

"A DECADE OF PROGRESS"

**NASSAU AIRPORT DEVELOPMENT COMPANY LTD.
 CELEBRATES ITS 10TH ANNIVERSARY**



Linking The Bahamas to the Caribbean, the United States and destinations around the world, NAD, on its 10th anniversary as the manager of Lynden Pindling International Airport (LPIA), has much to celebrate. LPIA topped Caribbean Journal's "Best Caribbean Airports List 2014, based on criteria that included safety, cleanliness, comfort, energy-efficiency, and food, bar and shopping options. It is the country's premier international gateway and its busiest airport, as well as the fourth busiest airport in the Caribbean.

LPIA: No Ordinary Airport



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A Decade of Progress

Inside the anniversary guide

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Message from the Minister of Transport & Aviation Hon. Glenys Hanna Martin, MP

It is a matter of great pride for me to share in this commemoration and celebration of this significant benchmark for the Lynden Pindling International Airport.

The Lynden Pindling International Airport, formerly the Nassau International Airport, is a facility of great importance to the economic and social vitality of our people.

The last ten years have seen tremendous growth and enhancement such that our airport has distinguished itself not only in the region but globally for its beauty and standards of excellence.

The Lynden Pindling International Airport has moved from a deteriorating 1950s facility to a state-of-the-art attractive and pleasing, modern terminal facility of which we are all proud.

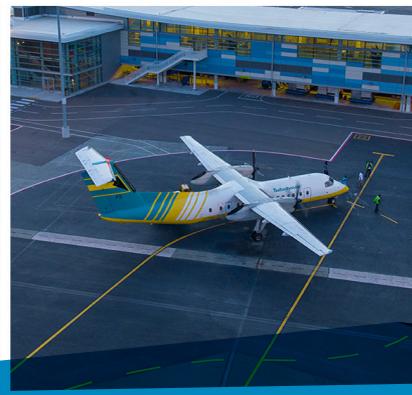
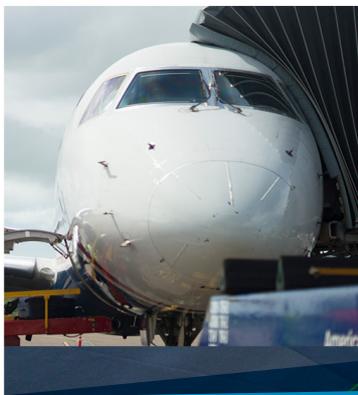
I celebrate especially as Minister of Transport and Aviation. LPIA represents a major achievement in the Government's determined press towards the full modernization of the aviation sector in The Bahamas. My Ministry is mandated to lead in this necessary and timely undertaking, and we are driven by and single-focused on improving the quality of life for all Bahamians through a vibrant tourism industry and expanded trade.

Ours is a bold vision, encompassing seaports and particularly airports in major population centres throughout our archipelago, where plans for economic development demand modern airport facilities.

Sustainable modernization cannot rest on facilities alone, however fine they may be. It also needs modern legislated policies, well-trained people and functioning public/private partnerships. So, we have created a Family Island Division of the Airport Authority, which will bring for the first time a singular and undiluted focus on the redevelopment and operational needs of all Family Island airports. We are recruiting new air traffic control trainees. We are looking to enhance the management of the Leonard M Thompson airport in Marsh Harbour, Abaco, through a technical support arrangement with Vantage Airport Group, whose expertise is invaluable in the flourishing of LPIA.

It is urgent to increase airlift and connections to more destinations. My Ministry is collaborating with leaders in tourism and hospitality to achieve this highly desirable goal.

The work should not and will not end here. It must continue to be a significant platform for the growth and expansion of the economy, bringing new opportunities for new generations of Bahamians. LPIA must continue to serve as a reminder of our struggles and achievements and our continuing obligation to build this beloved country of ours. It must continue to serve as a driver of Bahamian excellence. Let's together work for decades more excellence and quality growth.



"This is now helping this country to regain its prominence in the tourism market, in the financial services sector and also the domestic area incorporated will seek to enhance domestic travel for our own people."

– *Glenys Hanna Martin, Minister of Transport and Aviation*

"As a people, we can now be proud of offering a beautiful, efficient, sustainable and welcoming first and last impression to visitors to our islands."

– *Vernice Walkine, President and CEO, Nassau Airport Development Company*

"Our partnership also included the creation of local jobs and opportunities for Bahamians to gain global experience across Vantage's airport network. I'm proud of what we set out to do, together. As we celebrate this anniversary, I would like to thank the Government for trusting us to deliver on its vision—a world-class airport in every respect with a unique Bahamian sense of place."

– *George Casey, Chairman and CEO, Vantage Airport Group, the managing of LPIA*

MISSION: To distinguish Lynden Pindling International Airport (LPIA) as one of the world's leading airports known for providing an exceptional and uniquely Bahamian customer experience in a safe, friendly, clean, efficient and profitable operation.

LPIA: "No Ordinary Airport"

AIRLIFT EXPANSION: Aeronautical revenue generated at the airport grew from \$26.1 million in Financial Year 2008 to \$61.5 million in FY2016, an increase of 235.6 per cent.

COMMERCIAL DEVELOPMENT: Commercial revenue at LPIA quadrupled in under a decade, increasing from \$1 million in FY2008 to \$4.2 million in FY2016, thanks to expanded retail and food and beverage offerings in the terminals.

INTERNATIONAL CERTIFICATION & QUALITY RECOGNITION:

- Was certified by the International Civil Aviation Organization (ICAO), as fully compliant with the ICAO codified standards and recommended practices concerning air navigation, its infrastructure, flight inspection, prevention of unlawful interference, and facilitation of border-crossing procedures for international civil aviation.
- Received from the Airports Council International's Airport Service Quality Survey an Overall Customer Satisfaction Score of 4.43 out of a possible five points, placing it in the top three airports in the Latin American and Caribbean Region. ACI's Airport Service Quality Survey (ASQ) is the world-renowned and globally established benchmarking programme measuring passengers' satisfaction whilst they are travelling through an airport.

Pride in Product Excellence

- Undertaking a \$409.5 million redevelopment project, which has transformed LPIA into an ultra-modern, people friendly, competitive facility, designed for energy conservation, safety and efficiency and hallmarked by a wealth of amenities
- Creating a total terminal area of nearly 606,000 square feet plus one million square feet of aircraft operating surface.
- Serving 3.3 million visitors annually, safely handling more than 85,000 annual aircraft takeoffs and landings over the past five years and able to comfortably handle five million passengers at maximum capacity.
- Completing the redevelopment and expansion project on time and on budget, despite many challenges that included a global recession, two hurricanes and changes in government administration.
- Creating about 3,000 jobs between the Nassau Airport Development Company and all the companies operating at the airport.

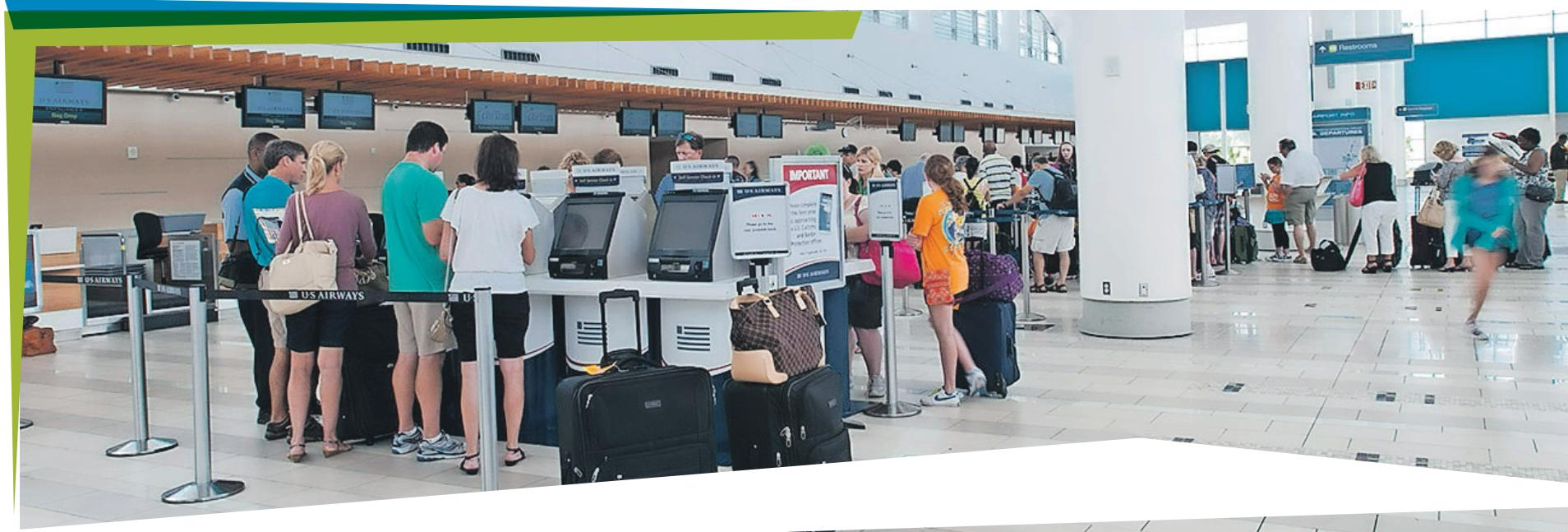
Pride in People and Culture

- Extensive Bahamian participation in design and construction.
- 100 per cent Bahamian management by the end of 2016.
- Displays of Bahamian fine arts, crafts, music and various other examples of Bahamian ability throughout the airport and shared with travellers from the world over.

Dynamic Partnership

- The Government of The Bahamas
- Nassau Airport Development Company
- Vantage Airport Group
- Local and international investors
- Ministry of Tourism
- Nassau/Paradise Island Promotion Board
- Daily collaboration of all airport stakeholders

These are the foundation stones of the acclaimed three-terminal facility as it celebrates its 10th anniversary in 2017.



A History of Excellence in Planning and Execution

In this second decade of the 21st century, little outshines the Lynden Pindling International Airport (LPIA) in terms of national infrastructure. It is an outstanding example of the best that The Bahamas has produced materially.

LPIA also reflects the best of Bahamian characteristics: the astonishing ability to forge excellence from challenging circumstances, defying sceptics. When the plans to build the new airport were revealed, many thought them over-ambitious. Yet, they were realised in under three years. Lynden Pindling International Airport was not only completed in the time projected by planners, but also emerged with enviable style and efficiency to serve its two main purposes:

- Modernising and expanding the transport and aviation sector of the country to enhance the economic opportunities for Bahamians
- Increasing the attractiveness, competitiveness and performance of The Bahamas as a tourist destination.

Airport Upgrade: A Compelling Reason

By the 1990s it became obvious that Nassau International Airport, the country's principal gateway, was showing its age and no longer able to pull its weight.

It had undergone many fixes over the years. In 1990, for example, a Brazilian firm was contracted to carry out a \$65 million redevelopment project, the main focus of which was the construction of a US departures terminal and the refurbishment of runways.

The works were scheduled to be completed by April, 1992, but overran time and budget with results that proved unsatisfactory. As it neared its fourth

decade of existence, Nassau International had still not achieved self-sufficiency. Instead, it was still imposing a heavy burden on the public purse.

In 1999 the government formed the Airport Advisory Committee, with a membership representing several professional areas and key economic sectors, including tourism, hospitality, finance, civil works, police and the public service. The Committee's report on the state of the airport sounded an alarm: "There is an urgent and immediate need for significantly upgrading of all the existing facilities to a standard comparable to that found at world-class international airports,"

it stated. The report concluded that the Airport Authority should prepare a master plan for the development of the airport as a priority. A 2005 survey carried out by the Ministry of Tourism served to emphasise the need for urgent action. It noted that a very high number (42 per cent) of the passengers had one or more complaints about the airport. It advised that dissatisfaction at that level would impact travel decisions negatively, especially among potential returning visitors whose last impression of The Bahamas is created at their departure through the airport.





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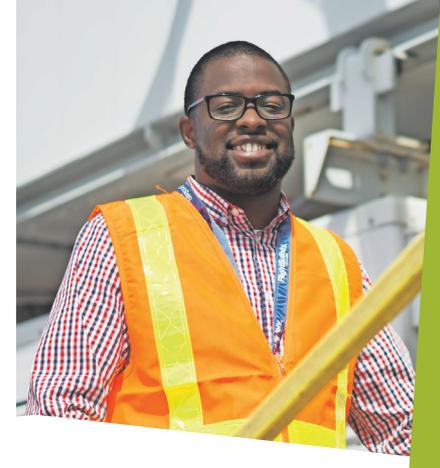
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The Airport Authority

The Airport Authority was established under the Airport Authority Act as a legal entity of the Government of The Bahamas. On May 1, 2000, the body began operating under a mandate to redevelop the airport facilities of the country's capital, Nassau. Brent Symonette, Deputy Prime Minister, served as its first chairman. The seriousness of government intent was demonstrated in 2007/2008 Budget Communication, in which Prime Minister Hubert Ingraham announced an increase of almost 13 per cent over 2006/07 earmarked for modernising and expanding the nation's infrastructure. Priority was to be given to the building of LPIA and the redevelopment of the Marsh Harbour Airport, Abaco.

Nassau Airport Development Company Ltd (NAD)

On April 1, 2007 the Airport Authority entered into a 30-year 'transfer' agreement with the Nassau Airport Development Company Limited (NAD) to build, operate and maintain the airport, which had been renamed in the previous year in honour of Sir Lynden Pindling, the first Prime Minister of the independent Bahamas. Mandated to operate the facility as a commercial enterprise in tune with international best practices, NAD was to be self-sustaining without any subsidies or guarantees from government.



**CONGRATULATIONS NAD ON
CELEBRATING 10 YEARS**



2 CONVENIENT LOCATIONS:

**U.S. DEPARTURE LOUNGE,
LYNDEN PINDLING INTERNATIONAL AIRPORT**

ATLANTIS MARINA VILLAGE

Vantage Airport Group

In a brilliant move, the Canadian Vancouver Airport Services (YVRAS) - later Vantage Airport Group - a leader in airport development, was contracted to manage NAD and lead the redevelopment of The Bahamas' most important air gateway.

The company won the international tender for the project in 2005. Vantage brought to NAD a five-person management team, headed by Craig Richmond as President and CEO, who enthusiastically promoted the LPIA redevelopment to the community. He spoke at the 2008 Bahamas Business Outlook forum.

George Casey, President and CEO of Vantage Airport Group, later described the relationship as a public-private partnership between Vantage and the Government of The Bahamas "to privatise the national airport, transform operations to financial self-sufficiency, improve customer service and complete a \$500 million capital redevelopment and improvement programme."

The decision to partner with Vantage Airport Group was an astute one based on the Canadian company's proven track record. At the time of the signing, Vantage was successfully managing a global network of airports. The Group's website trumpets its claims: "Vantage,



as one of the first companies to be involved in the global trend of airport investment and management, is actively involved in making airports better. We develop, implement and hone best practices at our airports that result in financially stronger, more sustainable, better connected airports for the communities and businesses they serve ... Our work is best-in-class ... We are the vanguard of the airport industry, never settling for second best."

The timeliness and quality of the progress of LPIA over the course of the ten years of the contract attested to the

validity of these claims.

The first NAD executive team from YVRAS were in place by the end of the first quarter of 2006. They were Craig Richmond, President and CEO; Stewart Steeves, Vice President, Finance and CFO; Lori Chambers, Vice President, Operations; John Spinks, Vice President, Commercial Development; and Janice Antonson, Vice President, Marketing and Communications.

They were welcomed by Prime Minister Perry Christie, who commented that it was "a much awaited development by the resort developers in our country, who are well aware that the billions of dollars being invested on the island of New Providence must be matched by airport services comparable to and certainly in conformity with the product that they are developing." In attendance was President and Chief Executive Officer of YVRAS Frank O'Neil, who complimented the government's efforts to upgrade the airport. He emphasised the significance of a world-class airport to an economy. Among team members from Vantage Airport Group who followed were Paul Ward, Vice President and CFO, Chris Ryan, Vice President Finance and CFO; and John Terpstra, Vice President Operations.



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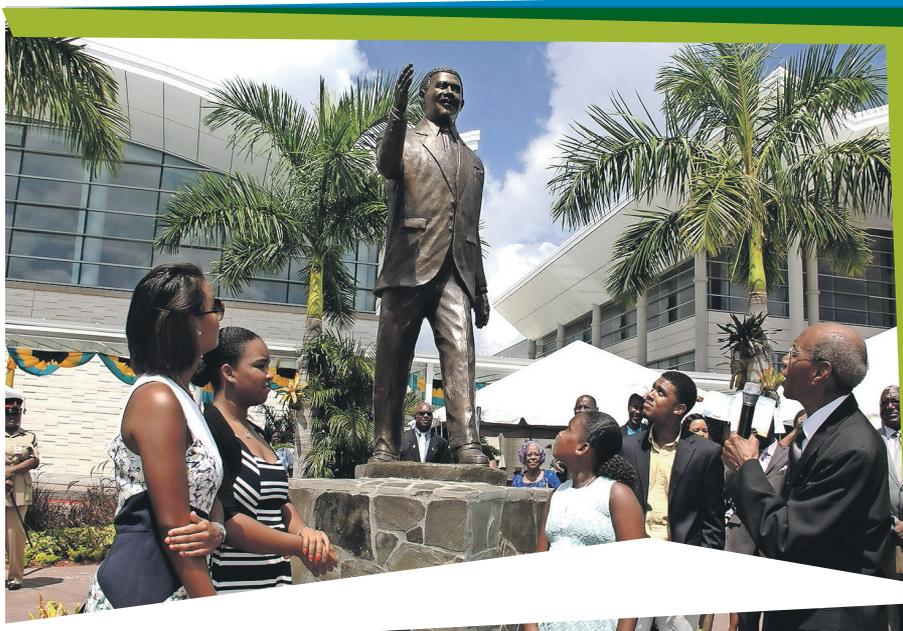
Honouring the 'Father of the Nation'

LPIA has three times been the site of significant memorials to the late Sir Lynden Pindling, first Prime Minister of The Bahamas, after whom the airport is named.

With Perry Christie, in his first term as Prime Minister officiating, the government renamed Nassau International the Lynden Pindling International Airport on July 6, 2006. Mr Christie noted that the late Sir Lynden had played a pivotal role in 'Bahamianising' the workforce, elevating women to full equality in all spheres of society, introducing the national insurance scheme and attaining Independence for the Bahamas on July 10, 1973. Minister of Transport and Aviation Glenys Hanna Martin said that the occasion was "an expression of national gratitude for the human energy expended by a son of the soil, a champion of freedom, social justice and a proponent of excellence ... The renaming of this tangible facility is therefore a celebration of the intangible - of heart and soul." At the October 17, 2013, opening of

Phase Three of the new airport, tribute was again paid to LPIA's namesake in a video entitled "Sir Lynden's Vision: The Journey Continues". In addition, the portrait of the late leader that hangs in the terminal was unveiled, along with a plaque bearing Sir Lynden's name and an acknowledgement of contributors to the redevelopment project. Sir Lynden's widow, Dame Marguerite Pindling, along with his children and other family members, attended the event.

In February, 2014, government signed a \$74,000 contract for the construction of a life-size statue of Sir Lynden. Pete Johnston, second-generation sculptor of the famed Johnston Studios Foundry of Little Harbour, Abaco, was commissioned to carry out the work to which Richard Appaldo, resident artist contributed. The 5ft 6in bronze figure, mounted on a four-foot plinth, was erected in one of the garden areas of LPIA and unveiled on July 9, 2015, as part of the Bahamas' 42nd Independence celebrations.



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Safety and security at LPIA

"The aviation industry is multifaceted, exciting, dynamic. We're tasked with keeping passengers safe and not sacrificing a quality passenger experience."

- NAD President and CEO Vernice Walkine

LPIA's safety and security provisions include:

- Built-in safety features, which include terminal walls clad with a hurricane-tested curtain wall
- Computer Tomography X-ray machines (CTX), explosive detection devices which also scan baggage for other threat types (guns, knives, liquids etc)
- On-site Police and Fire Services
- Adherence to international safety protocols, as evidenced by ICAO certification
- Staff at LPIA are an integral element of safety through designated levels of access, safety training and IDs
- Passenger processing and airport safety are further enhanced by a new advanced computer laboratory under the control of the Bahamas Immigration Department. The facility is furnished with a document imaging software suite (DISS) to determine the authenticity of travel documents, which was presented to the Government by the International Organisation for Migration (IOM). The DISS also includes equipment such as decoders, an e-passport reader, scanners, video and photo cameras, microscopes, computers and printers. The new lab is part of an IOM regional border management and enhanced security project.



Nassau Airport Development Company Ltd.
10th Anniversary Message

Mr. Anthony McKinney, Chairman of the Board of Directors

What a wonderful time this is, a time infinitely worthy of celebration. Lynden Pindling International Airport has completed its 1st decade with excellence attested by a wealth of accomplishments.

So much that is praiseworthy has been achieved over the 10 years. On behalf of the Board of Directors of Nassau Airport Development Company Ltd. (NAD), I celebrate the foresight of the Bahamas Government, who believed that the creation of a world-class international airport was integral to the progress of the Bahamian people and the ongoing economic development of our beloved country. They turned belief into an extraordinary reality by instituting and supporting throughout the decade excellence in planning, development, management and oversight. They are to be praised for maintaining a national vision in the creation of the airport.

I congratulate the investors, local and international, who were equally visionary in taking calculated risks to assist in funding the development. No less deserving of praise are the architects, designers, builders, and an extensive variety of service providers, again both local and international, who transformed a decades-old dream into a beautiful, contemporary reality. Integral among them were Bahamian professionals and workers who exemplified the best of The Bahamas.

Equally deserving of praise is the assemblage of talented men and women at NAD and LPIA in general, who manage and supply the vital services from parking lots to the tower that make LPIA the enviable and award-winning facility that it has become.

I recognize with gratitude the benefits accruing from partnership with such entities as Civil Aviation, the Airport Authority, Nassau Flight Services, the Departments of Customs and Immigration, the Royal Bahamas Police Force, United States Customs & Border Protection, domestic and international airline partners, merchants and service providers, who individually and severally contribute to LPIA's adherence to mandatory codes, safety and efficiency, as well as to the overall quality of experience of travelers and airport users.

Throughout the decade, Lynden Pindling International Airport has made positive contributions to the quality of travel experience for our passengers, thereby benefiting tourism and hospitality. By supplying jobs and contracts, LPIA supports families and communities throughout the archipelago. Our premier airport also serves as a brilliant showcase for Bahamian excellence in fine arts, music, and folk arts.

I also congratulate the Nassau Airport Development Company Ltd for its outstanding dedication and hard work. It was NAD that developed the new Lynden Pindling International, directed its growth to the magnificent, efficiently functioning facility that it has become. NAD deserves the support and contributions of ingenuity from the entire Bahamian community to further LPIA's development. It is a process that must continue, so that our airport will always be current and respond to the needs of all its constituents. This is an excellent occasion to recognize and thank all the people of NAD past and present. LPIA is your masterpiece, our masterpiece. Let's honour the achievement by adding new brushstrokes and colours of excellence in 2017.

Regards,

Anthony McKinney,
Chairman, Board of Directors, NAD

LPIA redevelopment: a symphony in three phases

The central feature of the LPIA redevelopment and construction programme was to be the building, in three phases, of three new terminals for US Departures, Domestic and International (non-US) Departures and Domestic Arrivals, and a new International Arrivals terminal facility at Windsor Field, where Nassau International Airport was

erected in 1957.

Once known as 'Satellite Field', Windsor Field may be considered hallowed ground in the formation of the modern Bahamas. From there sprang milestones in the country's journey to majority rule and the broadening of democracy.

The first stage of planning was conducted

by Stantec, a Canadian company, which was contracted to deliver a financeable, project definition report. In the second stage, a number of Bahamian companies and individuals worked with Stantec to produce a sense of place to reflect the unique Bahamian environment, history and culture.

Phase One

Ground was broken for Phase One, the US Departures and International Arrivals Terminal at LPIA, on July 9, 2009, with Prime Minister Hubert Ingraham officiating. For this stage and the two that followed, NAD placed high priority on 'Bahamianisation', using local materials, awarding contracts to local providers and utilising local labour.

Phase One began with the refurbishment of existing spaces, especially the US Departure lounge. The renovation updated washrooms, the baggage handling system and added a customer concierge programme enhanced by a 24-hour operations centre. Walkways were covered and parking spaces increased.

In October, 2010, with the goal of increasing convenience for travellers and other airport users and commercialising parking for revenue growth, NAD contracted the services of Amano McGann, a leading provider of parking solutions to provide hassle-free parking with easy access to the terminals.

The 247,000 square foot terminal incorporated 55 check-in counters. An inline explosive detection system capable of handling 1,800 bags an hour was installed along with a bag-weight imaging system and an automated baggage sorting system featuring two make-up carousels.

Further highlights of this first stage of redevelopment were the construction of a pier for

US departures, a one million square foot asphalt apron, an additional parking facility with a capacity of 2,000 vehicles, a storm water drainage system and improvements to internal and surrounding roadways.

Phase One was completed in March, 2011, at a cost of \$191.1 million and a grand opening held on February 25, 2012, under the auspices of former Prime Minister Ingraham.

"We are definitely on our way to realising a long deferred national aspiration for an attractive, modern and efficient principal air gateway to the Bahamas. This is befitting of our status as the premier destination in our region," Mr Ingraham said.

Phase Two

With Ledcor Construction as principal general contractor, partnering with the Bahamian firm Woslee Construction, work began on Phase Two in March, 2011.

The old US departures terminal was partially demolished and a new 226,000 square foot facility for international arrivals and US and international departure gates was constructed.

Among its amenities were to be a state-of-the-art baggage claim system, Bahamas Immigration and Bahamas Customs offices, four restaurants, six hotel

reception lobbies and a few lounges.

Completed in October, 2012, this aspect of the airport expansion cost \$144 million. Some \$38.9 million in contracts were awarded to Bahamian firms, equaling 30 per cent of the total value of construction contracts signed during this stage of LPIA's redevelopment.

Of the 450 workers employed on this aspect of the project, 70 per cent were Bahamians. NAD estimated that the redevelopment had injected over \$100 million into the local economy at that point.



The first travellers to pass through the new Arrivals terminal came in on a Jet Blue Flight on the morning of October 16, 2012, and Prime Minister Perry Christie officially opened the facility later that day.

"Airports and seaports are critical to island nations' economic growth and development. When coupled with good connections and communications the power of creative entrepreneurial talent can be unleashed. Joined by sound public policies and a government grounded in a belief in its people and systems, human potential can achieve its zenith. That is why we consciously and deliberately set about, during the midst of the worst recession the world has seen in 80 years, to rebuild our physical plant and prepare our people for better days ahead."

- Prime Minister Hubert A Ingraham, at the grand opening of the US Departure Terminal, February 25, 2011.

Phase Three

The final stage of the expansion project added a new Domestic/International Departures and new Domestic Arrivals Terminal of 112,000 square feet, at a cost of \$84 million.

It features 42 check-in counters and is also equipped with 200ft of baggage handling, security and sorting systems equipment. It was completed in the fall of 2013. This terminal also includes nine retail locations and seven food locations, bars and lounges, a bank and a post office, and three significant Bahamian art installations. During the one year of construction, 350 jobs were created at the peak of activity.

The October 17, 2013, opening provided a platform for Prime Minister Christie and the Minister of Transport and Aviation to communicate their vision for the future of LPIA. The event was attended by Governor General Sir Arthur Foulkes and Lady Foulkes, Opposition

Leader Dr Hubert Minnis, other parliamentarians and senior government officials. Present among representatives of Nassau Airport Development Company (NAD) were Vernice Walkine, President and CEO, and Anthony McKinney, Chairman of NAD's Board of Directors.

A highlight of the occasion was an extensive tribute paid to Sir Lynden Pindling, for whom the airport is named.

Bringing colour and music to the evening, a grand programme of entertainment assembled a bevy of Bahamian performers, including the much-awarded Ronnie Butler, Baha Men, Children's Conservatory, the Royal Bahamas Police Force Band and Tingum Dem/Visage.

The first passenger to pass through the newest terminal at LPIA entered the facility at 4.45am on October 23, 2013, bound for Freeport via a Bahamasair flight. The surprised early bird was greeted with gifts.



"LPIA will be the centrepiece and hub with compatible satellite airports in the Family Islands efficiently serving the needs of modern air transportation. At the same time, as we modernise our airports, much of which will be accomplished through public/private partner sector partnerships, it would be to our competitive advantage as the leading tourism destination for the public and private sector organisations to collectively pool and manage the resources of the Ministry of Tourism, and the promotions boards, which are all devoted to the support of marketing and airlift."

- Prime Minister Perry Christie, October 17, 2013 .



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10th
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NAD 10TH ANN

NAD Salutes Its Team Members



David Adams
Operations Department



Tashena Adams
Operations Department



Marva Barr
Maintenance &
Engineering Department



James Bartlett
IT & E Department



Howard Bullard
IT & E Department



Theresa Burrows
Human Resources
Department



Desmond Carey
Maintenance &
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McLeish Cartwright
Maintenance &
Engineering Department



Shenique Clarke
Finance Department



Deborah Coleby
Vice President,
Operations Department



Samuel Dean
Maintenance &
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Theola Dean
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Marguerette Delancy
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Kyo Dickinson
Maintenance &
Engineering Department



Jermaine Dorsette
Operations Department



Valencia Duncanson
Operations Department



Elizabeth Ferguson
Operations Department



Esther Ferguson
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Cedric Fowler
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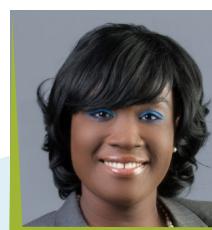
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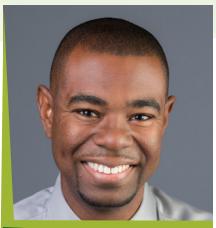
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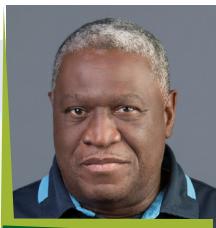
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Parking & Ground
Transportation Department



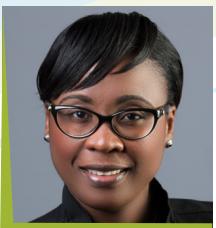
Loletta Rolle-Sands
Finance Department



Elkeana Saunders
Maintenance &
Engineering Department



Neressa Seymour
Finance Department



Bekenya Smith
Operations Department



Trevor Smith
Operations Department



Virginia Strapp
Finance Department



Selvyn Stubbs
Maintenance &
Engineering Department



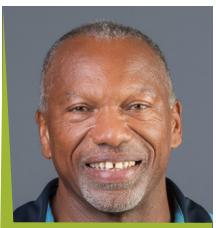
Terevas Sweeting
Maintenance &
Engineering Department



Theotis Taylor
IT & E Department



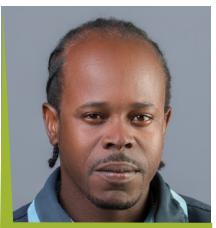
Don Thompson
Operations Department



Peter Tynes
Maintenance &
Engineering Department



Frank Walker
Operations Department



Valentino Wallace
Operations Department



Clint Williams
Maintenance &
Engineering Department



John Wilson
Maintenance &
Engineering Department



Theodore Wilson
Finance Department



Henrietta Woods
Parking & Ground
Transportation Department

NOT PICTURED

Dale Nairn
Maintenance &
Engineering
Department

Sherel Symonette
Finance Department



Q&A

with

VERNICE WALKINE, PRESIDENT AND CEO, NAD

Q. What has been your primary focus as leader of NAD?

A. "It is interesting in that NAD is a private company that runs a public asset. It is a challenge trying to get people to understand how we function. This is the first time we have a model like this in The Bahamas. The Prime Minister has been using this as a model for other government-owned assets .

Because the NAD model is being replicated, I would like to ensure that we do well, that talented people want to work for NAD, so as to guarantee a

succession of strong leadership. It is important to sustain a quality operation through high performance as a team and maintain the facilities in good condition. It is important that this first effort be successful. I am most grateful for the partnership of members of my executive team and the synergy among them that underscores the successes we have achieved in the past ten years. I am equally grateful for the support of our external partners; it is this combination that is most fruitful."

Q. What are the main challenges?

A. "Even though we do operate the airport, we do not have responsibility for all elements. We therefore have to rely on other agencies to perform optimally - security or immigration, customs, air traffic control services. We have to rely on government agencies to execute their duties at a consistent and high standard so that LPIA is a facility that people enjoy.

We have stakeholder meetings on a regular basis to address issues such as how to deal with peak travel periods, staffing levels, early hour/late hour operations. We have a good track record of working well together; we have rhythm. There are times when budgets are an issue or getting necessary staffing."

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Q. What milestones have been achieved since you were appointed president and CEO of NAD?

"We were able to achieve certification by ICAO (the International Civil Aviation Organisation). This is a very big deal. What ICAO certification means is that

LPIA is deemed to be compliant with all the security and safety regulations. The Department of Civil Aviation had to take the lead. We worked very well together as a team. We collaborated and got it done. I am proud of the awards LPIA has won in the six years I have been with the company; for example, marketing awards from Routes Americas Conference,

awards from Airports Council International for our website. We won awards during the construction phase.

We were able to make the entire executive team Bahamian. Appointed last was Paula Rigby (VP Finance and CFO). Five executive team members - all Bahamian, all but one are women."

MEET THE EXECUTIVE TEAM



PAULA RIGBY, VICE PRESIDENT AND CFO

Finance Department

One of the most remarkable achievements of the Finance Office of Nassau Airport Development Company is embodied in the person of its Vice President, Paula Rigby, who progressed from Financial Controller in 2007 to Director of Finance in 2013 to Vice President Finance and Chief Financial Officer in 2016.

She says: "The Finance Department provides vital assistance to the management of LPIA by ensuring that sufficient funds are available to meet the day-to-day operational needs of the airport and to assist in planning for future projects. Also major functions of the Finance Department are compliance and reporting, preparation of both external and internal financial statements monthly/annually, repayment of senior and participating debt as per lending agreements and reporting and payment of government licenses and taxes as per government regulations. As might be expected, the department provides budgeting, forecasting and risk analysis information that are used by both managers and stakeholders to assist in making strategic and investment decisions."

NAD career: Appointed October 24, 2016. Was previously Financial Controller (2007-2013); Director of Finance (2013-April 1, 2016); Acting VP Finance and CFO April 1-October 24, 2016.



DEBORAH COLEBY, VICE PRESIDENT

Operations Department

Operations, headed by Deborah Coleby, is the heartbeat of LPIA. The department consists of a staff complement of about 100, who represent close to 50 per cent of the total NAD team. Overseen by the Manager-Customer Support, Manager Operations Centre, Manager Customer Experience, Director-Airside Operations and Manager-Emergency Preparedness and Public Safety, the responsibilities of Operations include airside operations, terminal operations, cleaning, landscaping, parking and ground transportation.

She says: "Concentrating heavily on the best possible experience for arriving and departing passengers is the focus of Operations at NAD. Our main objective is to make sure that aircraft depart on time. BHS (baggage handling) and CTX (baggage scanning) machines must be working. We check processes continuously to ensure that all goes well and that there are no issues with our automated systems."

NAD career: Appointed April 1, 2015. First full-time Bahamian employee of NAD (2007), having transferred from the Airport Authority. From 2007-2015 was Manager of the Operations Centre, then Director of Terminal Operations and Passenger Facilitation.



JAN KNOWLES, VICE PRESIDENT

Marketing and Commercial Development Department

The Marketing and Commercial Development Department is the face of NAD and LPIA and the friend-builder, ensuring that the airport's internal and external customer get the true picture of the facility, its teams and their goals for excellence, so as to engage necessary collaboration.

She says: "As it relates to NAD's five-year strategic plan, the key elements of the Marketing and Commercial Development Department's contribution are threefold:

- 1) with stakeholder partnership, build airlift;
- 2) create non-aeronautical income and passenger value through cutting edge commercial initiatives.
- 3) deliver an extraordinary and authentically Bahamian customer experience.

The communications function of the department is key, as whether in time of crisis or regulatory/operational change, the travelling public must be informed."

NAD career: Appointed September 15, 2014, as Vice President, Marketing and Communications and moved to current position in October, 2016.



KEVIN MCDONALD, VICE PRESIDENT

Maintenance, Information Technology and Engineering Department

The MITE Department is far from insignificant as its acronym might suggest. On the contrary; it is the engine of Lynden Pindling International Airport and its work underpins the functioning of all other departments at the complex.

He says: "NAD's Maintenance and Engineering team are proud of the fact that LPIA has earned the distinction of being a government asset that is well maintained. LPIA has some of the most sophisticated equipment and systems in the country, and in the region. The team has been built with the skill set to meet these needs. The members of NAD's Maintenance and Engineering Department, consider it a privilege to have been entrusted with this awesome responsibility, and it is one that we take very seriously. LPIA - No Ordinary Airport - No Ordinary Team!"

NAD career: Appointed January 1, 2012. First Bahamian to be appointed to the NAD Executive Team and first to occupy the post of Vice President, Maintenance and Engineering. Previously Director, Maintenance and Engineering (September, 2008-December, 2011).

Q&A with Vernice Walkine, President and CEO, NAD *continued*

Q. Other achievements?

A. "One of the most satisfying was the introduction on February 1, 2015, of the automated passport kiosk system, which has revolutionised the passenger clearance process. The uptime has been virtually 100 per cent.

Ministry of Tourism and Nassau/Paradise Island Promotion Board are the partners and the US carriers all contribute to the cost of both the passport kiosk and the electronic boarding pass technology. It was a joint effort between these groups and NAD.

Initiation in July, 2016, of swing gates in the US Departures Terminal was another win. When the gates are not in use for flights bound for non-US cities, we can use them for departing US flights, based on demand.

Significant in terms of human resources development has been the institution of a managerial retreat to set goals, specific objectives and establish budgets, as well as the establishment of a performance-based programme of incentives for managers and directors, who are assessed on how well they manage their budget, department and team members. End-of-year bonuses are directly related to quality of performance and achievements."

Q. What of funding?

A. "We have to generate our own revenue and we get no subsidies from government. We have to repay debt, and to maintain our operations to world class standards. Revenue sources are aeronautical or non-aeronautical. An example of aeronautical is that carriers pay us every time they land, for use of space or to park at a bridge. Non-aeronautical revenue includes tenant rents, parking fees, and so on."

Q. What are your main challenges in this regard?

A. "Given that our revenue is directly tied to passenger numbers, we are very focused on work with our strategic partners to drive more airlift, thereby more passengers. Baha Mar will represent incremental demand for the destination, so we look



forward to their opening and ramping up to full occupancy. The other challenge is to constantly seek ways to encourage more spending by passengers by providing them with the choices they want in terminal amenities.

Q. What are your goals for the foreseeable future?

A. Aviation business growth "We are looking to expand business opportunities and increase LPIA revenue. We have plans for the construction of an airport hotel. The benefits of such a facility are many. The addition of this amenity will increase the viability of LPIA as a regional hub. Sited within walking distance of the terminals, the hotel will support passenger convenience. In this way, we will be re-purposing vacant land and optimising its utilisation for multiple benefits. It is important to plan for future development so we are looking at aviation related businesses that have high commercial value."

Human resources development

"Two hundred and thirty people running a community of 3,000 people: we have to grow to meet the demands of the next three to four years. We have to beef up the staff on the airside for repairs and patrols. We need more people in terminal to carry out the maintenance, etc.

We are putting emphasis on encouraging talented young Bahamians to consider such airport-related careers as aviation management, airport security and others as part of our succession planning. It is important that they believe that NAD offers good

jobs that pay well. There is an opportunity for them to pursue that because we are now one of the best airports rated in the Airport Service Quality (ASQ) programme."

Aiming for leadership among airports with partnership

"It is important to aim for the highest rating. We have a NAD team of two who manage the ASQ survey and they attend the annual conference to understand all that will change and to see what those top airports do. We know how we are doing relative to airports in the region and we share that data with our partners. We are forcing them to pay attention to what users of the airport are saying about our services. We have ranked as high as second and we are hoping to rank number one in the ASQ sooner than later. Airports in Ecuador and Honduras occupy the top spots with LPIA. Much of our business is driven by Atlantis; we have a lot of kids passing through. A lot of what we are doing in the short term will be focused on making the kids happy to make the parents happy.

It's interesting to see how airports have evolved. We want passengers to be happy in the space, don't want them to feel dread, but give them reasons to walk around and spend money. I attended a conference where the focus was on retail and food and beverage. An innovation involves bringing food directly to passengers. Airports are becoming more service oriented.

We have had other airport representatives come here to see what we are doing; everyone is interested now in exploring how we can excel. You want an airport that is commensurate with your destination, becoming a part of its unique identity."

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Art at LPIA

A grand exposition of Bahamian environment, culture and heritage

At Lynden Pindling International Airport, it is always apparent that you are in The Bahamas.

An essential part of the planning for the redevelopment of LPIA was the creation of a sense of place. As far as possible, every aspect of the facility was designed to reflect The Bahamas - its archipelagic nature, the peerless colour of its waters, its flora, its history, outstanding people and the unique culture of the islands.

To realise this consistency in identity, an art committee of artists, members of the NAD team and the architects were assembled to ensure that Bahamian art and architectural traditions would be reflected in the design of the airport. The process succeeded beyond expectation.

Bahamian-themed design

The roof of the US departures terminal was engineered to mirror the rippling of sand and waves. Interiors are distinguished by natural textures, fabrics and material. The colour palette reflects the blues of the archipelago's translucent waters, accented by the rich primary colours that hallmark the artifacts of Bahamian culture. The exterior landscape of the airport further cements Bahamian identity in the use of typical local flora. Inside the facility, extensive glass panes let in incomparable light, while open decks offer passengers the opportunity to enjoy a meal or a drink directly under a glorious sun that shines year round.

Musical welcome

Incoming passengers are welcomed by a band playing the distinctive rhythms of the country and special occasions bring performances of many art forms.



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Art at LPIA

A gallery of fine art

NAD initially collaborated with the National Art Gallery of The Bahamas on a rotating art exhibition programme across 12 sites around the three terminals.

For the inauguration of LPIA, NAD commissioned \$2 million of original Bahamian art to be displayed throughout the airport and environs. These works anchor the sense of place at which the Lynden Pindling International Airport in its entirety has succeeded magnificently. They brilliantly evoke the Bahamas' history, traditions, crystalline waters and exuberantly coloured flora and fauna. Surprising in their beauty, variety of subjects, media and clever positioning throughout the facility in passages and lounges and gardens are a host of major artworks.

Craft displays

Glassed enclosures ranged along various passages display Bahamian crafts made by a number of the country's most talented artisans, encompassing accessories of straw work, books, jewellery and various other authentic local products.

This exposition is managed by Doongalik Studios, in collaboration with Creative Nassau, a UNESCO Creative Cities member. Under the hand of seasoned decorative arts professional Pam Burnside, the displays change in tune with the seasons and national holidays, such as Independence and Christmas. Not only do these galleries pleasure the traveller's eyes, but also give visitors a foretaste of the quality of souvenirs they can buy during their stay in Nassau/Paradise Island.



Sports Heroes Wall

The Bahamas is something of a 'little engine that can'. Small in population, the country has proven powerful in the award-winning sportsmen and women it has produced, including Olympians who have brought home gold, silver and bronze. Featured are images of such outstanding Bahamians as Sir Durward Knowles, the Star Class sailor who won the first Olympic gold medal for his homeland; Frank Rutherford, winner of Olympic bronze, the first Bahamian medal in track and field in the Games, and the 'Golden Girls' and 'Golden Knights', who brought home the first gold medals in the same category.

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Going Mobile

A new Electronic Boarding Pass (EBP) system at LPIA, adding to the speed and convenience of check-in and processing for passengers using their mobile devices, was launched on May 17, 2016, by Nassau Airport Development Company Ltd (NAD).

The EBP programme resulted from NAD's collaboration with the international airlines at the airport, United States Customs and Border Protection (USCBP), Airport Authority and the Transportation Security Authority (TSA).

Fifteen months earlier, Automated Passport Control (APC) kiosks were introduced at LPIA. At the time, only US and Canadian citizens holding machine-readable passport, US Lawful Permanent Residents and travellers with an approved Electronic System for Travel Authorisation were eligible to use the kiosks at LPIA.

From July 1, 2016, the APC service was extended to US-



bound passengers travelling on B1 or B2 visas with electronic passports. This expanded clearance now allows many Bahamian passengers to use the self-service kiosks in the USCBP hall. Vernice Walkine, President and CEO at NAD credits the technology with reducing wait-times for US-bound passengers by as much as 80 per cent.

"Since we introduced the self-service kiosks in February 2015, processing

times have been dramatically reduced. We are pleased to have this benefit extended to persons with B1 and B2 visas and that includes many members of our local community who have been asking for the ability to use the new technology," she said at the time. "Our Operations and IT teams have worked closely with the manufacturer BorderXpress to test the machines for additional users. We anticipate an immediate positive impact on our operations, particularly during this busy travel season. Bahamians meeting the requirements will now have the added convenience of processing through US Customs within minutes."

How Nassau Airport Development Company operates

The Airport Authority (Fees and Charges) Regulations, 2009, made it clear that the Nassau Airport Development Company was to generate all the revenue needed to fund operations, capital expenditure and debt service.

Further, NAD was mandated to maintain an investment-grade rating by at least one internationally recognised debt or credit rating agency and pay a return, if any, to shareholders as agreed by government and the Authority. Identified as NAD's primary sources of revenue were "Aeronautical and non-Aeronautical Fees". It was also expected that income from the retail outlets planned for LPIA would feature in the revenue mix.

With the major aspect of LPIA redevelopment successfully complete, NAD is currently responsible for most of the infrastructure of the airport including parking lots, terminals, runways and taxiways and all revenue-generating and commercial development activities.

Excluded from the NAD portfolio of responsibilities are security, firefighting, groundhandling and air traffic control, which are controlled by dedicated agencies.

A Board with nine Directors governs NAD. The company



is led by an all-Bahamian Executive Management team with expertise in airport operations, maintenance, finance, business and marketing.

NAD employs 232 people, providing expertise and services in the areas of operations, customer service, finance, IT, maintenance, marketing, communications, commercial development and environmental sustainability.

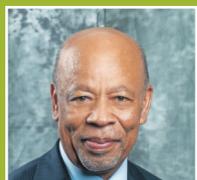
"We received all the keys on April 1st, 2007 and the first shift started shortly after 4am, April 1st. For the first month I was working 14-hour days. I would be here from 6am and would not leave until 8pm. I had all new staff for the most part.

On November 12, 2006, I went to Vancouver for training. That visit really gave me an idea of how to set up an operations centre.

The operations centre schedules gates for aircrafts, creates master schedules and passenger forecasts that are sent to key stakeholders and manages the daily activities of the airport. Forecasted figures make sure the key players can better manage their staff."

- Deborah Coleby, Vice President, Operations, NAD

BOARD OF DIRECTORS



Anthony McKinley
Chairman



Manita Wisdom
Deputy Chairman



Deepak Bhatnagar



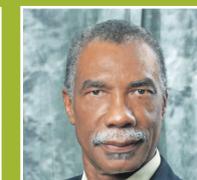
Dr Gregory Carey



George Casey



Michael Foster



Douglas Hanna



Annischka
Holmes-Moncur



Rev Lloyd Smith

The future: Soaring to new heights

NAD has five key strategies which it is enacting to make LPIA one of the world's leading airports.

1. Investing in our people

- Formalise staff training and development and establish leadership development training
- Institute ongoing programmes to expose staff to the tourism and aviation industry locally and abroad
- Establish a succession planning programme
- Identify and provide key support tools and equipment to enhance staff performance

- Establish initiatives to improve customer service

2. Providing a safe, secure and efficient operation

- Maintain a safety management culture and systems that meet or exceed local and international standards
- Benchmark performance against peer airports
- Adopt system processes, technology and procedures to achieve maximum operational efficiency and enhance the customer experience
- Improve existing airside infrastructure

3. Build capacity to meet growth potential

- Maximize the commercial potential of the airport
- Collaborate with industry partners to drive passenger growth through increased consumer demand and new airlift development
- Establish LPIA as a regional hub for the lower Caribbean
- Leverage technology to improve passenger processing and increase airport capacity

4. Deliver an extraordinary customer experience

- Improve Airport Service Quality survey scores and ranking to number one airport by size and

regional category

- Anticipate and exceed customers' needs and expectations while expanding the retail and service offerings at the airport
- Improve the processing time and experience of all travellers

5. Maintain a fiscally responsible and profitable operation

- Meet or exceed all debt covenants
- Repay the participating debt
- Generate cash flow for expansion
- Diversify and increase revenue streams
- Introduce technology and processes to provide more efficient operations that reduce costs

PLANE FACTS

- Phase One of the redevelopment used approximately 2,000 tons of structural steel, 17,000 cubic yards of concrete and 1,075 tons of reinforcing steel and took more than one million man hours.

Up, up and away

LPIA connects direct with many major destinations

Atlanta
Bahamas Family Islands, Baltimore, Boston
Calgary, Cap Haitien, Charlotte, Chicago (O'Hare), Cleveland
Dallas, Detroit
Fort Lauderdale
Grand Cayman
Havana, Houston
Kingston
London (Heathrow)
Miami, Montego Bay, Montreal
New York, JFK, New York, La Guardia, New York, Newark
Orlando
Panama City, Philadelphia, Providenciales
Toronto
Washington, DC (Reagan National), West Palm Beach

Clear for takeoff

- LPIA enjoys a US Customs and Pre-clearance facility, which greatly enhances

ease of travel from the Bahamas to the United States and has proven a boon to Bahamas tourism.

- The Agreement on Preclearance was signed on April 23, 1974, between the Governments of the US and the Bahamas, allowing for advance inspection of passengers. When pre-cleared by US Customs and Border Protection (USCBP) at LPIA in Nassau, passengers arriving in the US can use domestic terminals and/or connect to a domestic flight without further processing. The benefit was increased in April, 2015, with USCBP's approval of the addition of Global Entry kiosks to the Nassau Pre-clearance facility at LPIA. Termed a 'trusted traveller programme', Global Entry provides electronically expedited clearance for pre-approved, low-risk travellers.

LPIA at a glance

- Country: Bahamas
- IATA Code: NAS
- ICAO Code: MYNN
- Latitude: 25°02'20"N
- Longitude: 77°27'58"W
- Elevation: 16ft above sea level

General information

- Bahamas Government owned
- Managed by Nassau Airport Development Ltd
- Largest airport gateway in the Bahamas
- Located on New Providence Island about

- 10 miles west of downtown Nassau
- The existing airport lands occupy approximately 2,210 acres
- Largest public infrastructure construction project in the history of the Bahamas
- Capacity for comfortably handling 5 million passengers annually
- 10 jet-bridge gates
- 4 gates capable of receiving Boeing 747-sized aircraft
- 43 aircraft parking stands
- Over 85,000 aircraft movements per year
- United States Pre-Clearance facility
- Operating 24 hours a day



Runways

- Airfield consists of two intersecting instrument runways
- Runway 14 typically sees 65 per cent of the landings and 80 per cent of the take-offs
- Runway 32 typically sees 10 per cent of the landings and 15 per cent of the take-offs
- Runway 09 typically sees 25 per cent of the landings and 5 per cent of the take-offs
- Both runways are dimensioned to accommodate Code E aircraft.
- Both runways are 150ft (46m) wide
- Runways 09 and 27 have 8,273 yards

- of takeoff run and distance available. Similarly accelerated stop distance and landing distance available is 8,273 yards
- Runway 14 has 11,128 yards of takeoff run, distance and accelerated stop distance available. Its available landing distance is 10,918 yards
- Runway 32 has 10,918 yards of takeoff run and distance available. It has 11,128 yards accelerated stop distance and landing distance available

Navigational aids

- Runway 14 is equipped with an instrument landing system (ILS) that supports Category 1 precision approaches to the airfield's predominantly used runway
- Runways 09, 27 and 32 are not equipped with an ILS
- A VHF/Omni-Directional Range (VOR) equipped with distance measuring equipment (DME) serves VOR/DME and VOR approaches to Runways 09, 14 and 32.
- An airport control tower operates 24 hours a day, seven days a week

Passenger capacity

Year	Passenger totals
2011	3,226,822
2012	3,491,908
2013	3,227,138
2014	3,374,934
2015	3,534,296
2016	3,290,272

Source: Aggregate Airline Capacity reports

Funding LPIA redevelopment

A triumph of Public/Private Partnership

Valued at \$409.5 million, the Bahamas's historic redevelopment of the country's principal airport was expected to prove a challenge by any measure in the international world of finance.

Led by the seasoned Vantage Airport Group, the prospecting for the project began in 2007. In a year when the international credit market was skittish in light of global financial meltdowns, it might have been reasonable to expect a shortfall.

Full financing was achieved by fall of 2012, a yield of \$877 million to fund the project in six transactions (both financings and refinancing).

The Bahamas Investor (2008) reported details of the complex financing structure:

"To assist with the airport's transformation, NAD, in conjunction with the government, requested bids from both local and international financial institutions to provide funding for the overall project over a five-year period.

Citibank took the helm as the financial advisor for the redevelopment and initially structured and delivered a \$65 million, 12-month bridge loan, with a syndicate of both local and international participants.

This loan however was refinanced at the end of last year to an operating capital loan of \$80 million with some revolving credit facilities, including a \$7 million line of credit.

Citibank once again took the lead in this new loan, along with five other institutions, including RBC

Royal Bank and at least one international institution operating outside the jurisdiction.

This seven-year long-term bank financing can be serviced by airport operations on a non-recourse basis to the government."

The capital structure included a combination of senior debt and subordinated participating debt, allowing rate increases associated with the project to be minimised.

The success of the enterprise did not go unnoticed in the high-flying world of big money deals. The LPIA project garnered outstanding industry awards including the Project Bond Finance Deal of the Year Award from Project Finance Magazine in 2009 and Jane's Airport Finance Deal of the Year in 2010.

LPIA's awards and accolades

- 2016 - Civil Aviation Department (CAD) presented LPIA with the ICAO airport certification, attesting that LPIA's compliance with all the security and safety regulations, the first aerodrome in the Bahamas so certified.
- 2015 - LPIA team presented with the "Best Website" award at Airports Council International North America (ACI-NA) Marketing, Communication and Customer Service Excellence Awards in Nashville, Tennessee. ACI is the global trade representative of the world's airports and governs best practices while raising industry standards.
- 2014 - Ranked fourth in the world in Size Category in ACI's Airport Services Quality (ASQ) Awards.
- 2013 - Best Airport Improvement in the Caribbean awarded to LPIA at the Airport Service Quality Awards. NAD joined the ASQ programme in 2011.
- 2013 - LPIA received the Highly Commended Award in Marketing for the best airports with under four million passengers per annum at the Routes Americas Air Service Development Forum in Cartagena, Colombia. Vernice Walkine, President and CEO, NAD accepted the award
- 2013 - LPIA won the Routes Americas Air Service Award. Vernice Walkine accepted the award in San Salvador, El Salvador.
- 2011 - LPIA's US Departures Terminal given the cover story in May/June issue of Airport Improvement Magazine, a business-to-business publication read by more than 5,900 airport operators, consultants and suppliers.
- 2010 - Passenger processing and airport security at LPIA was further enhanced by the opening of a new advanced computer laboratory furnished with a document imaging software suite (DISS) to determine the authenticity of travel documents.
- Presented to the Government by the International Organisation for Migration (IOM), the DISS also includes equipment such as decoders, an e-passport reader, scanners, video and photo cameras, microscopes, computers and printers.
- The new lab is part of an IOM regional border management and enhanced security project.
- 2010 - LPIA received Jane's Airport Finance Deal of the Year.
- 2009 - LPIA won the Project Bond Finance Deal of the Year Award from Project Finance





FLY THROUGH THE AIRPORT BE A SMART TRAVELLER

Deborah Coleby, NAD's Vice President of Operations, offers tips for smooth passage when travelling through LPIA during the holiday peak.

"The new terminal has everything; additional capacity for aircraft and passengers, state-of-the-art equipment and equipment and systems, bright open spaces, gardens with Bahamian plants and featured Bahamian art work."

- Stewart Steeves, former President and CEO of NAD

Confirm travel details in advance: Several days before your flight, check your reservation, determine baggage specifications and see what your airline offers for onboard service.

Give yourself ample time: Anticipate extra hustle and bustle at the airport. Check-in at least three hours early for US-bound flights and two hours early for international departures. This gives you ample time to clear security and head to your gate area with time to shop, dine, relax and enjoy airport amenities.

Get mobile: Many airlines offer passengers the option of online check-in and mobile boarding passes. Download all relevant apps and electronic travel documents before you leave for the airport. Choose to travel outside peak departure times: Early

morning and evening flights are considered off-peak.

Pack wisely: Restrictions still apply for liquids, aerosols and gels so remember the 3-1-1 rule: 3.4 ounces or less per container for liquids, gels or aerosols; packed in 1 quart-sized clear plastic zip-top bag; limit of 1 bag per passenger.

Check your ID: Be sure to bring the right ID for your trip, or you won't be going far. This includes a valid passport and for local travellers heading to the US, a visa or a police record issued within the last six months.

Be screen smart: Take advantage of the wait in security lines by placing coins, keys and any small metal items in the screening bin, removing jackets and outer wear and unpacking your laptop from its bag. Leave gifts unwrapped. They may be opened for

inspection as part of the baggage screening process. Wear comfortable clothing and shoes that can be easily removed.

Use your time in the terminal: Pick up last-minute gift items, a snack or magazine at one of our airport stores. Use free airport Wi-Fi to send emails or relax in one of two travel lounges at LPIA.

Stay connected: Check the airport website www.nassaulpia.com for the latest updates on flight schedules and information on parking, in-terminal services or new security regulations and procedures. Connect with LPIA on social media at www.facebook.com/NassauAirport and on Twitter and Instagram @nassau_airport. Also, follow your individual airline carriers on social media for more specific flight details.

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"The Lynden Pindling International Airport personifies the ideals of greatness, and certainly underscores the message of the Ministry of Tourism, that *'It's Better In The Bahamas.'*"

A handwritten signature in black ink, appearing to read "Obu", is positioned above the name of the Minister of Tourism.

Hon. Obadiah H. Wilchcombe, MP
Minister of Tourism



— Thank You —

for your generous support of

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