAA PEL office, considerations for obtaining PEL system services from external providers, developing valid knowledge tests for licensing, the complete licensing process from application to issuance, validation or conversion of foreign licenses and the suspension or revocation of licenses. Additionally, classroom exercises offered practical experience and demonstrations of various procedures. The course followed the ICAO SARPs, Model Civil Aviation Regulations (MCARs), and technical guidance.

Ms. Giselle Best, Civil Aviation Safety Inspector (CASI)-Aerodromes, attended the Aerodrome Certification and Safety Inspection Techniques (ASCIT) Course, during the period 13-20 March, 2024, hosted by the United States Federal Aviation Administration (FAA) Academy in Oklahoma City, Oklahoma, United States.

The course provided information and training on essential skills for aerodrome inspections, applicable to both the certification and periodic inspection process. Based on the SARPs of ICAO Annex 14 Volume 11- Aerodromes, Manual on Certification of Aerodromes (Doc 9774) and PANS: Aerodromes



Sitting from left to right – Ms. Giatiri Lalla, Ms. Giselle Best, Ms. Melisa Mohammed, Ms. Dina Prince.

(Doc 9981), it included information from the perspective of Civil Aviation Authorities (CAAs), focusing on the inspection programme and the work of an inspector in that programme. Its objective was to provide the knowledge and skills required to conduct inspections and to enhance audits and self-inspection programs at aerodromes.

Ms. Melisa Mohammed, Aviation Security Inspector is currently pursuing her Master of Science (MSc) in Aviation Security with Buckinghamshire New University. The MSc Aviation Security programme is a unique and prestigious collaboration between the ICAO and Buckinghamshire New University (BNU), offering the highest level of qualification in the Aviation Security (AVSEC) field. This programme is exclusively available through this partnership and upon completion, graduates receive certification bearing the logos of both ICAO and BNU. The MSc in Aviation Security is a comprehensive programme aimed at developing experts who can enhance the safety and security of the global aviation industry.

Ms. Dina Prince, Airworthiness Inspector, attended the Government Safety Inspector (GSI) Airworthiness – Air Operator and Approved Maintenance Organisation Certification (GSI-AIR) Course during the period 31 October, to 17 November, 2023.

The course provided information and training on essential skills for aerodrome inspections, applicable to both the certification and periodic inspection process. Based on the SARPs of ICAO Annex 14 Volume 11- Aerodromes, Manual on Certification of Aerodromes (Doc 9774) and PANS: Aerodromes (Doc 9981), it included information from the perspective of Civil Aviation Authorities (CAAs), focusing on the inspection programme and the work of an inspector in that programme. Its objective was to provide the knowledge and skills required to conduct inspections and to enhance audits and self-inspection programs at aerodromes.



AIR NAVIGATION SERVICES WITHIN THE PIARCO FIR

2

In an era marked by rapid technological advancements and evolving industry demands, the need for effective and reliable air navigation services within the Piarco FIR has never been more critical. The Piarco FIR is one of the largest in the region, consisting of 750,000 square miles and comprises a region that spans from 10° - 18° north latitude and approximately mid-Atlantic (37.5° west longitude) to 65° west longitude, with nine bordering FIRs. Since the last quarter of 2023, there has been consistent traffic growth. An analysis of the data for the fiscal period provides a clear indication that the traffic has returned to pre-pandemic levels. Additionally, there was an increase in traffic over the months of June to August consistent with normal trends for the vacation period.

The reliability of the TTCAA - ANSP air navigation services is dependent on aviation technologies which are heavily supported by the expertise and dedication of its competent staff, who execute important roles in maintaining the consistency of operations. Over the past year, the Authority has made significant strides in advancing its air navigation services, focusing on the core pillars of safety, security, efficiency and reliability. Our primary objective remains the seamless management of air traffic, ensuring that every aircraft within the FIR is guided safely from entry to exit, with minimal delays and maximum operational efficiency. Chronicled below are the strategies implemented by the TTCAA-ANSP within the fiscal year to enhance its services, address current challenges and meet the future demands of the stakeholders who depend on optimal services.

The complexity of modern air traffic management requires a highly skilled and adaptable workforce

capable of handling increasingly sophisticated technologies and dynamic operational environments. It is imperative for the management of the TTCAA-ANSP to review the staffing requirements for all of the departments within the Division, which include the ANS Planning & Development, Communication Navigation and Surveillance, Aeronautical Information Management and the ATS operations at the Piarco Area Control Centre and the Air Traffic Control Towers in Trinidad and Tobago. Assessing the right complement of staff to manage an ANSP involves a comprehensive analysis that goes beyond immediate operational requirements. The ANSP Management must therefore consider factors such as vacation leave, attrition rates and the ongoing requirement for training and development. Vacation leave must be factored into staffing models to ensure that operations remain fully staffed even when employees take time off. Attrition, whether due to retirement, career changes, or other factors, necessitates a buffer of skilled personnel ready to step into critical roles. Additionally, continuous training and development are vital for keeping staff proficient in new technologies and procedures, but this also means accounting for periods when employees are temporarily unavailable due to training commitments. By integrating these elements into the staffing strategy, the ANSP can maintain a resilient and adaptable workforce, capable of sustaining high performance and safety standards under varying conditions. By the end of the 2024 calendar year, the TTCAA-ANSP is expected to increase its complement of ATC trainees for the Air Traffic Control Piarco Tower by eight (8) and by an additional twelve (12) ATC AAA's for the Piarco Area Control Centre.



To maintain the highest standards of service, the TTCAA-ANSP continues to invest in the latest technologies and infrastructure upgrades. The Automatic Dependent Surveillance-Broadcast (ADS-B) and Wide Area Multilateration (WAM) project is in progress with the resultant implementation being a significant enhancement to the air traffic surveillance capabilities. An upgrade to the Aeronautical Fixed Services (AFS) represents a significant enhancement in the communication infrastructure that supports the global aviation network. AFS is vital for the reliable exchange of information between air traffic control centres, airports and various aviation stakeholders, ensuring seamless coordination and safety in air traffic management. Within the fiscal year, emphasis was placed on transitioning to Internet Protocol (IP) circuits throughout the Eastern Caribbean States. An upgraded AFS will ensure that the infrastructure remains robust and capable of supporting the growing demands of the aviation industry while enhancing operational efficiency and safety. Additionally, an upgrade was executed on the Very High Frequency (VHF) Aeronautical Mobile Services network which required close collaboration with

both suppliers and stakeholders to ensure seamless execution and optimal results. By working hand-in-hand with these stakeholders, the TTCAA-ANSP can leverage cutting-edge technology and industry expertise to enhance the reliability, coverage and performance of the network.

The TTCAA-ANSP actively participates in local, regional and international meetings to ensure seamless integration and coordination of air traffic management across various jurisdictions. At the local level, these meetings enable the ANSP to collaborate with domestic stakeholders, ensuring that the national airspace management aligns with the requirements of airlines, airports and other aviation entities. Regionally, participation allows the ANSP to address cross-border issues, harmonise procedures and contribute to regional airspace initiatives that enhance efficiency and safety. For example, to accommodate the expected increase in air traffic for the International Cricket Council (ICC) T20 Cricket World Cup in June 2024, the TTCAA-ANSP coordinated with several stakeholders and agreed to several Traffic Management Measures (TMMs) between Puerto Rico and Trinidad and Tobago.

The TTCAA-ANSP also coordinated with local stakeholders to develop a system to ensure the appropriate facilitation was in place for the smooth and efficient experience for the influx of international teams, fans and media.

Participation at international meetings which involve engaging with various organisations such as ICAO and Civil Air Navigation Services Organisation (CANSO), is essential for the ANSP to stay updated on global standards and best practices, and to actively contribute to the development of international regulations that impact air navigation. The TTCAA-ANSP actively participates in CADENA – the CANSO Air Traffic Flow Management (ATFM) Data Exchange Network for the Americas, and has contributed to the development of many of its procedures, provided training to other participants and continuously supports this critical regional initiative through the hosting of bi-weekly teleconferences. CADENA provides the platform for the required collaboration of all relevant stakeholders which in turn drives effective decision making, both strategically and tactically. Collaborative Decision Making (CDM) process is an essential element in the Airspace Organisation and Management (AOM) process. The Air Traffic Flow Management (ATFM) and Airspace Optimisation team works collectively to ensure

safety, improve operational efficiencies to both airline operators and Air Navigation Service Providers (ANSPs) and to reduce aviation-related harmful carbon emissions.

ANS contingency planning is key in mitigating the impacts of weather conditions, particularly tropical weather on air traffic management and safety. Within the period, the TTCAA-ANSP continued to proactively engage with local, regional and international working groups on the impact of weather conditions on global Air Traffic Management operations and the necessary communication protocols and operational strategies to handle disruptions caused by severe weather, such as hurricanes or tropical storms.

The TTCAA – ANSP remains committed to collaborating with airlines, airports and other ANSPs to facilitate the continuity in the movement of passengers and cargo through its unwavering commitment to the provision of effective air navigation services within the Piarco FIR. Through strategic investments, safety and security enhancements and continuous professional development, the TTCAA-ANSP is well-positioned to meet the challenges of the future and to continue the provision of world-class air navigation services.



AIR NAVIGATION SERVICES (ANS) CERTIFICATION



Trinidad and Tobago is now the second state in ICAO's North American, Central American, Caribbean and South American region to achieve ANS Certification.



MR. ROHAN GARIB
Executive Manager
Air Navigation Services

INTERNATIONAL REPRESENTATION

Mr. Rohan Garib, Executive Manager of Air Navigation Services of the TTCAA, was elected Chair by the Civil Air Navigation Services Organisation (CANSO) Latin America and Caribbean CEO Committee (LAC3). In his role as LAC3 Chair, Mr. Garib will serve on the CANSO Executive Committee (ExCom) as a representative for the Latin America and Caribbean region.

Mr. Garib is a dynamic and self-motivated executive with extensive domestic and international experience in aviation management. With thirty years in the transportation industry, focusing on civil aviation and airports, he has dedicated fifteen years to aviation management, specializing in economic regulation and air navigation services. For the past twelve years, he has served as an executive, leading strategic and operational initiatives in air navigation services. Mr. Garib is committed to further enhancing the robust collaborative partnership that CANSO and its members have built, supporting regional air navigation service providers in delivering essential

On 12 September 2024, the Air Navigation Services Division of the TTCAA was granted ANS Provider Certification by the Safety Regulation Division. The ANS Division is the provider of a variety of air traffic services for the national airspace and the Piarco FIR. These services encompass, among others, Air Traffic Control Management, Aeronautical Information Management, and Communications, Navigation and Surveillance.

The certification process which occurred in five phases signifies that the ANS Division has demonstrated the capability and resources to meet its obligations in accordance with the Trinidad and Tobago Civil Aviation Regulations and the ICAO international Standards and Recommended Practices.

services to airspace users and reinforcing cooperative endeavours.

Mr. Garib's academic credentials include Business Management, a Master of Science in Aviation Management, and a Master in Law from the UK. Furthermore, he holds the position of Vice Chairperson for the ICAO North America, Central America, and Caribbean Air Navigation Working Group. He is also the Chairperson of the ICAO Eastern Caribbean Civil Aviation Technical Group – Search & Rescue Working Group and serves as a member of CANSO's Economics and ATS Charges Workgroup. (Courtesy CANSO)

CANSO is the global voice of the air traffic management industry. As the industry association, CANSO brings the world's air navigation service providers, leading industry innovators and air traffic management specialists together to share knowledge, develop best practice and shape the future for secure and seamless airspace. CANSO is organised by geographic regions – Africa, Asia Pacific, Europe, Latin America and Caribbean, and the Middle East.



ECONOMIC DEVELOPMENT OF THE AIR TRANSPORT INDUSTRY

3

Aviation is essential for linking economies, enabling trade, tourism and global connectivity. The industry provides millions of jobs across the globe and significantly boosts the Gross Domestic Product (GDP) of countries worldwide. Developing strategies to withstand economic challenges, such as pandemics or fuel price fluctuations, is crucial for economic sustainability. The ICAO and the Chicago Convention provide frameworks to guide the economic development of civil aviation, emphasising safety, efficiency and sustainability. Acknowledging the vital role of aviation in economic sustainability, the TTCAA strives to significantly contribute to the economic growth of the global air transport industry.

Statistical data and data analysis are essential tools for decision-making and development. The Department of Air Transport and Economic Regulations (DATER) collects and analyses statistical data and monitors economic factors that substantially affects the aviation industry. Research findings and data analysis are published in the annual Aviation Industry Sector Review and Outlook, along with Quarterly Newsletters dedicated to the local air transport industry.

The local air transport industry has continued its recovery from the challenges posed by the COVID-19 pandemic. While the number of authorisations (permits and licenses) slightly decreased compared to the same period last year, overall air transport activities have increased. During the reporting period, there were notable increases in passenger and cargo operations. A new airline began serving Trinidad and Tobago, and the local airline expanded its routes, indicating further growth anticipated for

the next fiscal year. Additionally, regular charter flights by Venezuelan operators resumed at the end of fiscal 2022 - 2023 and have continued into the current fiscal year. Two operators have conducted seasonal flights to Venezuelan tourist destinations, marking the first regular charters since they ceased during the Venezuelan humanitarian crisis.

Collaboration between the DATER and the SRD increased within the year. This initiative enhanced the oversight on the approval of documentation that supports the permit application process, thereby strengthening the local Safety Management System (SMS).

Performance highlights of the DATER for the fiscal year 2023 - 2024 included:

- Active participation in the Standing Negotiating Committee for Air Services Agreements (SNCASA) that negotiate bilateral and multilateral air transportation agreements for Trinidad and Tobago.
- Active participation in the ICAO's Working Group Panels for the Air Transport Regulation Panel (ATRP) and the Airport Economic Panel/Air Navigation Services Regulation Panel (AEP/ANSEP).
- Participation in a training workshop conducted by the European Union Aviation Safety Agency on Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) Regulations and Eligible Emissions Union.



- Reviewed and proposed amendments to TTCAR No. 17 for Economic Regulations, to facilitate cabotage flights.
- Assisted in the development of a regulatory framework for the implementation of ICAO's CORSIA.
- Monthly surveillance of the local industry to ensure compliance with TTCAR No. 17 for Economic Regulations.
- Conducted the annual review of the ANS Rates Structure.

- Reviewed, processed and issued commercial air operator permits and commercial air operators licences to authorised commercial operations into and out of Trinidad and Tobago.

With respect to the fields of air transport law and statistics, the TTCAA continues to prioritise the enhancement of the human capital within the DATER through specific and specialised training programmes, while remaining dedicated to promoting economic sustainability, development and growth in both the local and global air transport industries.



SYSTEMS AND INFRASTRUCTURE

4

A robust framework for the maintenance of systems and infrastructure in civil aviation is critical. As advanced technology becomes increasingly integrated into air navigation services, it is essential that the systems and infrastructure operate in harmony to maintain the highest standards of safety, security, efficiency and reliability that is demanded by modern air travel. Ongoing investments and innovation in this area are vital to meeting the growing demands of global air traffic and ensuring the future sustainability of air transportation. To effectively fulfil its functions and obligations, the TTCAA invests substantially in systems and infrastructure to support a robust oversight system within the local aviation industry, ensuring a safe, efficient and cost-effective air navigation system within the Piarco FIR. Infrastructure performance has multiple dimensions that directly impact the achievement of the organisation's overarching objectives, consequently it is crucial that all TTCAA systems and infrastructure are resilient to ensure the integrity of their operations and output.

Communication, navigation, and surveillance systems are critical to the operations of the TTCAA and during the period investments were made in the following areas:

- Aeronautical Fixed Services (AFS) Upgrade - Successful installation of Internet Protocol (IP) circuits throughout the Eastern Caribbean States
- Development of procedures and training for Air Traffic Controllers (ATCs) to manage aircraft without ADS-B equipment in upper airspace, ensuring that operations remain unaffected

- On-going collaboration with the vendors of the CNS/ATM system to ensure the effective functioning of the system
- On-going collaboration with the vendors for the installation, implementation and testing of the Automatic Dependent Surveillance Broadcast (ASD-B) and Wide Area Multilateration (WAM)

Cybersecurity threats pose significant risks to systems and infrastructure across various sectors. Understanding these threats is crucial for developing effective mitigation strategies. Additionally, information technology is integral to modern systems and infrastructure, driving advancements and enabling organisations to operate more effectively, securely and sustainably. Regular checks and assessments are conducted on the TTCAA's systems to reduce the risk of cyber-attacks and threats.

Consistently applying modern maintenance techniques and best practices means adopting advanced methods and strategies to maintain infrastructure, equipment and systems. By implementing comprehensive maintenance management programs, the TTCAA ensures optimal performance. During this fiscal period, the following initiatives were executed:

- Two-year service contract for the maintenance of two (2) 225KVA Uninterruptible Power Supplies (UPS). These systems provide uninterruptible power to Air Navigation equipment
- Three-year service contract for lift maintenance at the TTCAA's Administrative Complex and the Air Traffic Control Tower in Tobago



Two-year service contract for the maintenance for the following electrical equipment:

- Two 40kVA UPS required for the IT servers
- Two line conditioners required for UPS bypass servicing the ATM/ANS equipment
- One static transfer switch required to provide a redundant power supply to the Piarco ATC Tower
- One Transient Voltage Surge Suppressor (TVSS) for the UPS protection

Exploring opportunities for investments in systems and infrastructure is critical for maintaining and enhancing the operational capabilities of the TTCAA. Investing in modern systems and infrastructure can drive efficiency, support innovation and ensure long-term sustainability. By proactively seeking out and evaluating these opportunities, the organisation can address evolving challenges, upgrade outdated technologies and capitalise on emerging advancements. This strategic approach not only improves performance and reliability but also positions the organisation to better meet future demands and maintain a competitive edge in a rapidly changing environment.

The TTCAA also is in the process of replacing six (6) air-cooled chillers to be integrated into the Air Conditioning System for the TTCAA's Administrative Complex. Upgrading to advanced chiller systems promises enhanced performance, lower energy consumption, and reduced environmental impact. This strategic investment aims to replace outdated equipment with modern, high-efficiency chillers that offer better reliability and operational flexibility, thereby contributing to sustainability goals and ensuring more consistent climate control for the Complex.

The TTCAA will continue to strategically enhance its investments in systems and infrastructure, ensuring its readiness to meet future challenges. These dedicated efforts will focus on maintaining and improving the safety, security, efficiency and reliability of air navigation services, positioning the organisation to adapt to evolving industry demands and sustain its commitment to excellence.



THE CIVIL AVIATION TRAINING CENTRE

5

Advancing civil aviation training requires multifaceted strategies that would ensure training programmes are modern, comprehensive, and aligned with the evolving needs of the aviation industry. The Civil Aviation Training Centre (CATC) originally established in 1963 with a mandate to provide air traffic control training for the Eastern Caribbean Region, is now one of the most established, recognised and respected civil aviation training centres in the region. The CATC is a certified Aviation Training Organisation (ATO), a full member of ICAO TRAINAIR PLUS, an IATA Authorised Training Centre (ATC), an authorised examination centre for IATA, delivers courses for the University of Southern California and is accredited by the Accreditation Council of Trinidad and Tobago (ACTT).

As the aviation industry evolves, the demand for highly skilled and qualified CATC instructors increases. During the fiscal period 2023-2024 the CATC delivered the following schedule of courses:

- Aeronautical Information Management (AIM) Certificate Programme
- Approach Control with Surveillance (APS), Area Control Surveillance (ACS), Approach Control Procedural (APP), Air Traffic Services (ATS) and Air Navigation Services (ANS)
- Apron Control Training conducted for the Airport Authority of Trinidad and Tobago (AATT)
- International Civil Aviation Organisation (ICAO) Training Instructor Course (TIC) 2
- Aerodrome and Approach Diploma Programme

- Area Control Procedural
- ATC Diploma Programme
- 2024 Aeronautical Information Management (AIM) Programme

On 24 May, 2024, the CATC conducted its graduation ceremony for the 2023 - 2024 Aerodrome and Approach Control Diploma Programme. The graduating class comprised of students from eight (8) Caribbean States. These students were exposed to a comprehensive syllabus which included training in Air Traffic Services, Navigation, Rules of the Air, Telecommunications and Meteorology inter alia. They also received practical training in a modern aerodrome and approach air traffic control simulator. The diploma programme ensures that participants are knowledgeable about the ICAO's SARPs for the control of traffic on and in the vicinity of the aerodrome.

The graduands were addressed by Captain Thomas E. Lawrence, Chairman of the Board of the TTCAA, who challenged them to excel in their careers. Mr. Cary D.K. Price, Director-General of Civil Aviation, in addressing the graduands, emphasized the numerous opportunities within the aviation sector and urged them not to set limits on themselves. Upon the successful completion of the Aerodrome and Approach Control Diploma Programme, participants are qualified to enrol as in-service trainee Air Traffic Controllers while they work on obtaining certification as Air Traffic Controllers.



Audits play a crucial role in ensuring the quality, compliance, and continuous improvement of training schools. During the reporting period the CATC was successful in the following audits.

The TTCAA is committed to ensuring that the CATC remains a leader in the ever-evolving aviation training sector, addressing the industry's training requirements, and fostering the growth of the next generation of aviation professionals.

- The ACTT (Accreditation Council of Trinidad and Tobago) – Registration granted to the CATC until August 2025. The ACTT registration is a significant credential for training schools, signifying that they meet established standards for quality and excellence in education
- The Turks and Caicos Airports Authority (TCIAA) audit inspection of the CATC facility, training records and files during the period 21-24 May, 2024
- The audit inspection of the CATC by the SRD was completed in June 2024, as a result a new Approved Training Organisation (ATO) Certificate was issued





EMPLOYEE OF THE YEAR

The Director-General's Employee of the Year award celebrates the exceptional contributions of individuals who go above and beyond in their roles. This recognition highlights employees who consistently demonstrate outstanding performance, embody the organisation's values, and significantly contribute to achieving our goals. By acknowledging their hard work and dedication, we not only show our appreciation for their commitment but also inspire others within the organisation to strive for excellence. The award is a shining example of how dedication, teamwork and a proactive attitude can drive success and foster a positive work environment.





This year, we are proud to honour Ms. Meena Dharampal whose exemplary performance and commitment have set a high standard for our organisation. Ms. Dharampal was presented with the award at the Retirement, Long Service and Recognition Function held in May 2024. Since joining the TTCAA on 1 May, 2012, Ms. Dharampal has been a vital member of the Property Maintenance and Engineering Department, where she currently serves as a Custodian. Ms. Dharampal's ability to collaborate effectively, motivate her colleagues and take on challenges with a positive attitude has made her a valued team member. Recognising Ms. Dharampal not only acknowledges her contributions but also reinforces our commitment to nurturing talent and fostering a culture of excellence within our organisation.





CORPORATE SOCIAL RESPONSIBILITY

6

At the TTCAA, Corporate Social Responsibility (CSR) encompasses a commitment to sustainable practices, safety and ethical operations. This responsibility involves ensuring that airlines adhere to environmental regulations, minimize their carbon footprint and advocate for eco-friendly technologies. It also includes the mandate to enforce stringent safety standards, thereby protecting the safety of passengers, employees and the broader community. Furthermore, the TTCAA promotes transparency, fair business practices, and community engagement, encouraging aviation companies to not only meet legal obligations but also actively contribute to the well-being of society. For the TTCAA, collaboration with its external stakeholders is critical to build meaningful alliances that can lead to better understanding between parties towards the realisation of shared objectives and the efficient resolution of issues.

ENVIRONMENTAL INITIATIVES

The aviation industry is dedicated to collaboration in addressing its environmental impact and was one of the first sectors to adopt a global, industry-wide climate action goal. At the 41st ICAO Assembly in October 2022, member states adopted a collaborative long-term aspirational goal of achieving net-zero carbon emissions by 2050. The path to sustainable aviation will involve a coordinated, cooperative approach by all stakeholders across various aspects of air travel and its supporting activities. In 2023 - 2024, the TTCAA and its stakeholders in the aviation sector focused on strategies to address one of the core issues facing the aviation industry – its environmental impact.

In conjunction with its industry stakeholders, the TTCAA utilised market-based measures to achieve environmental targets set out in the Carbon Offsetting and Reduction Scheme (CORSIA).

Capacity building has been identified as one of the key techniques to build representation for CORSIA as the mandatory phase for this initiative approaches in 2027. Multi-disciplinary teams from Trinidad and Tobago including the TTCAA, the Airports Authority of Trinidad and Tobago (AATT), the Ministry of Planning and Development (MPD) and Caribbean Airlines Limited (CAL) participated in the European Union Aviation Safety Agency (EASA) CORSIA regional workshop in Santo Domingo, Dominican Republic in October 2023 and at another meeting in Kingston, Jamaica in June 2024. Additionally, the TTCAA hosted a state mission in June 2024 through EASA's CORSIA Caribbean and Africa project. The workshop focused on CORSIA Regulation and CORSIA Eligible Emission Units and was attended by stakeholders which included the Ministry of Energy and Energy Industries (MEEI), Ministry of Works and Transport (MOWT), National Gas Company (NGC), Environmental Management Authority (EMA), Swissport, CAL, AATT and the MPD.

At a national level, the Aviation Environmental Working Group (AEWG), chaired by the TTCAA was established to build environmental cooperation and partnership through a national team of stakeholders. The AEWG continues to assess and examine various areas such as aircraft related technology development, improvements in Air Traffic Management (ATM), infrastructure utilisation, efficiency in air operations and airport improvements and best practices.



From a legislative and policy development perspective, TTCAA remains cognisant of the Global Framework accepted at the Third ICAO Conference on Aviation and Alternative Fuels (CAAF/3) and is in the process of bringing together stakeholders to discuss the way forward regarding the development of a National Sustainable Aviation Fuel (SAF) Policy. During CAAF/3 held in Dubai, United Arab Emirates in November 2023, the international aviation sector adopted a new ICAO Global Framework for SAF, Lower Carbon Aviation Fuels (LCAF) and other Aviation Cleaner Energies. ICAO and its Member States agreed to strive to achieve a collective global aspirational Vision to reduce CO2 emissions in

international aviation by 5 % by 2030. Trinidad and Tobago is also reviewing the amendments developed by the national regulator for the ratification of CORSIA into domestic legislation.

Management of CORSIA is ongoing and the TTCAA-ANSP continues to collaborate with stakeholders to achieve its initiatives. During February 2024, a major US airline partnered with the TTCAA-ANSP to test User Preferred Routes (UPR) for certain flights in the North American / South American market. Facilitation of UPR permit aircraft operators to plan and operate on unique flight paths.

The savings metric resulting from these preferred flight routes is demonstrated in the tables below:

FEBRUARY 2024 SAVINGS (approx.)									
CITY PAIR	BUENOS AIRES - ATLANTA			RIO DE JANEIRO - ATLANTA			SAO PAULO – ATLANTA		
SAVINGS	19 days	1 year	Per flight	20 days	1 year	Per flight	38 days	1 year	Per flight
Flight Time (min)	24	461	1.3	88	1 606	4.4	192	3 688	10.1
Fuel (kg)	5 585	107 293	294	11 785	215 073	589	27 897	535 923	1 468
CO2 (kg)	17 649	339 044	929	37 240	679 629	1 862	88 156	1 693 514	4 640
Cost (\$)USD	6 956	133 625	366	18 413	336 037	921	41 956	805 999	2 208
	19 days and 19 applicable flights			20 days and 20 applicable flights			38 days and 38 applicable flights		

Source - ANS Planning and Development Department

FEBRUARY 2024 SAVINGS (approx.)									
CITY PAIR	BUENOS AIRES - NEW YORK			RIO DE JANEIRO - NEW YORK			SAO PAULO – NEW YORK		
SAVINGS	20 days	1 year	Per flight	12 days	1 year	Per flight	20 days	1 year	Per flight
Flight Time (min)	217	3 960	10.9	43	1 308	3.6	114	2 081	5.7
Fuel (kg)	25 875	472 223	1 294	5 351	162 747	446	17 287	315 486	864
CO2 (kg)	81 766	1 492 224	4 088	16 908	514 280	1 409	54 627	996 935	2 731
Cost (\$) USD	42 807	781 221	2 140	8 665	263 546	722	25 501	465 395	1 275
	20 days and 20 applicable flights			Season ended 22 February 2024 hence 12 days and 12 flights			20 days and 20 applicable flights		

Source – ANS Planning and Development Department

The savings were reported in terms of flight time (minutes), fuel (kg), CO2 emissions (kg) and cost (USD). The symbiotic collaboration between the two entities allow airlines to operate the most cost-effective, fuel-efficient, and timely routes. This not only reduces fuel consumption and carbon emissions but also advances the organisation toward achieving aviation's environmental goals.

The TTCAA's dedication to environmental stewardship is reflected in its corporate strategy,

aimed at fostering sustainable growth and positive societal impact. As the TTCAA and its stakeholders continue to collaborate and innovate, the future of aviation looks not only clear but also environmentally conscious and socially responsible. With all stakeholders embracing responsibility for environmental initiatives, the industry is navigating towards a more sustainable and inclusive aviation ecosystem.





STAKEHOLDER ENGAGEMENTS

Our commitment to stakeholder engagement has again been demonstrated through active participation in school tours and career fairs. These events have provided invaluable opportunities to connect with students, educators, and potential future employees, fostering a deeper understanding of the aviation industry and the various career paths it offers. By engaging with the academic community, we aim to inspire the next generation of talent and promote educational initiatives that align with our corporate values.





OUR PEOPLE OUR STRENGTH



Staff events play a crucial role in fostering team cohesion and building capacity within the TTCAA. These events provide opportunities for team members to connect, fostering stronger relationships, promoting trust, collaboration and open communication through camaraderie. During the year, the TTCAA management has focused on team building initiatives with the aim of fostering a positive work environment and maximizing team effectiveness.



RETIREMENT, LONG SERVICE AND RECOGNITION FUNCTION

*“Soaring
Through Time”*

COMMITMENT AND EXCELLENCE

LONG SERVICE AWARDS

This event celebrated and publicly recognised the loyalty, dedication and commitment of long-serving employees of the TCAA and their contributions to civil aviation. Two Hundred and Twenty-Three employees (both active and retired) received long-service awards in the following categories:

Category		Active Employee	Retired Employee	Total
10 Years Award	(10 - 14 years' service)	87	13	100
15 Years Award	(15 - 19 years' service)	24	7	31
20 Years Award	(20 - 24 years' service)	29	4	33
25 Years Award	(25 - 29 years' service)	12	2	14
30 Years Award	(30 - 34 years' service)	15	5	20
35 Years Award	(35 - 39 years' service)	4	14	18
40 Years Award	(40 - 44 years' service)	0	7	7
		171	52	223



RECOGNITION AWARDS

Recognition awards were given to teams within the organisation to commend their exceptional performance, contributions and achievements in the following categories

I AVIATION SECURITY

Resolution of security oversight deficiencies and improving the effective implementation of ICAO Standards and Recommended Practices

Ted Martin	Melisa Mohammed
Felix Gonzalez	Prakash Beharry
Courtney Greene	Patricia Persad
Shehenaz Mohammed	Linton Fernandez (retired)
Peter Pereira	

II AERODROME AND APPROACH SIMULATOR PROJECT

Replacement of the Manual Aerodrome Simulator with two (2) fully automated Aerodrome and Approach Simulators.

Cary Price	Lorraine Ramjattan
Roopnarine Samuel	Malcolm De Pezia (retired)
Ashley Lalman	Jennifer Boyce (retired)
Shamil Maharaj	

III COVID Response

Essential services performed in response to the Covid-19 pandemic.

Information Technology				
Roopnarine Samuel	Maurice Dorman			
Shamil Maharaj	Gabrielle Olivere			
Neil Parmashwar	Devon Sorias			
Raquel Fong-Yit	Richie Ramdial			
Cherrise Khan				

Human Resource				
Sunita Pabaroo	Aarianna Smith			
Arian Charles-Williams	Areefa Khan-Labban			
Nicole Williams	Khadysha Collins			

Property Maintenance & Engineering				
Gyandesh Ragoonath	Sunita Basdeo	Daphne Mc David		
Javed Khan	Iola Rostant	Shivanath Ramadin		
Rudra Ramnarine	Denise Forde	Vinod Rambocas		
Ian Brown	Meena Dharampal	Raja Ramoutar		
Karine Bissessar	Kervin Charles	Silvon Narine		
Michael Manick	Dave Mahabir	Kieron Chattergoon		
Darren Jaggernath	Daniel Sheppard	Mitchum Narinesingh		
Candice James	Sham Sahadath			

IV IT Upgrade Project

Implementation of the Information Technology Equipment Upgrade Project.

Felix Pearson	Shamil Maharaj			
Roopnarine Samuel	Raquel Fong-Yit			
Ricardo Henry	Naresh Seeparsad			
Tiffany Williams	Neil Parmashwar			
Hema Dass	Cherisse Khan			
Rhonda Sooklalsingh				

V Airworthiness Safety Seminar

Hosting of the Eighth Annual Airworthiness Seminar in Trinidad and Tobago

Anthony Balkaran	Michael Mangroo			
Stacy Mitchell	Patricia Persad			
Samaantha Ramoutar	Teisha Henderson			

VI Salary Review Exercise

Processing of new salaries and allowances for staff of the TTCAA.

Ricardo Castillo	Sharlene Toolsie	Abigail Kaseram-Bhagwandeem
Hannah Meda De Freitas	Tiffany Williams	Rhonda Edwards -St. Helaire
Keisha Duncan	Arian Charles-Williams	Kalifa David-Lewis
Jose-Ann Nelson	Sunita Pabaroo	Nirvana Gabriel
Malikha Noor	Aarianna Smith	Sonah Goinda
Nikitta Porter	Nicole Williams	
Dawn Scott	Shivana Bissessar	

VII TTCAA ANSP TEAM AWARD

The management of safety and efficiency of operations within the Piarco Flight Information Region (FIR)

Aeronautical Information Management

Neil Ali	Joseph Jaggan	
Ricky Bissessar	Tecla Thomas	
Steve Ramgoolam	Shaffick Majeed	
Salima Mohammaddally	Dana Mohammed	
Ceronne Johnson	Varsha Ramlal	
Faadia Mohammed		

Communication Navigation Surveillance

Steve Saroop	Shiraz Gopaul	
Rupnarine Baboolal	Varun Sookra	
Satnarine Maharaj	Jason Small	
Naresh Seeparsad	Ann Edwards	
Adam Khan		

ANS Planning and Development

Riaaz Mohammed	Robert Rooplal	
Curtis Fraser	Barry Phirangee	
Arion Wallen	Ellison Ramlogan	
Kent Ramnarace-Singh		

Executive Support

Sasha Ali	Janelle Dass	
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Air Traffic Services & ANS Safety

Ian Gomez	Anton Ramdass	Rolston Ramroop
Ashley Lalman	Kevin Brown	Ameera Hosein
Krishna Ingraham II	Clint Balfour	Anyssa Falby
Vivikananda Persad	Ihsan Hosein	Kendall Galindo
Randyon Agard	Rudesh Balliram	Vaneeta Singh
Lincoln Thomas	Vijanti Balroop	Claylene Cuffie
Janine Thomas	Shorrey Blake	Curtis Peters
Dana Ramesar	Jayson Dalkan	Gerold Brown



*Soaring
Through
Time*



OUR PEOPLE
OUR STRENGTH



SPORTS AND FAMILY DAY

The TTCAA's first Sports and Family Day held on 20 April, 2024 marked a momentous occasion for our organisation. The event themed 'Funopoly' brought together our employees and their family members for an exciting day filled with games, which encouraged strategic thinking, collaboration and friendly competition as participants navigated through various challenges and activities designed to strengthen team bonds and foster a spirit of unity.

The event was facilitated by BUZZ Concepts and catered to all interests and abilities, ensuring there was something for everyone to enjoy. The spirit of participation and healthy competition was palpable, with attendees giving their all while cheering on their teammates with immense enthusiasm.

The Sports and Family Day buzzed with laughter and creativity as children indulged in a magic show, face painting and interactive games. Parents joined in the fun with their children and relished the chance to bond with their family and friends creating lasting memories together.

The inaugural event was a tremendous success, thanks to the hard work and dedication of our Planning Committee members, volunteers and sponsors. As we look forward to future editions of this beloved event, the TTCAA remains committed to nurturing an exemplary corporate culture by fostering a sense of belongingness and togetherness within our TTCAA community.



BROWN BAG LUNCH INITIATIVE



The Brown Bag initiative is an internal lunch and team learning forum where different departments take turns showcasing their roles and responsibilities during the lunch period. This forum is intended to allow employees to gain a deeper understanding of each department's function, fostering collaboration and knowledge-sharing across the organisation. The benefits to staff include increased awareness of how their work aligns with broader company goals, enhanced cross-functional communication, and opportunities for professional development. For the organisation, it promotes a more cohesive work environment, boosts team morale, and can lead to more innovative problem-solving through greater interdepartmental synergy.

The Aviation Security and Facilitation Department (AVSEC) hosted the initiative in September 2024. They presented on what aviation security means in the context of States ensuring the effective implementation of security-related Standards and Recommended Practices (SARPs) and associated procedures contained in the Annexes to the Chicago Convention, primarily Annex 17 and the security aspects of Annex 9 and related ICAO documents.



ADVANCED TECHNOLOGY



Advancements in technology and digital transformation are profoundly reshaping the aviation sector, yielding substantial improvements in operational efficiency, safety, customer experience and cost reduction. Technological evolution has been a primary catalyst for change within the TTCAA. However, technology alone cannot guarantee the success of strategic initiatives. The synergistic integration of technology with robust interdepartmental collaboration is essential to achieving the strategic goals of the organisation and enabling swift adaptation within the rapidly evolving aviation market. Over the past year, the TTCAA has actively identified and implemented technological solutions tailored to its operational requirements, with partnerships playing a pivotal role across various divisions and departments to ensure effective adoption. The internal complement of information technology practitioners within the TTCAA collaborates with end user departments to identify, develop and deploy the most suitable technological solutions that aligns with the organisation's unique requirements. This integrated approach ensures that the organisation maintains high standards of performance and continuously improves its operational processes.

Having successfully completed the IT upgrade project in the first quarter of the fiscal year 2023 – 2024, the TTCAA has now prioritised the upgrade and installation of the Aerodrome and Approach Simulators at the CATC as its next major technological initiative. Simulators provide a realistic and risk-free environment for both new and experienced air traffic controllers to develop and maintain their skills. For ab initio training, simulators offer new trainees the opportunity to learn and practice fundamental procedures, communication and decision-making in

a controlled setting, building a solid foundation before managing live traffic. For recurrent training, simulators enable experienced controllers to refine their skills, stay updated on new procedures and technologies and practice handling different emergency scenarios, ensuring they remain proficient and prepared for any situation in their operational duties. This project entails upgrading and expanding the two existing 3D Tower simulators and the addition of two-radar simulations and pseudo-pilots. Investments in this innovative technology, is expected to enhance training effectiveness by providing more realistic scenarios, leading to improved decision-making skills. It will also promote cost efficiency by reducing the need for live training sessions; ensure regulatory compliance by aligning with the latest standards and offer developmental benefits by preparing personnel for a wider range of situations. The upgrade and installation of the CATC Aerodrome and Simulators will commence within the first quarter of fiscal 2024 – 2025.

The upgrade and full implementation of the TTCAA's online leave management system is a critical project for the next fiscal year. The requirements specification for the new system was developed based on discussions and collaboration with end users and the IT Department. This upgraded system is expected to streamline the leave application process, enhance tracking and reporting capabilities and improve overall efficiency. Additionally, it will offer a user-friendly and accessible platform for the management and approval of leave requests. The new system will be implemented within fiscal 2024 – 2025.



The ANSP continues to actively identify and deploy technologies that best suits its operational requirements and facilitates excellence in operational efficiency and effectiveness. The implementation project of the Automatic Dependent Surveillance Broadcast (ADS-B) and Wide Area Multilateration (WAM) is ongoing. Within the year, map studies and the analysis of potential sites were conducted. Proposed sites for the replacement of the Morne Catherine Facility were determined. Shipments of electronic equipment, antenna and processing servers were received from the contractor during the year and installation is imminent following the development of a revised project plan. The provision of the Internet Protocol (IP) circuits procured from TSTT for the high sites at Antigua, Barbados, St. Lucia, Trinidad and Tobago has been completed. The implementation of the ADS-B WAM project would provide the TTCAA-ANSP with precise, real-time tracking of aircraft that traverse the Piarco FIR, thereby enhancing situational

awareness and safety. The Aeronautical Fixed Services (AFS) upgrade project continues to steadily progress with emphasis on transitioning to IP circuits between Trinidad and Tobago. This phase of the project concluded in May 2024. The installation of the IP circuits to other sites throughout the Eastern Caribbean States will conclude by the end of the fiscal year. The upgrade of the Very High Frequency (VHF) Aeronautical Mobile Service (AMS) is ongoing with the intent to improve the quality of the VHS system.

Investing in key technologies is critical for the TTCAA to drive innovation and efficiency. These investments not only optimise performance but also position the organisation as a progressive leader within the aviation industry. By embracing and integrating advanced technologies, the TTCAA will continue to achieve significant operational improvements and maintain a competitive edge, paving the way for future growth and success.



HUMAN RESOURCES

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Maintaining the highest level of human resource (HR) capacity is paramount for the success and safety of civil aviation operations. The TTCAA is committed to fostering an environment where talent thrives, ensuring that our workforce remains adept, agile and prepared to meet the challenges of today and the future. Over the past year, the TTCAA has taken comprehensive measures to strengthen our workforce, focusing on recruitment, retention, training, employee engagement and reward and recognition.

Recognising that our employees are the backbone of our organisation, we are committed to recruiting and retaining the most competent aviation professionals. Our recruitment strategy is centred on attracting and securing top-tier talent to support our mission of 'ensuring a safe, secure and sustainable civil aviation system, through the provision of the highest quality services in accordance with national and international standards'. The Board approved organisational structure drives the recruitment process that ensures that the TTCAA strategically aligns its hiring practices with its operational goals and human resource requirements. Job descriptions are developed to reflect the specific requirements of each position within the organisational hierarchy. By adhering to this structured framework, the TTCAA maintains clarity in job functions, fosters efficient workflow and supports coherent career progression paths. This methodical recruitment strategy not only enhance operational efficiency but also ensures that new hires integrate seamlessly into the organisation, contributing to its overall stability and growth. Within the fiscal year, nine personnel were recruited, bringing the current complement of employees within the TTCAA to two hundred and ninety two. Central to our HR strategy is a robust investment in training and development. Within the fiscal year, the

TTCAA has made substantial financial investments in the training and development of regulatory inspectors and air traffic controllers, recognising their pivotal roles in ensuring aviation safety and efficiency. By allocating significant resources towards advanced training programmes and continuous professional development, we ensure that these critical personnel are equipped with the latest industry knowledge and skills. This investment not only enhances their technical proficiency and regulatory acumen but also fosters a culture of excellence and vigilance, essential for maintaining the highest standards in air traffic management and regulatory oversight. The TTCAA continues to place significant emphasis on employee retention, understanding that the experience and institutional knowledge of long-serving employees are invaluable assets.

Employee engagement is a critical component of our human resource strategy. Within the year, the TTCAA has launched several initiatives aimed at fostering a positive and inclusive workplace culture. In addition to the Sports and Family Day, which provided an opportunity for employees and their families to connect and engage in a fun and relaxed environment, our monthly Friday afternoon socials have become a staple, offering a regular platform for informal interactions and team building.

Looking ahead, our focus will be on an organisational development programme designed to address the evolving needs of our workforce. This programme will emphasise change management, leadership training and development and conflict management ensuring that our team is well equipped to navigate future challenges and to continue the delivery of exceptional services.



PROPELLING INTO THE FUTURE: OUR PEOPLE, OUR STRENGTH





ORGANISATIONAL DEVELOPMENT

In the relentless pursuit of excellence, the TTCAA recognises the pivotal role of organisational culture in fostering collaboration, efficiency and resiliency and is committed to nurturing a work environment grounded in our core values. To fortify the journey towards an empowered and cohesive workforce, we are embarking on a comprehensive organisational development programme, which will focus on the critical areas of Change Management, Leadership Training and Development and Conflict Management.

CHANGE MANAGEMENT

Change management fosters a culture of agility and innovation, empowering teams to adapt to new circumstances and to embrace opportunities for growth. The TTCAA has undergone numerous changes, which requires adaptability to effectively managing the evolving landscape. These include:

- The appointment of the TTCAA Board
- The appointment of a new Director - General of Civil Aviation
- The introduction of an Enterprise Risk Management Programme

The TTCAA is dedicated to implementing best practices in change management. Through the conduct of a thorough assessment of the current organisational culture, gaps would be identified and a tailored change management plan developed, aligned to the strategic priorities of the TTCAA. By engaging organisational change agents and providing necessary training, the organisation will aim to foster a culture receptive to change, equipped with the tools necessary to navigate transitions effectively.

LEADERSHIP TRAINING AND DEVELOPMENT

Leadership is the cornerstone of organisational success, and the TTCAA is committed to equipping our managerial and supervisory staff with the skills essential for effective leadership.

A robust training agenda will encompass diverse aspects of leadership, such as adaptive leadership, communication and performance management. By investing in our current and future leaders, it is the intention of the TTCAA to aspire to cultivate a cadre of visionary and empathetic leaders capable of steering the organisation towards its strategic goals and objectives.

CONFLICT MANAGEMENT

Conflict management is an essential area for personal and professional development, as it assists individuals to manage disagreements, foster healthier relationships and create a more positive work environment. The TTCAA is committed to developing and implementing a tailored conflict management-training programme, covering areas such as conflict resolution, mediation and grievance handling. By equipping our workforce with conflict resolution skills, we will endeavour to foster a harmonious and collaborative work environment conducive to innovation and growth.

Implementing a comprehensive organisational development programme is paramount for fostering a resilient and adaptable organisation. For the TTCAA, embracing this holistic approach to development will ensure sustained success and long-term prosperity for our organisation and the stakeholders we serve.



FINANCIAL SUSTAINABILITY

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Financial sustainability is crucial for the TTCAA, as it ensures the continuous operations of the air traffic management system and the regulatory oversight function. Adequate financial resources allow the Authority to invest in advanced technology, enhance safety measures and maintain critical aviation services without interruption. Additionally, it enables the Authority to respond effectively to industry changes, manage economic fluctuations and support long-term strategic initiatives. By maintaining our financial health, the TTCAA can effectively uphold its commitment to safety, efficiency and service quality, thereby fostering trust and confidence among airlines, passengers and other stakeholders.

To maintain financial sustainability, our strategic intent is clear: we will ensure that the organisation has the capacity to generate revenues in response to demand, meet its obligations as they become due and maintain productive business operations at a steady or growing rate while providing maximum value to our stakeholders. We will work in a manner that ensures the overall financial well-being of the organisation, now and in the future.

The TTCAA effectively manages its liquidity position. A key focus has been maintaining our ability to meet our short term and long term financial obligations to our stakeholders especially our employees, which

the organisation views as crucial for our long-term stability and workforce satisfaction. One major milestone that was achieved within the fiscal period was the implementation of revised salaries and allowances to our employees following the approval from the Chief Personnel Officer. The TTCAA effected the revised salaries, paid retroactive entitlement to all employees, both past and present.

Sustaining productive business operations is critical for the TTCAA's long-term success. We continuously evaluate and optimise our operational processes to enhance efficiency and reduce costs. By investing in employee training and development, adopting best practices, and utilising cutting-edge technologies, we strive to maintain high productivity levels. This focus on operational excellence not only supports our growth objectives but also enhances our ability to deliver value to our customers.

The TTCAA is unwavering in its commitment to financial sustainability as we continue to navigate the challenges and opportunities ahead. By effectively managing our liquidity and ensuring timely disbursement of financial obligations, we strive to maintain the trust and satisfaction of our employees and stakeholders, which is essential for our ongoing success.





CORPORATE GOVERNANCE

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The corporate governance structure of an organisation is fortified through the implementation of strategic initiatives designed to enhance transparency, accountability and operational efficiency. The TTCAA recognises that a robust governance structure is essential for long-term success and has continued efforts in developing comprehensive communication policies and operational guidelines, advancing our enterprise risk management awareness programme, optimising the procurement function and conducting thorough internal audit reviews. Collectively, these initiatives reflect our unwavering commitment to upholding the highest standards of corporate governance, thereby ensuring the integrity and resiliency of our operations.

Effective governance plays a pivotal role in the development and execution of the corporate plan, ensuring that the decision-making processes are aligned with the organisation's long-term objectives. A well-structured governance framework provides the necessary oversight and guidance, fostering a culture of accountability and transparency.

This alignment between governance and strategic planning ensures that all decisions are made with a clear understanding of the organisation's goals, leading to more coherent and efficient implementation of strategies.

COMMUNICATION

The TTCAA has developed a comprehensive corporate Communications Policy and Operational Guidelines Manual. The policy, which was approved

by the Board of the Authority, establishes principles and procedures to ensure appropriate, effective and timely communication with both internal and external stakeholders.

This policy aligns our practices with our core values of Honesty, Integrity, Respect and Equity. By focusing on the dissemination of timely, accurate and transparent information, we have enhanced the flow of communication, allowing for two-way interactions and promoting our corporate brand. The policy ensures that all messages are compliant with relevant legislation, respect, confidentiality and are suitable for the target audience.

The policy applies to all employees and encompasses all forms of communication, including electronic mediums. Key objectives, such as standardising communication, establishing clear protocols, ensuring quality control and fostering productive relationships with stakeholders, are captured within the document and supports the TTCAA's objective to enhance efficiency and stakeholder engagement across our operational divisions.

STRATEGIC PLANNING

The Board's approval of the 2024 – 2027 Corporate Plan sets the stage for a new direction and future growth of the Authority over the next triennium. This endorsement signifies that the plan aligns with the organisation's vision, mission and goals, having undergone extensive review and discussion. The plan was communicated to internal stakeholders and information was provided specific to the corporate goals, strategies and expected outcomes.



RISK MANAGEMENT

Significant progress has been made with the Enterprise Risk Management (ERM) programme within the TTCAA, particularly with the roll-out of the corporate-wide risk awareness programme. This initiative has fostered a heightened understanding of risk management principles across all levels of the organisation, enhanced our organisation's ability to proactively identify and address potential risks thereby contributing to the development of a comprehensive corporate risk register. This register, a central component of the ERM programme, systematically catalogs risks, their potential impacts and mitigation strategies, providing a robust framework for proactive risk management. Continuous training and open communication channels have ensured that risk awareness remains a dynamic and integral part of the corporate culture, developing a more resilient organisation.

PROCUREMENT

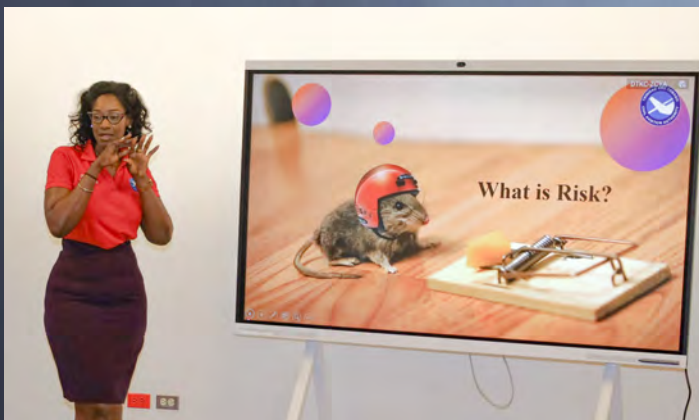
The TTCAA continues to position the procurement function as a key driver of strategic value within the organisation by aligning the procurement strategies

to the overall business objectives of the Authority. With the coming into force of the Public Procurement and Disposal of Public Property Act of 2015 in April 2023, the TTCAA has progressed in its efforts to optimise its procurement function. The Authority has adopted the procedures and methodologies prescribed for the solicitation and evaluation of quotations / proposals, the approval and award of contracts and the disposal of property. The Procurement Unit of the TTCAA continues to develop its competency and proficiency in the procurement function through continuously learning the core principles of procurement and the familiarisation with the statutory obligations.

INTERNAL AUDIT REVIEWS

A cornerstone of our commitment to corporate governance is the continuous evaluation and improvement of our internal processes. The internal audit team has conducted a series of in-depth reviews, with a particular focus on the settlement of payments for salaries and allowances for the TTCAA employees and revised pension calculations.

RISK AWARENESS PROGRAM



The TTCAA's Risk Awareness Program is a clear indication of our ongoing commitment to fostering a culture of risk awareness and mitigation. The program entitled “The Risk Table Talk” was launched in April 2024 and aims to empower employees at all levels with the knowledge and tools necessary to identify, assess and address potential risks within the organisation.

The program was administered via workshops conducted by the Corporate Planning Department and rolled out to all of the TTCAA employees. By encouraging open dialogue and collaboration,

team members were empowered to raise concerns and share insights, fostering a collective responsibility for risk management across the organisation.

The program emphasizes the importance of staying informed about emerging risks and industry trends, equipping our employees with the agility and foresight required to adapt to evolving challenges. As we continue to prioritize risk awareness and mitigation, we remain steadfast in our commitment to safeguarding the interests of our stakeholders and upholding the integrity of the TTCAA.

TABLE OF ABBREVIATION

Abbreviation	Definition
ACC	Area Control Centre
ACTT	Accreditation Council of Trinidad and Tobago
ADS-B	Automatic Dependent Surveillance - Broadcast
AEWG	Aviation Environmental Working Group
AFS	Aeronautical Fixed Service
AIM	Aeronautical Information Management
AMHS	Air Traffic Services Message Handling Services
AMS	Aeronautical Mobile Services
ANS	Air Navigation Services
ANSP	Air Navigation Service Provider
ANSPD	Air Navigation Services Planning and Development
ASBUs	Aviation System Block Upgrades
ATC	Air Traffic Control
ATFM	Air Traffic Flow Management
ATM	Air Traffic Management
ATO	Aviation Training Organisation
ATS	Air Traffic Services
BNU	Buckinghamshire New University
CAAs	Civil Aviation Authorities
CAAF/3	Conference on Aviation and Alternative Fuels
CANSO	Civil Air Navigation Services Organisation
CASI	Civil Aviation Safety Inspector
CATC	Civil Aviation Training Centre
CDM	Collaborative Decision Making
CNS	Communication, Navigation and Surveillance
ECAR - AFS	Eastern Caribbean - Aeronautical Fixed Services
ECCAA	Eastern Caribbean Civil Aviation Authority
ERM	Enterprise Risk Management
FAA	Federal Aviation Administration
IATA	International Air Transportation Association
ICAO	International Civil Aviation Organization
IFATCA	International Federation of Air Traffic Controllers' Associations
IP	Internet Protocol
MCARs	Model Civil Aviation Regulations
MPD	Ministry of Planning and Development
PEL	Personnel Licensing
Piarco FIR	Piarco Flight Information Region
SAF	Sustainable Aviation Fuel
SARPs	Standards and Recommended Practices
SRD	Safety Regulation Division
TSA	Transportation Security Administration
TTCAA	Trinidad and Tobago Civil Aviation Authority
TTCARs	Trinidad and Tobago Civil Aviation Regulations
UAS	Unmanned Aircraft Systems

TABLE OF ABBREVIATION

Abbreviation	Definition
UPS	Uninterruptible Power Supplies
URP	User Preferred Route
USAP	Universal Security Audit Program
VFR	Visual Flight Rules
VHF	Very High Frequency
VoIP	Voice over Internet Protocol
WAM	Wide Area Multi-lateration

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