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BAHAMAS AIR NAVIGATION
SERVICES AUTHORITY

ANNUAL REPORT



The Honourable Chester I. Cooper, M.P.
Deputy Prime Minister
Minister of Tourism, Investment and Aviation
Ministry of Tourism, Investment and Aviation
#1 Bay Street, Centre of Commerce
British Colonial Hilton
Nassau, The Bahamas

Dear Deputy Prime Minister:

On behalf of the Bahamas Air Navigation Services Authority (the Authority), I am pleased to forward to you the Annual Report of the Authority for fiscal year 2020/21. The Report has been prepared in accordance with the Bahamas Air Navigation Services Act, 2021, and provides an account of the performance and operations of the Authority for this period.

The report is made in accordance with a resolution of the Board of the Authority, which is responsible for submitting an annual report to you, for presentation to Parliament, on our activities.

Yours sincerely,

Wendy Craigg (Mrs.)

Chairperson


Board of Bahamas Air Navigation Services Authority

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GLOSSARY

AAID	Air Accident Investigation Department
AFIS	Aerodrome Flight Information Service
AGA	Aerodromes and Ground Aids
AIR	Airworthiness
AirCon 2100	An Air Traffic Control Automation System
AIP	Aeronautical Information Publication
AIS	Aeronautical Information Services
AIM	Aeronautical Information Management
ANS	Air Navigation Services
ANSP	Air Navigation Service Provider
AOC	Air Operator Certificate (holders)
APP	Approach Control Centre
ARFF	Aircraft Rescue & Fire Fighting
ARTCC	Air Route Traffic Control Centre
ASR	Airport Surveillance Radar
ATCO	Air Traffic Control Officer
ATM	Air Traffic Management
ATO	Air Traffic Operations
ATS	Air Traffic Services
AVSEC & FAL	Aviation Security & Facilitation Oversight
BANSO	Bahamas Air Navigation Services Division
BASR	Bahamas Aviation (Safety)(Amendment) Regulations
BATCU	Bahamas Air Traffic Controllers Union
BFIAD	Bahamas Family Island Airports Department
CAAB	Civil Aviation Authority of The Bahamas
CAD	Civil Aviation Department
CAPSCA	Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation
CE	Critical Element
CMA	Continuous Monitoring Approach
CNS	Communications, Navigation and Surveillance
DCA	Directors of Civil Aviation
EI	Effective Implementation
FAA	Federal Aviation Administration
FIR	Flight Information Region
IASA	International Aviation Safety Assessment
ASNE	Air Services Negotiation Event
ICAN	International Civil Aviation Organization
ICAO	International Civil Aviation Organization
ICVM	ICAO Validation Mission
ILS	Instrument Landing System
LEG	Legislation
LEI	Lack of Effective Implementation
MRAI	Minimum Required Annual Inspection
MSSR	Monopulse Secondary Surveillance Radar System
NACC	North American, Central American and Caribbean
NCLB	No Country Left Behind



NCMC	National Continuous Monitoring Coordinators
NDB	Non-Directional Beacon
NOTAM	Notices to Airmen
OJT	On-the-Job Training
OLS	Obstacle Limitation Services
ORG PANS-OPS	Organization Procedures for air navigation services – aircraft operations
ARG	Aircraft Registry Group
PBN	Performance-based Navigation
PEL	Personnel Licensing
PSR	Primary Surveillance S-Band Radar
QA	Quality Assurance
QMS	Quality Management System
SAR	Search and Rescue
SARPs	Standards and Recommended Practices
SMS	Safety Management System
SOD	Safety Oversight Department
SSP	State Safety Program
TRACON	Terminal Radar Approach Control
TSA	Transportation Security Administration
USOAP	Universal Safety Oversight Audit Program
USAP	Universal Security Audit Program
VCCS	Voice Communication Control Systems
VOR/DME	Very High-Frequency Omni-Range Distance Measuring Equipment

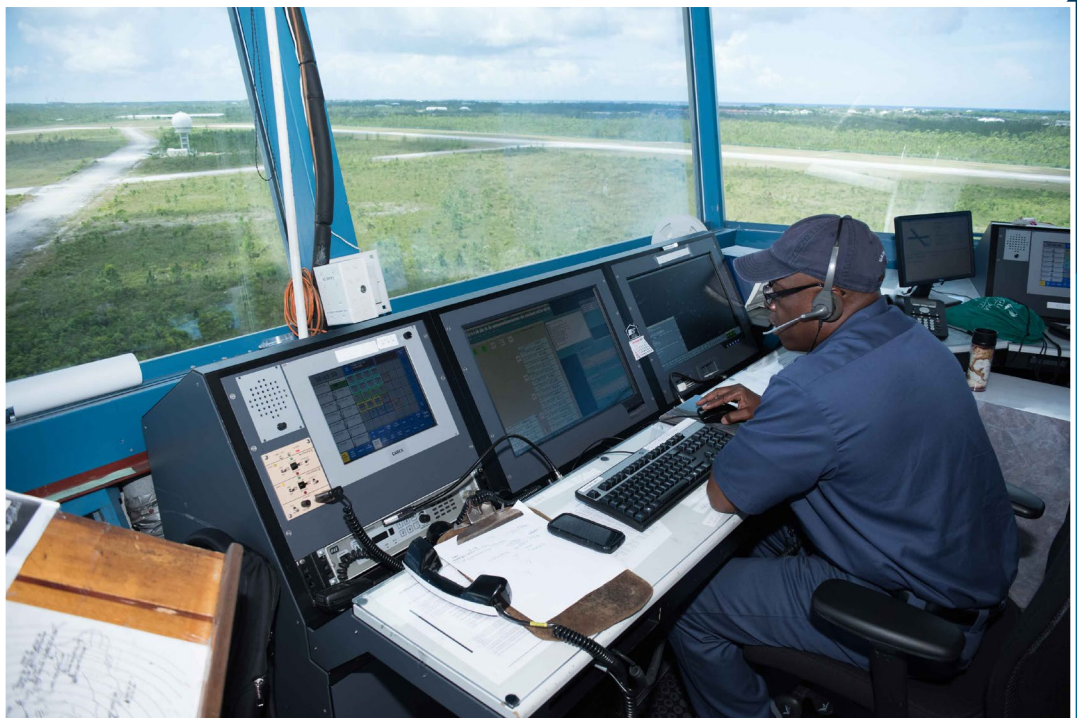
VISION

**Dedicated to being
the regional leader in air
navigation services.**



MISSION

To provide reliable and quality air navigation services through a proficient workforce servicing the global community.





GUIDING PRINCIPLES

Our team believes that we will achieve our mission by observing key guiding principles in our operations.

- Delivering responsible, efficient and dependable air traffic management services.
- Providing consistent advice and information that are useful for the safety and competent performance of flights.
- Communicating effectively with aircraft and other nearby air traffic services.
- Optimizing productivity through state-of-the-art air navigation technologies.
- Preventing collisions between aircraft through efficiency of service.
- Sustaining and expediting an orderly flow of air traffic.
- Maintaining an effective alerting process, providing assistance as required, and supporting relevant organizations regarding aircraft in need of search and rescue relief.

CHAIRPERSON'S MESSAGE

The provision of Air Traffic Services is at the heart of the air transportation system which serves an important function in bridging the archipelagic islands of The Bahamas. It is one of the greatest contributors to generating employment, connecting businesses, stimulating social and economic growth, and fostering the development of trade in goods and services in a time-efficient way. These vital activities underscore the importance of having a reliable national service provider, as the Bahamas Air Navigation Services Authority (BANSAs), managing safe take-offs and landings.

In March 2020, the world was plunged into a crisis by the COVID-19 pandemic which severely impacted the aviation industry. Measures taken both globally and domestically to contain the spread of the COVID-19 outbreak resulted in the temporary suspension or restriction of domestic and international flights and travel, in general. Under these conditions, our traffic count declined by 28.9% for fiscal year 2019/2020. However, as the COVID-19 restrictions were relaxed, since November 2020 we have experienced a relatively strong increase in traffic volumes which gives us optimism for the period ahead.

In a major defining event for us, on February 16, 2021, through an act of Parliament, the Bahamas Air Navigation Authority Act, 2021, we became an independent entity. Achieving this functional and legal separation from the Civil Aviation Authority Bahamas will enable us to fulfil our strategic mandate with greater clarity and focus, and sets us on a mission to chart a course for our organization—one defined by quality and efficiency in the provision of responsible air navigation services.

Yet another milestone in our journey was achieved with the May 5, 2021 execution of a ten-year agreement between the Governments of The Bahamas and the United States, which delegated to the Federal Aviation Administration the provision of air traffic control service in a significant segment of Bahamian sovereign airspace. This, together with the implementation of new airspace fees which provide financial independence, will allow BANSAs to better plan and develop its operational framework and goals.

We have come through very challenging times, and as we focus on devising our strategic plan for the way forward, we are keen to continue to partner with our aviation stakeholders to provide for the safe and efficient rebuilding and enhancement of sustainable air navigation services.

On behalf of the Board of Directors, I sincerely appreciate the diligence of our BANSAs team in keeping our skies safe during these very uncertain times. We have a very exciting journey ahead of us—one encompassing a number of strategic initiatives, and we look forward to working closely with you for the benefit of our stakeholders.



Wendy Craig

DIRECTOR'S MESSAGE

COVID-19

This quote from Jack Canfield reflects our experience and the countless challenges that confronted the Bahamas Air Navigation Services Authority (BANSAs) during a COVID-dominated 2020/21 fiscal year.

Indeed, we have experienced an enormous amount of unabated change in the past fifteen months due to COVID-19. Undoubtedly, many of the lessons learnt have decreasing relevance in the context of the current environment. We are challenged, however, to now use the lessons learnt to shape the future. The COVID-19 pandemic occurred on the heels of the unprecedented devastation of Hurricane Dorian, a category 5 hurricane that negatively impacted the Bahamian economy. As a result, BANSAs was required to implement budgetary cuts, preventing it from carrying out needed technical programs and developments.

TRAINING

Vast amounts of money have been invested in local training to develop and increase our human capital. BANSAs commitment to this endeavor is ongoing; our human capital is regarded as the organization's most precious asset. Due to the shortage of online air traffic controllers, the Training Department was mandated to focus on the consistent progression of air traffic control training in all sectors of our operations. Additionally, we have recruited and appointed senior managers to fill position vacancies in various departments.

CVOR/DME INSTALLATION

The VOR was replaced by a new state-of-the-art CVOR/DME that was installed during May 2021 and is expected to be commissioned by the FAA, commencing on July 21, 2021.

NEW REGULATIONS

During the reporting period, the Civil Aviation Authority of The Bahamas has successfully amended and promulgated the long-awaited Civil Aviation Regulations (CARs). These regulations are highly significant, particularly as the country prepares itself for the upcoming ICAO Coordinated Validation Missions (ICVM) audit scheduled for November 2021. In this context, BANSAs is taking positive steps towards achieving a score above that of the 2017 audit.

OVERFLIGHT & TERMINAL NAVIGATION CHARGERS

On April 30, 2021, a private virtual ceremony was held for the signing of the air navigation service agreement between BANSAs and the FAA, confirming the completion of the negotiations necessary to enforce the agreement on May 1, 2021. The agreement was signed on behalf of BANSAs by the Hon. Dionisio D'Aguilar, Minister of Tourism & Aviation and I. Ms. Lirio Lui, executive director for international affairs at the FAA signed on its behalf. The public signing ceremony took place on May 5, 2021.

Negotiations between The Bahamas Government and Cuban authorities controlling the remaining 25 percent of the airspace have not been concluded. It is expected that an agreement would be reached at some point during next fiscal year.

It is worth noting that, with the implementation of the charging scheme, the Government will defund BANSAs as of July 1, 2021. A Special Purpose Vehicle (SPV) called the 'Bahamas Administered Airspace Company Limited' (BAACL) will be established to manage the revenue collected from the charging scheme.

"Change is inevitable in life. You can either resist it and potentially get run over by it, or you can choose to cooperate with it, adapt to it, and learn how to benefit from it. When you embrace change, you will begin to see it as an opportunity for growth."

- Jack Canfield



SEPARATION OF REGULATORY & AIR NAVIGATION SERVICE PROVIDER

Autonomy for BANSAs and its separation from regulatory oversight is well-established in the International Civil Aviation Organization (ICAO) guidance material. According to ICAO, too close a relationship between the provider and regulatory function could result in conflicts of interest and undermine confidence in the system.

In keeping with ICAO's recommendations, a bill was drafted by the then Bahamas Civil Aviation Authority for the establishment of an independent and autonomous ANSP which was followed by a period of consultation with the former BANSAs. The Bahamas Air Navigation Services Authority Act was subsequently enacted in Parliament on February 16, 2021. BANSAs now operates as an independent and autonomous entity, having its own board of directors and a director appointed to manage the day-to-day affairs of the entity.

INCIDENTS/ACCIDENTS

There were 10 aviation occurrences reported with respect to aircraft accidents/incidents in the Bahamian sovereign airspace during the year in review.

ATS SENIOR ADVISOR

Mr. Mark Rios assumed duties with BANSAs as senior advisor on June 14, 2021. He was born in the United States and served as a former manager at the FAA Miami Air Route Traffic Control Centre, among other appointments, and has had a distinguished career in the field of aviation for more than forty years. Mr. Rios has recently completed a three-year consultancy engagement with the Government of Saudi Arabia.

THE SALE OF THE GRAND BAHAMA INTERNATIONAL AIRPORT

On April 29, 2021, the Government of The Bahamas concluded its purchase of the Grand Bahama International Airport with plans for its redevelopment and management by the Airport Authority. The management of BANSAs participated in several meetings leading up to the purchase, seeking redress for better working conditions for its staff as a result of damages to the ATS facility by Hurricane Dorian on September 2, 2019.

CONCLUSION

In conclusion, the year in review produced both known and unexpected challenges for management. However, our commitment to making well considered decisions for the long-term future of the organization's business is unwavering. Despite the global uncertainties, we worked our way through the crisis and ended the year on a relatively strong note.

I am of the view that in order for BANSAs to establish itself as a foremost air navigation service provider it will require a lot of hard work, professional dedication and, above all, the ability to face and deal with increasingly complex challenges. We look forward to the forthcoming year in the knowledge that the foundations we have laid are solid.

The term of office for most board members will expire at the end of the fiscal year on June 30, 2021. Therefore, it is befitting for me to take this opportunity to thank board members for their diverse experience and leadership, depth of expertise, and vital oversight which pointed the organization in the right strategic direction.

Last but by no means least, I wish to thank the management and staff of BANSAs for their support and co-operation which helped us to get through the COVID-19 national and global crisis as the organization faced one of the most challenging years in the history of aviation.

Lenn King



THE BOARD OF DIRECTORS



Wendy Craig
Chairperson

Mrs. Wendy Craig has had a distinguished career in the financial services sector as a central banker, having joined the Central Bank of The Bahamas in July 1978. In June 2005, she was appointed as Governor and Chairman of the Board—a position held until December 31, 2017. Mrs. Craig has published papers on economic issues and has served on numerous boards, working groups, and committees related to public sector administration, trade, monetary integration, fiscal policy, payments, and privatization. In 2009, in recognition of her outstanding contribution to the financial services sector, Mrs. Craig received the insignia of Commander of the Most Excellent Order of the British Empire (CBE).



Captain Charles Beneby
Vice Chairperson

Captain Charles B. Beneby is a licensed airline transport pilot with more than 27,000 commercial and transport flight hours and more than 35 years of experience. A seasoned senior executive in the Bahamian aviation industry, Captain Beneby served for three and a half years as the first director general of the Bahamas Civil Aviation Authority. He holds an MBA from the University of Miami in the United States and an LL.B from the University of Huddersfield in the United Kingdom.



Dr. Sophia Rolle
Director

Dr. Sophia Rolle is an associate professor of tourism management at the University of The Bahamas and an adjunct lecturer at the University of the West Indies. She is an educator and administrator with local and international experience in the fields of research, program and curriculum design and management, teaching, and consultancy in hospitality, tourism, and human resources. Dr. Rolle is a 2005 recipient of the Cacique Award for Human Resources Development, an active member of the International Small Island Sustainability Association (ISISA) and serves on the executive council of the Governor-General Youth Awards.




Kristal Rolle-Carey
Director

Kristal Rolle-Carey is an attorney-at-law and founder of Ridgeland Law Chambers. After graduating with a bachelor's degree in business management from Dalhousie University in Nova Scotia, Canada, Mrs. Rolle-Carey obtained an LL.B (Hons) from Cardiff University in Wales. She subsequently completed the Bar Professional Training Course at Cardiff University.



CORPORATE **GOVERNANCE**



BANSA's directors are committed to maintaining the highest standards of corporate governance. For the year under review, BANSA has put in place appropriate measures to comply with national regulatory policies and international standards and recommended practices, and continually reviews its policies and procedures to ensure compliance.

THE BOARD OF DIRECTORS

Section 8 of the Bahamas Air Navigation Services Authority Act, 2021, and the provisions of the Schedule, provides for the Authority to be governed by a Board of Directors, consisting of not less than three or more than five persons, to be appointed by the Minister responsible for civil aviation. Board members are appointed for a maximum term of three years and are eligible for re-appointment for a further term of three years.

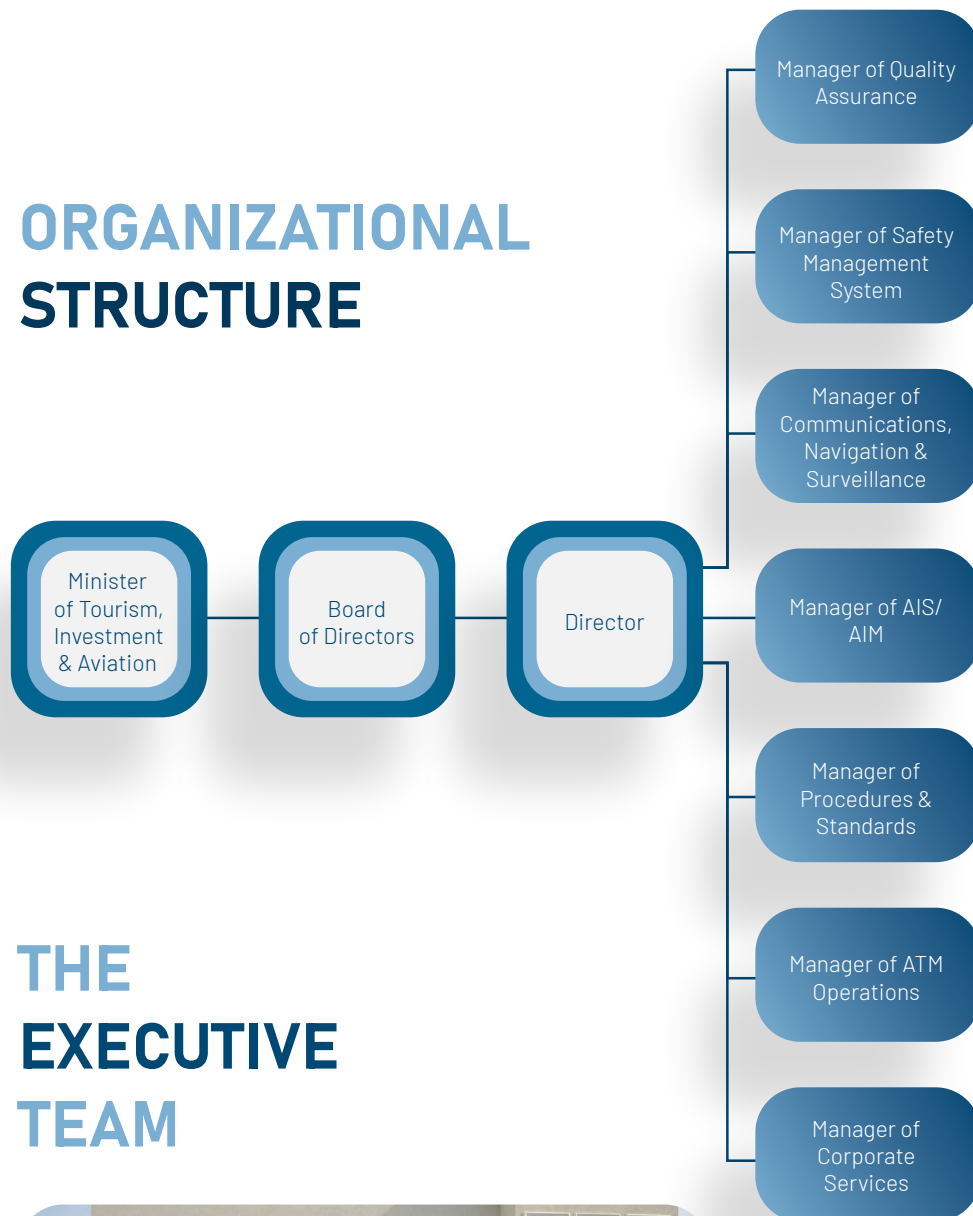
The Board is responsible for the proper management oversight of BANSA through developing policies and giving general directions on the implementation and achievement of the stated objectives and functions. It takes major strategic decisions and approves significant changes and/or investments while entrusting the director and the senior management team with sufficient flexibility to run the business efficiently and effectively within a structured reporting framework.

The Board, in keeping with its statutory mandate, has reserved certain matters for its review, including the approval of the annual and financial statements; budgets; the corporate plan; management accounts; significant contracts, significant capital expenditure and senior management appointments.

Effective June 1, 2021, the Authority welcomed the appointment of its inaugural directors, Mrs. Wendy Craigg (chairperson) and Captain Charles Beneby (deputy chairperson) for a period of three years; and Dr. Sophia Rolle and Attorney Krystal Carey whose appointments were for a period of one year. Mr. Lenn King, director of the Authority, is an ex-officio member of the Board and under its direction and advice.

Throughout the Board's mandate, the directors are provided with regular information on all aspects of the business. The director of BANSA reports to the Board, on behalf of management, regarding major changes in the business and the external environment which present significant risks. In addition, the chief financial officer provides the Board with monthly financial information which includes an analysis of actual financial performance compared to the budget.

ORGANIZATIONAL STRUCTURE



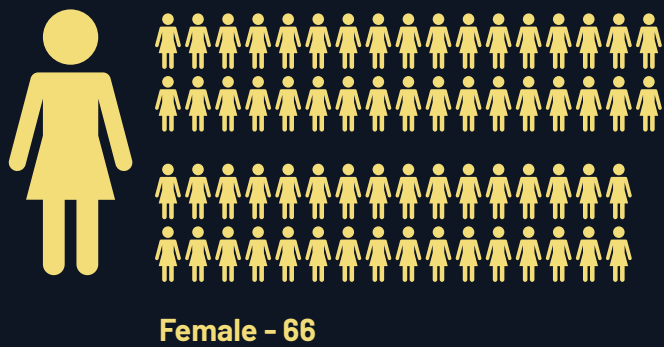
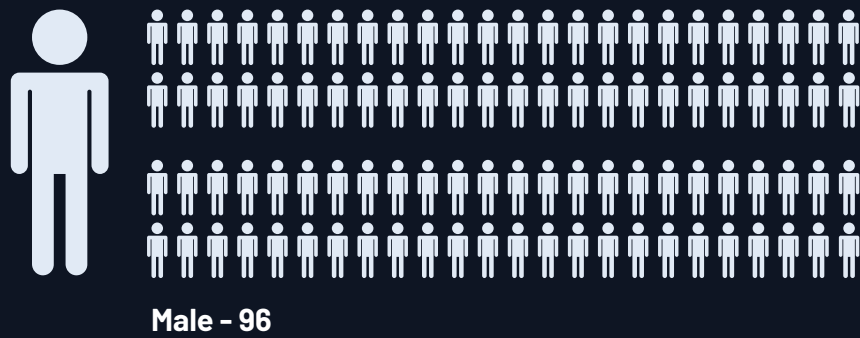
THE EXECUTIVE TEAM



BANSAs Executive Team (left to right): Keith Symonette, Manager of CNS; Maureen Gibson, Manager of SMS; Candida Ferguson, Manager of Corporate Services; Lenn King, Director; Claudette Nixon, Manager of Quality Assurance; Fredrick Lightbourn, Manager of Standards & Procedures; and Bryan Wilson, Manager of Air Traffic Operations

EMPLOYEE PROFILE

GENDER



HEADCOUNT BY LOCATION



THE JOURNEY

The Bahamas Government formed the Civil Aviation Department (CAD) in May 1946, and Wing Commander E. H. Coleman, Air Force Commander, a former Airline Captain with Imperial Airways, was appointed Director. On June 1, 1946, the Royal Air Force (R.A.F.) withdrew from The Bahamas, and The Bahamas Government assumed control of the Oakes Field Airport, which was selected as the major civil airport of the colony and was transformed from a military airport into a civil airport. In July 1946, the airport was administered and controlled entirely by civil personnel, and the CAD was organized in sub-sections, consisting of Administration, Accounts, Air Traffic, Fire Fighting, and Airport Maintenance. On January 1, 1947, the Department became fully self-accounted, and an annual vote was granted based on estimates of revenue and expenditure made in the latter part of the previous year. During this year, the Airport's board was formed, comprising a chairperson and five members - two of whom were members of the House of Assembly, who were responsible for general management and control of land, buildings, equipment, and facilities at any Government-owned airport.



On April 1, 1956, Mr. Hartis Thompson, a Bahamian, was appointed Director of Civil Aviation. He became the first Bahamian to fill that position. Other Directors of Civil Aviation (all Bahamian) included Mr. Donald Ingraham, Mr. Philip Powell, Mr. Aidan Tynes, Mr. Arthur Symonette (Ag.), Mr. Ciano Ricardo Strachan, Mr. Cyril Saunders, Captain Patrick Rolle, Mr. Ivan L. Cleare (Ag.), Mr. Keith Major (Ag.) and Captain Charles Beneby.

On July 10, 1973, the Commonwealth of The Bahamas became an independent country, and on June 26, 1973 became a Contracting/Signatory State of the International Civil Aviation Organization (ICAO). The passage of the United States' Deregulation Act of 1978, and later, the dismissal of over 11,000 Air Traffic Controllers - members of the Professional Air Traffic Controllers Organization (PATCO) in 1981 - were two events that shook the aviation industry to its roots in the United States and, to some extent, internationally.

In 1982, the CAD experienced significant growth in air traffic movements with over 100,000 flights, which resulted in more than 1.25 million passengers moving through our airports. The introduction of the Air Traffic Control Separation Services using Radar in The Bahamas on May 15, 1986, was an historic event. It vastly improved the safety and efficiency of the Bahamian Air Traffic Control System.

Other significant improvements in aviation included the construction of a new U.S.A. pre-clearance terminal and a new Aerodrome Control Tower and Terminal Radar Approach Control (TRACON) facility. More recently, we have seen the redevelopment of Nassau International Airport (re-named in 1957) and now Lynden Pindling International Airport (LPIA), further re-named on July 6, 2006, with domestic and international passenger terminals comparable to those in developed countries.

On May 27, 2013, The Bahamas Government awarded a turnkey contract to Indra Sistemas of Spain for the supply and installation of a collocated Primary Surveillance S-Band Radar (PSR) and a Monopulse Secondary Radar System (MSSR) with Mode S Capable and an Approach Control Centre (APP) for the Lynden Pindling International Airport. Also included with the radar system were a Radar Approach Control Simulator and a 3D Tower Simulator that are to be used for the training of air traffic controllers. 2016 marked the 70th anniversary of CAD and, during the last 70 years, CAD served as the regulator, operator, and service provider of the country's aviation industry, charged with the responsibility of ensuring that regulations are in place to manage the development and operation of a national aviation industry governed by legislation and compliance with international standards, guidelines, and best practices.

Despite the growing pains of its formative years and the persistent challenges posed by the aviation industry, the country is proud of its achievements in developing an industry characterized by a commitment to safety and security with Air Traffic Control as an integral aspect of industry safety. On October 3, 2016, with the enactment of the Civil Aviation Act, 2016, another historic watershed emerged as CAD transitioned into the Civil Aviation Authority of The Bahamas (CAAB), effecting operational separation of the regulatory and safety and security oversight functions from the service provider

(airport operations and air navigation services) and ensuring that The Bahamas was better poised to meet ICAO's Standards and Recommended Practices (SARPs). Within the newly created CAAB, were the operations of an Independent Aircraft Accident Investigation Department (AAID), the Air Transport Licensing Department and the independent division Bahamas Air Navigation Services Division (BANSD), comprising Air Traffic Services, Communications Navigation and Surveillance/Airway Facility Services and Aeronautical Information Services/Management. The 28 Family Island Aerodromes/Airports and Air Rescue and Fire Fighting services were transferred to the Airport Authority.

The new Authority, aware of the positive role that aviation plays in the economic development of The Bahamas, is continually seeking ways to improve the movement of passengers and goods necessary for internal and international commerce. The civil aviation industry in The Bahamas continues to evolve, leveraging the No Country Left Behind (NCLB) initiative which was established by ICAO to assist all of its 191 Member States in implementing the SARPs.

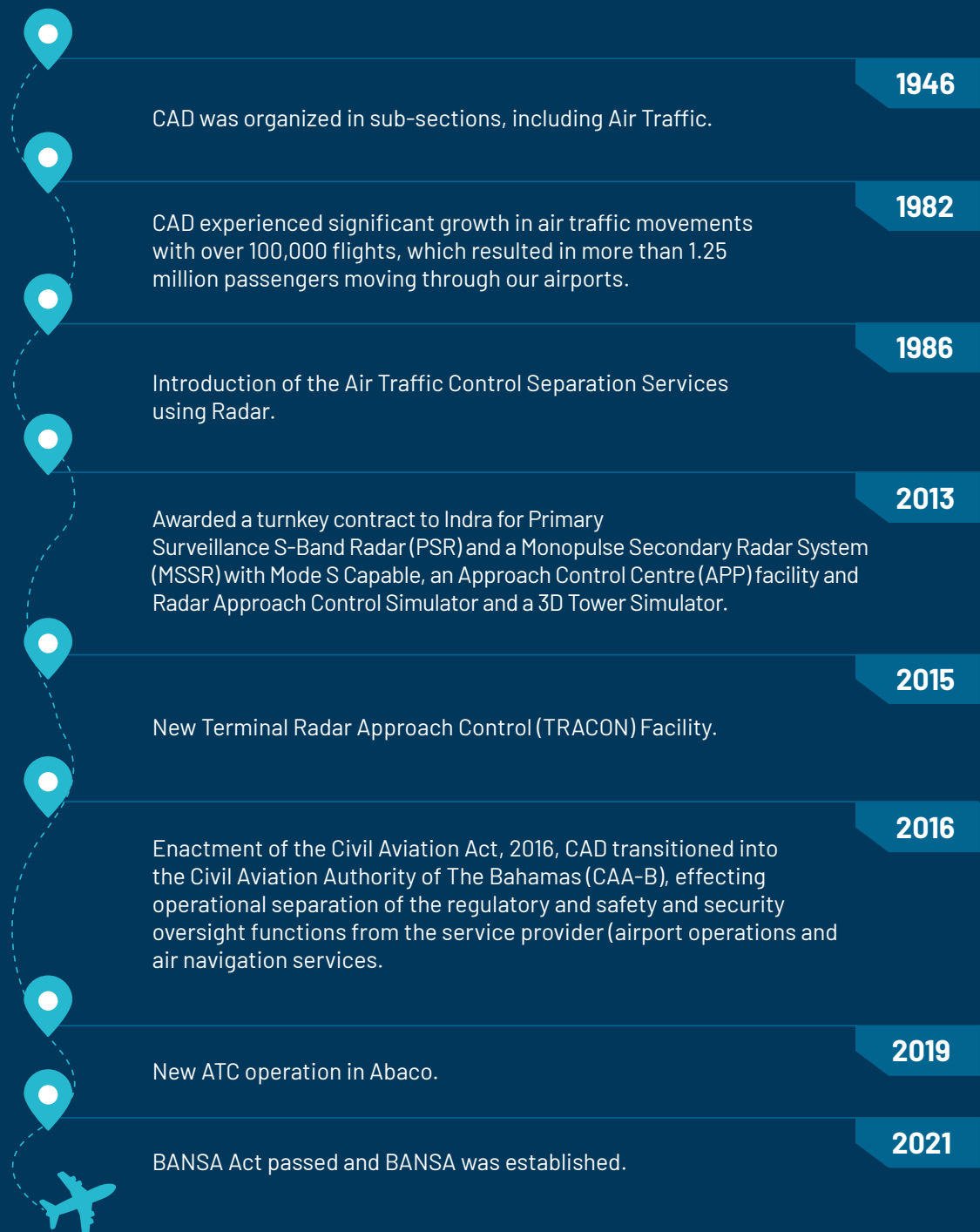
The Authority falls under the responsibility of the Ministry of Tourism and Aviation and is governed by a board of directors. In January 2017, the first three-member board of directors was formed, including Chairperson Wendy Craig and Directors Michael Allen and Reverend Heuter Rolle. Following a change in government on May 10, 2017, a five-member board was appointed, with effect from July 1, 2017. Mrs. Craig and Reverend Heuter Rolle were reappointed and joined by Mr. Bryan Ginton, Mrs. Kristal Carey, and Dr. Sophia Rolle. On April 10, 2017, Captain Charles Beneby assumed the post of director general of the Authority and Mr. Keith Major assumed the post of general manager of the BANSD.

On February 26, 2021, the BANSD became an autonomous authority of the aviation sector, The Bahamas Air Navigation Services Authority (BANSa). BANSa is led by Mr. Lenn King, director, with an executive management team of seven department heads.



BANSA'S JOURNEY

Since its inception, the Air Traffic Control Services, now referred to as the Air Navigations Services Provider of The Bahamas, has made several key accomplishments, including those described below:





**A SIGNIFICANT
YEAR FOR CHANGE**

BANSA had an exciting year of change, highlighted by the following four events:

1. Approval to charge overflight & terminal navigation fees
2. Execution of a 10-year agreement between the Federal Aviation Administration (FAA) and the Commonwealth of The Bahamas
3. Creation of the Bahamas Air Navigation Services Authority
4. COVID-19 and the “New Normal”

OVERFLIGHT & TERMINAL NAVIGATION CHARGES

Since 1952, the Government of the United States, through the Federal Aviation Administration (FAA), controlled about 75 percent of The Bahamas’ sovereign airspace, while the Government of Cuba controlled the remaining 25 percent for overflights within the airspace commonly referred to as the Flight Information Region (FIR).

While these states provided *Area Control Service* in the mentioned portions of the sovereign airspace, the Government of The Bahamas, through the former Civil Aviation Department, maintained responsibility for the provision of air traffic services within the trapezoid shaped airspace encompassing the Control Area (CTA), and Terminal Area (TMA) known as the ‘Nassau CTA/FIR’. This area lies geographically between the northwest and part of the central Bahamas.

The Hon. Dionisio D’Aguilar, Minister of Tourism & Aviation, spearheaded the initiative to negotiate the management, control, and monetization of The Bahamas’ sovereign airspace, and appointed a Task Force (TF), comprising representatives from the Board of Directors of the Civil Aviation Authority Bahamas (CAA-B), the management of the Bahamas Air Navigation Services Division of the CAA-B, and the consultancy firm ALG Global Infrastructure Advisors, S.L.U (ALG).

Essentially, The Bahamas’ new airspace charging scheme provides for the collection of overflight and terminal air navigation charges at prescribed rates that would enable BANSA to build capacity to eventually manage Bahamian airspace, provide training, and maintain the requisite level of capital investment in air navigation infrastructure. Additionally, except exempted flights, a nominal passenger tax would apply to all aircraft operating in Bahamian airspace.

The International Air Transport Association (IATA) was awarded the contract to collect the charges on behalf of The Bahamas Government. ALG was contracted to collect the aircraft tracking data to facilitate billing and to create a flight plan portal platform to enhance domestic fee collection from General Aviation operations.



With the implementation of the charging scheme, the Government has defunded BANSAs, with the normal annual subventions ceasing with effect from July 1, 2021. The Bahamas Administered Airspace Company Limited, a special purpose vehicle, is being established to receive, manage and distribute the revenue collected from the new charging scheme to both BANSAs and CAA-B.

10 YEAR FAA AGREEMENT

Successful negotiation led to an agreement with the FAA for the formal delegation of the provisions of air traffic services in accordance with ICAO Annex 11 over a period of ten (10) years, at no cost to the Bahamas Government. However, the Government would be required to pay an initial cost and an annual charge to acquire tracking data on overflights for billing purposes.

The May 5, 2021 signing of the air navigation service agreement between the FAA and BANSAs confirmed the completion of the negotiations necessary for the agreement to come into effect.

Negotiations between the Bahamas Government and Cuban authorities controlling the remaining 25 percent of the airspace are still underway. It is expected that an agreement will be reached by the end of the first quarter in the next fiscal year.

CREATION OF BANSAs

On October 3, 2016, the Civil Aviation Department transitioned to the Civil Aviation Authority of The Bahamas (CAAB) with the enactment of the Civil Aviation Act, 2016. The CAAB performed regulatory, safety, and security oversight functions while its independent division, the Bahamas Air Navigation Services Division, functioned as the Air Navigation Service Provider (ANSP).

Autonomy for the ANSP, and its separation from the regulatory oversight authority is well-established in the ICAO guidance material. According to ICAO, too close a relationship between the provider and the regulatory function could result in conflicts of interest and undermine confidence in the system.

In keeping with ICAO recommendations, a Bill was drafted by the CAAB for the establishment of an independent and autonomous ANSP. Following a period of internal review and consultation with stakeholders, on February 16, 2021, the Bahamas Air Navigation Services Authority Act was enacted in Parliament.

The phoenix has emerged as the Bahamas Air Navigation Services Authority, which now operates as an independent and autonomous entity, having its own board of directors and a director appointed to manage its day-to-day affairs.

COVID-19 IMPACT

In March 2020, the COVID-19 pandemic impacted the global economy, particularly the airline business, which was virtually halted, as many countries around the world enforced lockdowns of varying degrees. For The Bahamas, international and domestic flight volumes declined dramatically due to the shutdown of all airports.



BANSA, like all businesses in The Bahamas, adapted rapidly to manage the virus, implement Government guidance, and ensure that best practice policies and procedures were in place to protect staff and maintain service. The BANSA management team began monitoring COVID-19 developments in late March 2020 and established a dedicated COVID-19 Task Force Team. Staff notices were issued to provide available guidance.

From July 2020 to June 2021, there has been a slow rebound from the ravages of COVID-19 on the aviation industry. The Government's intent to limit the negative impact of the pandemic, as well as ensure the continued flow of essential goods and services throughout the country, informed the establishment of the CAAB's approvals process to facilitate the continuous movement of air traffic. Under these circumstances, the Air Traffic Operations arm of BANSA was compelled to devise new and different modalities to fulfill our mandate to the nation, the industry and air traffic controllers.

However, in the face of the COVID pandemic, the number of flights managed and monitored by air traffic control was significantly reduced. To manage the unprecedented challenges posed by the pandemic, flexibility was a key requirement of the change management focus.

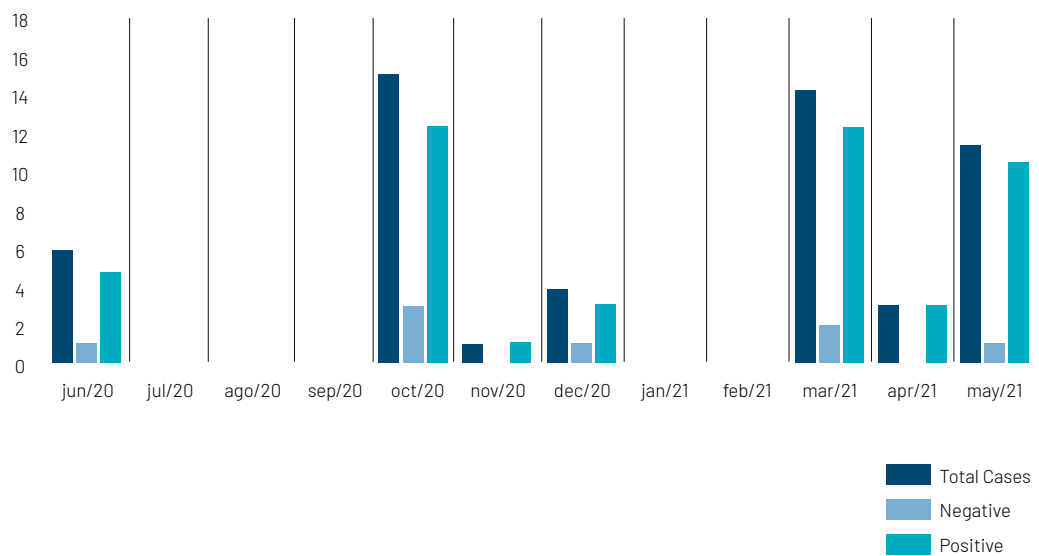
Special personnel rostering and operational arrangements ensured that the remaining air traffic was always handled with all of the usual safety and efficiency, albeit with fewer financial and human resources.

These arrangements included early procurement of personal protective equipment (PPE) and sanitizing products, the implementation of business continuity procedures such as cleaning, staff rostering, protective barriers/screens at appropriate locations, remote working, and constant monitoring of Public Health Guidance. In addition, due to COVID-19, BANSA was compelled to cut costs company-wide and suspended activities that required social gatherings.

The constant changes in the COVID-19 emergency orders, coupled with varying quarantine requirements, not only led to many short-notice cancellations but also generally prompted greater caution among travelers and airlines in their travel and transport plans.

Navigating this evolution had eerie similarities to ‘hand over-take over’ air traffic controllers are all too familiar with. We all understand the component parts of the process – Observe, Active listening, Acknowledgement and Acceptance. However, despite our efforts to limit the exposure in the workplace, we experienced cases where employees were either exposed by family members or friends. BANSAs managed 57 exposure cases, which is 35 percent of our workforce.

COVID-19 CASES



THE NEW NORMAL

The COVID-19 crisis has accelerated the digital transformation at BANSAs, with the “new normal” characterized by working from home, remote training, and workplace redesigns.

The recent aviation trends seem to be establishing themselves as a new paradigm. Flexibility will be increasingly required at the workplace, in work assignments, in workhours models, in functional definitions and elsewhere, and not just for the shorter-term, but also for the long-term future.

As we manage the new normal, BANSAs aims to meet the variable needs of the aviation market and thereby fulfil our public service mandate of providing reliable high-quality services and doing so with the highest safety and efficiency.

SAFETY OF OUR SKIES

Safety is our number one focus and forms the basis for all BANSAs programs and is an integral part of all lines of action. It is a known fact that safety does not happen by itself; it must be achieved and maintained constantly. BANSAs safety regulatory framework is continuously being updated to improve safety and efficiency.

One key benchmark in these endeavors is a robust safety culture and just culture program through the implementation of a Safety Management System, which encourages all employees to report incidents and safety issues without fear of reprisal. Given the human element involved, incidents may occur; however, the objective is to mitigate these risks to an acceptable level resulting in lowering and containing the severity.

One way to measure the progress of safety is by tracking the number of reported incidents and how many were categorized as serious incidents. In the reporting period, fiscal year 2020-21, there were eleven incidents. Two of these incidents were directly attributed to BANSAs—two runway incursions, with one reclassified as a non-event.

MANDATORY OCCURRENCE REPORTS	BANSAs Contribution
2 Aircraft Accidents	No
5 Pilot Deviations	No
1 Aircraft Emergency	No
1 Runway Incursions	Yes
1 Loss of Separation	Yes

Incident analyses are conducted through the number of reported incidents, and results provided from investigations reports and safety recommendations made. From a quality perspective, it is particularly important to note what lessons have been learnt from incidents that have occurred and what system improvements were introduced to effectively prevent a recurrence.

KEY ACCOMPLISHMENTS



JULY 2020

The COVID-19 pandemic continued to have a direct and indirect impact on aviation that led to many unprecedented challenges. BANSAs prepared for operational business continuity – as an employer, as a company, and as a state-mandated sovereign services provider.



DECEMBER 2020

Search and Rescue agreement executed with the US Coast Guard and the Bahamas Defense Force.



JANUARY 2021

Team Resource Management concept introduced to the air traffic control workforce.



FEBRUARY 2021

The Bahamas Air Navigation Services Division became a separate entity with the new name of Bahamas Air Navigation Services Authority (BANSAs).

BANSAs commenced the VOR/DME Installation Project at LPIA.



MARCH 2021

Government granted approval for the implementation of the new fee charging scheme for users of The Bahamas' airspace.



MAY 2021

Signing of a 10-year agreement between the U.S. FAA and the Government of The Bahamas which provides for the US FAA to continue to provide air navigation services to aircraft overflying The Bahamas' airspace.

Groundbreaking ceremony in Moss Town, Exuma for the new Exuma International Airport and Control ATC Tower.



JUNE 2021

A new Board of Directors was appointed by the Minister to oversee BANSAs.



STRATEGIC OBJECTIVES

BANSA is entrusted by the Government of The Bahamas with the sovereign task to manage air traffic in a safe, orderly and expeditious manner. Our corporate strategy is primarily based on this mandate.

Automation and digitalization are increasingly important factors in the global aviation industry. These factors enable the systematic analysis and networking of large volumes of data, leading to more efficient operations, greater economic efficiency and efficient processes.

BANSA seeks to provide consistent advice and information that is useful for the safety and competent performance of flights. The organization communicates effectively with aircraft and adjacent air traffic services facilities and maintains an effective alerting service to support relevant organizations that assist aircraft in need of search and rescue relief. BANSA also aims to sustain and expedite an orderly flow of air traffic and to prevent collisions between aircraft by providing positive control and efficient services and utilizing state-of-the-art air navigation technologies.

The BANSA 5-year strategic plan will detail the path or 'flight plan' for the organization. It will outline how the newly created autonomous air navigation services provider will deliver safe and efficient services to its customers, manage user fees responsibly and plan technological improvements needed for the future.

BANSA's responsible business strategy focuses on the intention and approach to accomplish the organization's goals to manage existing challenges. The goal of maintaining the safety of our skies is integrated into the BANSA's long-term business transformation programs which are managed through five pillars.

BANSA FIVE PILLARS OF BUSINESS TRANSFORMATION



INNOVATION AND DIGITALIZATION

- We strive to maintain state of the art technology in the aviation sector of The Bahamas.
- We will modernize and invest in safe future technologies and establish a transparent exchange of data.
- We aim to be an organization of innovation in digital technology.



PEOPLE AND CORPORATE CULTURE

- We encourage an inclusive work environment that supports diversity and where colleagues can thrive.
- We will embrace our values and standards and create a culture of transparency and accountability.
- We will have good corporate performance and be ready for changes that result in sustainable efficiency.



ECONOMIC AND FINANCIAL VIABILITY

- We will ensure the financial viability and generate an adequate return through efficient cost discipline.
- We will develop programs to mitigate risks, identify opportunities, and ensure alignment with our partners' and stakeholders' expectations.
- We will design efficient processes and optimize our resources.



CAPACITY

- We will expand our position as a leader in quality and guarantee safety of our airspace.
- We will react flexibly to capacity requirements and support our air traffic controllers, technicians, administration and support staff by providing high-performance systems and procedures.



REGULATORY REQUIREMENTS

- We will continue to strengthen our position as a leading aviation service provider in the region.
- Together with our partners and stakeholders, we will meet the challenges faced in the aviation sector.





VISION & MISSION

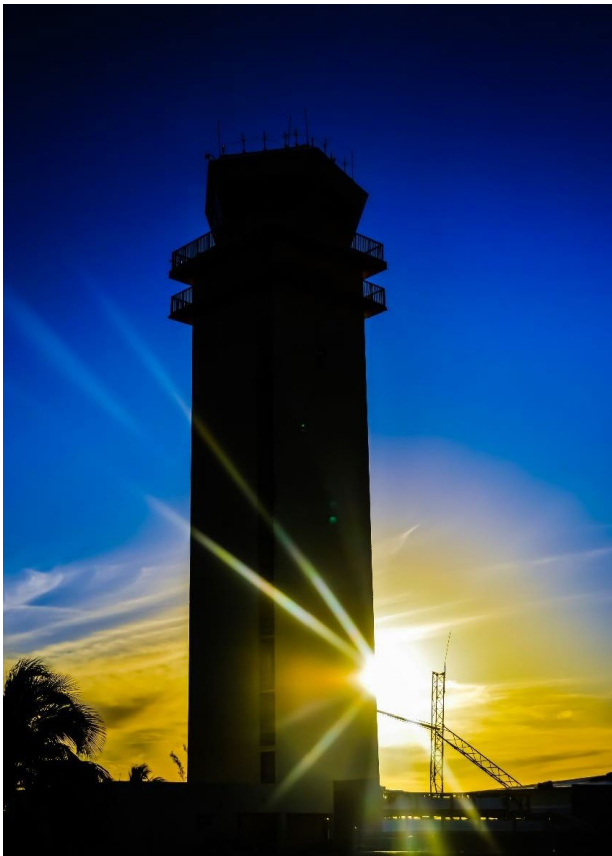


As the national air navigation services provider, BANSAs mission and vision are aligned to deliver responsible, efficient, and dependable air traffic management services.

BANSAs is dedicated to being the regional leader in air navigation services. The organization is supported by a proficient workforce servicing the global community with reliable and quality air navigation services.

To maintain a viable and efficient service to the aviation community, BANSAs primary function is supported by seven directorates: Air Traffic Operations; Communications, Navigation and Surveillance; Aeronautical Information Services, Safety Management Systems, Quality Assurance, Procedures & Standards, and Corporate Services.

To align each directorate with the five facets of BANSAs strategic objectives, we have focused on the specific initiatives, overcame the challenges, and realized our accomplishments.





AIR TRAFFIC MANAGEMENT OPERATIONS

Air Traffic Management Operations (ATM OPS) is responsible for Air Traffic Services which include light information and alerting services, aerodrome tower services, and approach control services. ATM OPS is also responsible for airspace management, and air traffic flow management.

The ATM OPS directorate is responsible for ensuring safety in the separation of aircraft, efficiency in movement aimed at reducing delays, and planning and managing the airspace. It is continuously working towards improving the delivery of services to stakeholders that use the air traffic facilities within the Nassau Control Airspace/ Flight Information Region (CTA/FIR) and, by extension, other Family Island airports.

Air traffic controllers are at the nucleus of ATM OPS. These skilled technicians are required to be well-versed in state-of-the-art equipment to ensure effective communication with aircraft and to conduct intra/inter-facility co-ordinations. The air traffic controllers manage the safe, efficient, and orderly flow of aircraft into, out of, and through the CTA/FIR, which includes the terminal areas at Nassau and Grand Bahama.

To support flight operations within The Bahamas, BANSa provides the following ATM services:

AIR TRAFFIC FLOW MANAGEMENT (ATFM)

Although BANSa does not have an ATFM Unit, ATM OPS provides air traffic flow management initiatives, when required, to balance the foreseen air traffic demand and available capacity in cases where airspace and/or airport are constrained. It has been observed that, with ATFM in place, not only the level of flight safety is enhanced, but also operational efficiency, especially predictability, is increased.

AIR TRAFFIC SERVICES (ATS)

With the goal to ensure the safe operations of aircraft and expedite as well as maintain an orderly flow of air traffic within The Bahamas airspace, BANSa offers air traffic services to the flying public. They include flight information service, aerodrome tower control, radar approach control and advisory service.



Flight Information Service

Flight Information Services (FIS) is the segment of air traffic services that communicates directly with pilots to conduct pre-flight briefings, flight plan processing, in-flight advisory services, search and rescue initiation, and assistance to aircraft in emergencies. The FIS also relays air traffic control clearances, processes Notices to Airmen (NOTAMs), and provides updates on aviation meteorological and aeronautical information. Although the services provided are not considered air traffic control, they are key to ensuring aviation safety.

AERODROME CONTROL

Air traffic controllers working in the tower cabs manage traffic within a radius of a few miles of the airport. In addition to instructing pilots during taxiing, take-off, and landing, air traffic controllers convey route clearances for aircraft to fly, ensuring that minimum separation distances are maintained between landing and departing aircraft. The tower controllers also transfer control to radar approach or non-radar approach controllers when aircraft leave the airspace and receive control when aircraft enter the airspace.

The positions within the tower cab include local control, ground control, flight data, clearance delivery, and cab coordinator. As traffic, workload, and complexity increase or decrease, the flight data and clearance delivery positions may be separated or combined. Air traffic controllers participate in intensive and comprehensive training programmes that prepare them to provide active air traffic services throughout The Bahamas. As a result, the controllers can effectively perform in all areas of air traffic—from flight service officer, tower, non-radar approach control in Grand Bahama to radar approach control in New Providence.



Air traffic controllers working in the TRACON typically manage traffic within a 55-mile radius of the primary airport and from the surface up to 12,500 feet using radar. However, non-radar service is provided to traffic operating in the FIR but outside of this radius. TRACON controllers instruct departing and arriving flights and provide clearances for aircraft to fly through the TRACON TMA and CTA airspace.

In addition to ensuring that minimum separation distances are maintained between landing and departing aircraft, TRACON controllers transfer control of aircraft to the tower or to Miami Air Route Traffic Control Center (ARTCC) controllers when aircraft leave the TRACON airspace and receive control when aircraft enter the airspace.

The airspace in Nassau is divided into three sectors: Andros (A), Grand Bahama (G) and Rock Sound (R). Controllers are assigned to various positions such as radar approach control and radar data to work with traffic within each sector.

Non-radar approach control/procedural control is a form of air traffic control that can be provided to aircraft in areas without radar. Horizontal separation is also provided based upon time, the geography of predetermined routes, or the aircraft position reports from ground-based navigation aids for those aircraft that are not vertically separated.



At the end of 2019, air traffic throughout Nassau FIR, and LPIA had experienced three consecutive years of positive growth with record numbers. The year 2020 started on a track to continue the trend, if not eclipse those numbers.

MONTH	2017	2018	2019	2020
JAN	12876	12435	13343	13374
FEB	11987	11612	12519	12477
MAR	15202	15251	15974	2435
APR	15760	13489	14818	1117
MAY	13412	12546	13144	1398
JUN	13327	12704	12806	4771
JUL	13365	12589	12477	6601
AUG	12371	12355	11975	2767
SEP	7683	9022	12092	3561
OCT	10946	10074	10820	4020
NOV	10301	11904	11783	5097
DEC	11579	14128	13891	8231
TOTALS	148809	148109	155642	65849
Monthly Av	12400.75	12342.42	12970.17	5487.417
LPIA AIR TRAFFIC MOVEMENTS 2017 - 2020				

Today, despite the impact of COVID-19, air traffic movements in The Bahamas are steadily increasing. As a cumulative average up to July 2021, air movement showed a 74 percent increase over that of 2019. Traffic volume during the same period increased by 94 percent over the corresponding numbers in 2019.

FREEPORT GRAND BAHAMA TOWER FACILITY

The ATC facility at Freeport, Grand Bahama provides ATC Tower and non-radar approach control services for the area. However, since September 2019, following the passage of Hurricane Dorian the facility suffered major damage and requires significant resources to repair the ATC Tower facility and navigational aids to acceptable standards.

ABACO AERODROME TOWER FACILITY

Hurricane Dorian had a devastating impact on Abaco and destroyed the facility, forcing controllers to relocate to Nassau and restart their training program. Consideration is being given to constructing a new facility, which would allow for the restoration of air traffic control services to the island and the return of employees.



EXUMA AIRPORT EXPANSION

More than thirty years ago, air traffic control services were deemed necessary at the airport in Exuma. In preparation for this, an interim process was instituted in accordance with ICAO DOC. 4444, Chapter 9, Section 9.1.4 – Advisory service.

On May 7, 2021, Prime Minister the Hon. Hubert Minnis led a team of Government officials to Exuma where a groundbreaking ceremony was held for the construction of a \$65M new airport terminal building and standalone Control Tower.

ATS FUTURE INITIATIVES

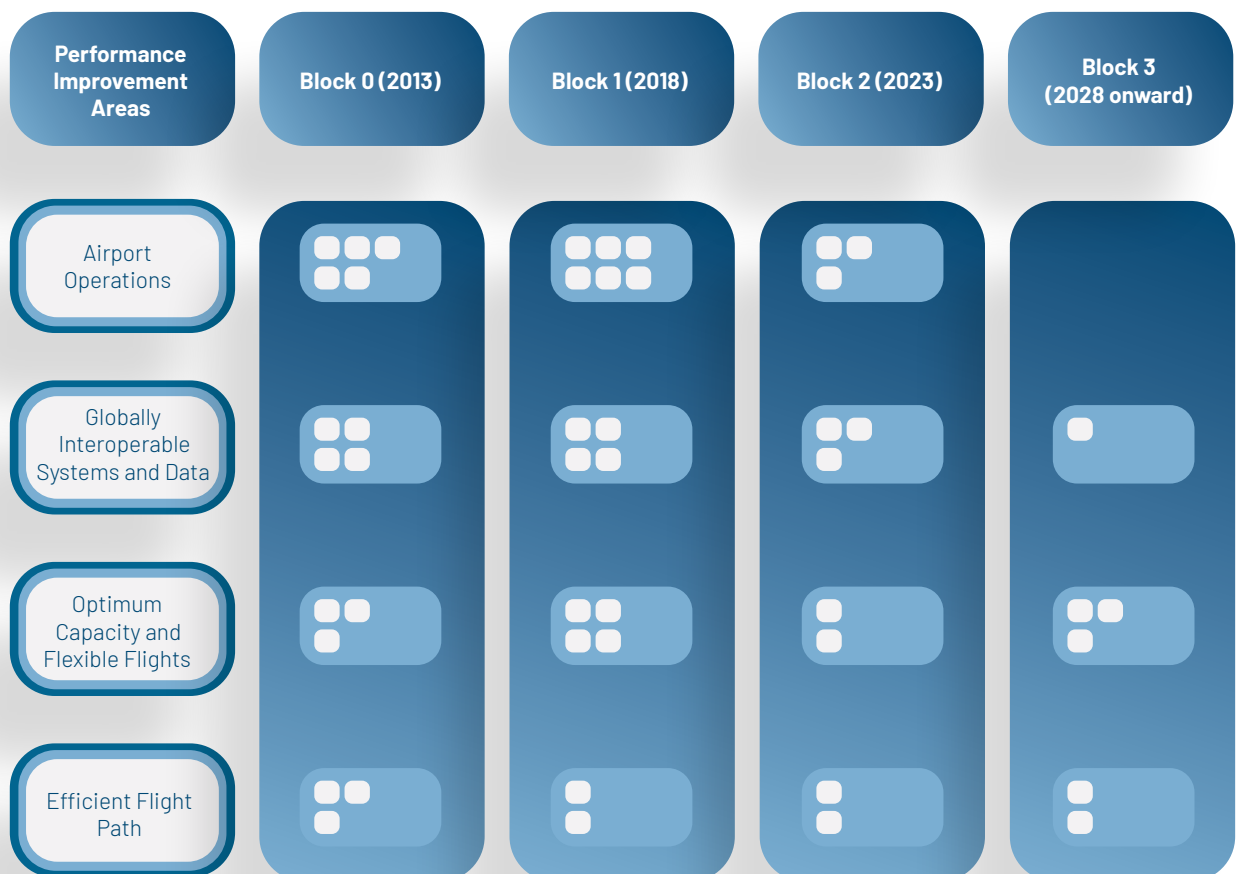
1. Implement web-based rostering
2. Implement progressive career path
3. Implement effective training plan
4. Improve team resource management
5. Implement active ATS operations contingency team
6. Implement an Aviation System Block Upgrade Planner

AVIATION SYSTEM BLOCK UPGRADE PLANNER

An Aviation System Block Upgrade planner (ABSU) is a 10 year, ICAO-recommended program to assist air navigation services providers with capacity building to aid organizational development. Implementing an ABSU would assist BANSa in the following ways:

1. Measurable operational improvements
2. Improved air and ground standards and procedures
3. Improved air and ground equipment/systems and approvals
4. Better business plan

INTEGRATED PLANNING THROUGH BLOCK UPGRADES



SIGNIFICANT ACHIEVEMENTS

In support of the initiative to improve team resources management, the entire ATC OPS workforce was equally divided into three 'anchor' teams. Each team leader administers their team's resources, facilitating shift assignments, On the Job Training (OJT), leave, and ensuring the assignment of their share of the manpower matrix to staff the night shifts.

In July 2020, a committee was formed to address the facility needs during the approach and passage of Hurricane Isaias. CNS and ATM worked together to determine and ensure the smooth drawdown of services and equipment, as well as to secure all equipment and facilities.

The uncertainties associated with our past practices were replaced with defined action phases as Hurricane Dorian approached. Additionally, the responsibilities of the team in the aftermath of the hurricane, also defined in operational phases, were executed efficiently, resulting in a significantly shortened down time prior to a return to operational normalcy

CHALLENGES

The pool of ATCOs that are qualified to render effective and efficient OJT has diminished, resulting in a significant reduction in the qualified senior staff available to ATS operations and creating a key challenge to the operations. Succession planning, combined with training and recruitment, remain priority objectives of the BANSa to successfully address these challenges.





SAFETY **MANAGEMENT** **SYSTEMS**



The BANSAs purpose and values reflect the commitment to safety as the number one priority in the aviation industry. Therefore, measures are taken not only to train new employees to prioritize their own safety but also to mitigate safety risk concerns.

As an essential service in the aviation industry, the Safety Management Systems Department is committed to leading the organization to achieve the highest level of safety performance through the implementation and maintenance of an SMS program. The purpose of the program is to develop, implement, maintain, and improve the strategies and processes to ensure that aviation activities occur under a balanced allocation of safety and efficiency and to ensure that organizational resources are available to achieve its objectives.

During the 2020-2021 reporting period, there was one operational error reported and investigated. A runway incursion involving a miscommunication in the tower cab occurred and was considered a BANSAs contribution.

PLANNED INITIATIVES

- Develop an acceptable Safety Management Manual (SMM) approved by the CAA-B
- Conduct SMS training for all BANSAs staff

SIGNIFICANT ACHIEVEMENTS

- Developed draft BANSAs SMM and submitted for initial review process
- Submitted budget requirements for the 2020/21 fiscal year
- SMS manager attended leadership training and completed SMS implementation remote training course
- Initiated development of a Just Culture and Mandatory Occurrence Reporting policies

CHALLENGES

The year began with the continuation of the lockdowns imposed by the Government's Emergency Orders due to the COVID-19 virus. All employees were working remotely, working alternate days, or were on shortened shifts. Many plans proposed in the previous annual report were further delayed as the country's Emergency Orders were still in effect. During this time, material was collected and studied to be included in the SMM, pending further guidelines from the CAA-B in reference to new regulations that were finally published in April 2021.

COMMUNICATION NAVIGATION AND SURVEILLANCE (CNS)

The Communication Navigation and Surveillance (CNS) department is one of the most rewarding engineering departments in the country. The CNS team supports the ATM service provision, enabling air traffic controllers to communicate with airspace users and to determine the position and direction of the aircraft under control.

The CNS team is responsible for the installation and maintenance engineering of all air traffic communication, navigational and surveillance, and ATM equipment throughout the Commonwealth of The Bahamas. The equipment responsibilities include operational control towers at LPIA and GBIA, an advisory tower at Exuma International Airport and communication and navigation equipment located on other Family Islands. The proper maintenance and availability of such equipment is critical to air traffic safety.

COMMUNICATIONS SYSTEMS

Communications systems are provided for real-time communication between air traffic controllers and related parties. Currently, the communications systems can be divided into two categories:

- **Ground-to-Ground Communications**
Communication between air traffic controllers and related domestic and international units.
- **Air-to-Ground Communications**
Communication between air traffic controllers and airspace users. The communications system services provided by BANSAs cover the entire aerodrome, approach, and area control throughout the Family Islands and The Bahamas sovereign airspace.



NAVIGATION SYSTEMS

Navigation systems services navigate aircraft that are en-route, landing, or departing aerodromes so that the airspace users will know their accurate and precise positions.

SURVEILLANCE SYSTEMS

Surveillance systems track the current position of aircraft so that air traffic controllers can monitor aircraft in area and approach controls within FIR and for ground control at aerodromes with heavy air traffic.

BANSA currently offers four services using various surveillance technologies:

1. Primary Surveillance Radar (PSR)
2. Monopulse Secondary Surveillance Radar (MSSR)
3. The AIRCON 2100 System is used to assist the Air Traffic Controllers with seeing Radar Data and Managing the Aircrafts.
4. Flight Data Processing System (FDPS) which can process flight data for air traffic controllers to make decisions.

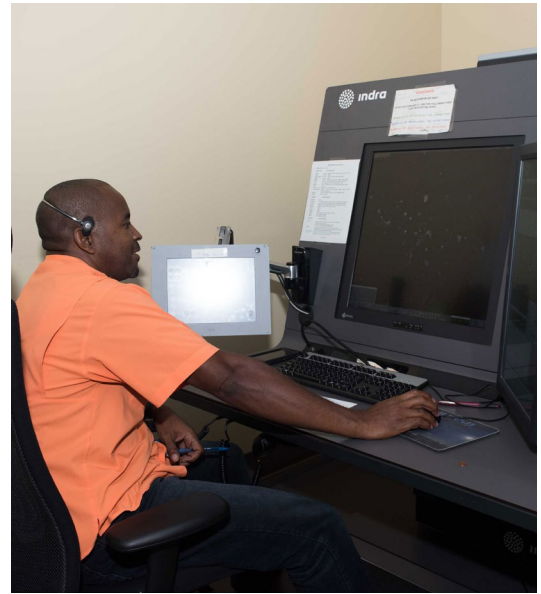
THE GOVERNMENT NETWORK PLATFORM (GNET)

The introduction of a new Government Network Platform (GNET) which is used by many government offices, and supported by the Department of Transformation and Digitization, would improve BANSA's voice communication and AMHS services throughout the Family Islands. Including CNS in the GNET system would also improve FSS connectivity across the country.

The technology used in the GNET system enables greater voice and data capabilities as well as deployment of computer-based terminals at strategic locations which, among other benefits, enables more efficient filing flight plan filing and closures. Implementing the GNET system could make Notice to Airmen (NOTAMs) a thing of the past.



COMMUNICATION NAVIGATION AND SURVEILLANCE STAFF



CNS Staff Nassau

Standing Left to right:

Conrad Davis,
Patrick Moss,
Sheano Dorsett,
Joshua Hanna,
Elton Joseph

Siting Left to right:

Earl Rahming,
Keith Symonette



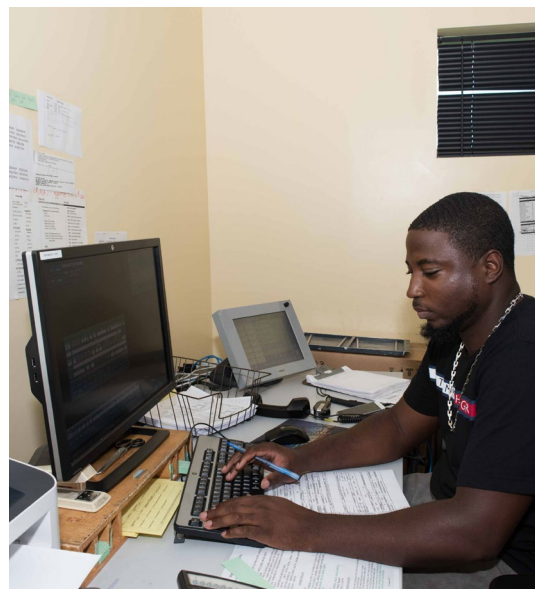
CNS Staff Freeport

Back left to right:

Renard Roberts,
Calvin McIntosh,
Kendrae Curry

Front left to right:

Winsett Kelly,
Oswald Wilson



QUALITY ASSURANCE DEPARTMENT

The purpose of the Quality Assurance Department is to continuously monitor, assess and document the effectiveness of quality measures associated with BANSa. The Quality Management System (QMS) is designed to ensure that the departmental and interdepartmental processes within BANSa have been documented and effectively implemented. This activity will be executed through annual audits, inspections, and reviews of established practices and documents used in the course of duty. The goal is to meet the QMS requirements for the establishment of ISO 9000 series of quality assurance standards.

The introduction and integration of the Quality Assurance Department's oversight activities at BANSa will represent a monumental change in the organization's quality culture. A strategic approach for quality management demands that all persons involved understand all concepts in the same manner. To support this effort, standard operational procedures will be placed at each department and suitable quality procedures will be drafted to ensure the uniformity of requisite guidelines.

Once the QMS policies, processes, and procedures have been drafted, it will be imperative that BANSa leadership is committed and willing to lead the change process. Our leaders should drive change through comprehension, learning and sharing information of the true purpose of quality management systems. Therefore, there must be adequate manpower at all levels to support an effective quality management system and policy process.

The aim of the Quality Assurance Department is to foster a sense of excellence, pride, and knowledge that will drive all staff members to take intentional steps towards the organization the best that it can be. The renewed quality culture will assist the organization to evolve and grow with the aviation industry. Change will take time, but consistency will drive continuous improvements.

QUALITY ASSURANCE MANUAL INTRODUCTION

The Quality Assurance manual was completed in December 2020. Its production is the third step in the basic requirements for setting up a functional QMS.

The Quality Assurance manual is a multipurpose document. It sets the guidelines for quality activities and verifies compliance in addition to collecting, recording and controlling data. The guidelines are based on procedures in use, observed staff performance and the functionality of systems, equipment, and services. The manual is a living document and will be regularly reviewed and amended as the service evolves.

SIGNIFICANT ACHIEVEMENTS

- QA Manual completed and submitted for final review and approval
- Introduction to Quality Assurance delivered throughout the organization in Feb. 2021
- Organizational Culture Survey

PROCEDURES & STANDARDS DEPARTMENT

The Procedures and Standards Department is responsible for updating the BANSATC manuals and increasing the level of compliance with the ICAO Standard and Recommended Practices (SARPs). The department develops or amends the procedure manuals in collaboration with the relevant internal and external aviation stakeholders to ensure that all new or amended SARPs will be effective and practical for end-users.

INITIATIVES AND ACTIONS TAKEN

Initiatives	Actions Taken/Status
VFR IN WX DIFFICULTY	The issuance of IMC climb to VFR traffic has been addressed as outlined in doc. 7110.65
VISUAL APPROACHES BY TOWER CONTROLLERS	This procedure is being given serious consideration as it will help to alleviate what have become unnecessary delays in the issuance of visual approaches to those pilots who have requested it.
PROCEDURES TO CROSS TAXIWAY PAPA by VEHICULAR TRAFFIC	A working paper is being circulated for input. Additionally, private companies are being sort for recommendations and quotations to install an automated system
NEW ARRIVAL/DEPARTURE PROCEDURES	A first draft has been prepared and circulated. The intent is to test proposed arrivals and departure procedures by the end of summer. This will be done in the simulator.
RUNWAY/TAXIWAY MARKINGS AND SIGNAGE	CAA-B and NAD have agreed to the placement of hold short markings on runway 28, east of runway 14/32. Additional hold short markings are to be placed on HOTEL to accommodate DELTA and FOXTROT.
CODES ISSUED BY FSS	SMS has given the go ahead for Flight Service Station (FSS) to give codes. The procedures are in development.
SOIR TO LAHSO	Research on Land and Hold Short Operation (LAHSO) is ongoing with a view to having it replace Simultaneous Operation on Intersecting Runways (SOIR), which no longer has support.
FLASHING/BLINKING RUNWAY EDGE LIGHTS	Procedures and Standards (P&S) and NAD are conducting ongoing education about procedures to be followed by those who will access the runways for maintenance, runway checks, etc... and for controllers. (Flashing/blinking lights means to evacuate the runway immediately.)
LETTERS OF AGREEMENT (LOA) & MEMORANDUM OF UNDERSTANDING (MOU)	Recommendations on the FSS LOA were sent to Leidos for review. A sub-committee of the Procedures and Standards (P&S) committee has been formed to review and work on the MIA/MYNN LOA.

Considerable work has been done to advance the initiatives of the Procedures and Standards Department, especially by the members of the S&P Committee, who are relied upon to conduct research with the general staff in reference to proposed changes to procedures. Meetings with assigned committees are held on a regular basis to discuss rules and regulations, their administration, and how to make the necessary changes to improve the experience of the flying public.

CHALLENGES

ICAO AND FAA ATC PROCEDURES

Federal Aviation Association (FAA) Air Traffic Control (ATC) procedures are currently used by controllers for aerodrome tower operations, while International Civil Aviation Organization (ICAO) ATC procedures (ICAO Doc 4444) are used for Approach Control operations. The new CAA-B Civil Aviation Regulations, published in April 2021, required that ICAO Doc 4444 ATC procedures be applied. BANSa management is in discussion to form a workgroup to rewrite the BANSa ATC Handbook to be in compliance with the ICAO Annex 2, 11, and ICAO ATM PANS-OPS Doc 4444, and the CAA-B CAR and Civil Aviation Publications. This is considered a major task and will require several reviews and coordination meetings with CAA-B to gain approval by the regulator. Similar reviews of all other BANSa manuals will be required to ensure alignment with ICAO Annexes/Documents, and CAA-B CARs and Publications to achieve Air Navigation Service Providers (ANSP) certification.



AERONAUTICAL INFORMATION SERVICES DEPARTMENT

The Aeronautical Information Department (AIS) is responsible for supporting the local implementation of policies from the global civil aviation industry by ensuring the flow of pertinent information for the safety, regularity, and efficiency of international navigation. The department provides its customers with all relevant aeronautical information and aeronautical information services for the safe conduct of flights. AIS collects, processes, and publishes aeronautical data such as flight plans and NOTAM, and publishes numerous aeronautical publications and products, such as the Aeronautical Information Publication (AIP). The AIP is sold to aviation companies, airlines and pilots worldwide at a cost of \$350.00.





The department is governed by Annex 15 but more so by the Doc 10066 PANS AIM, Procedures for Air Navigation Services that was released in 2018. These documents assist the AIS department in developing procedures to receive, collate, edit, format, publish, store and distribute Aeronautical Information Data.

In addition to the PANS AIM document, the AIS department is regulated by CAA-B in accordance with four guiding documents:

- Civil Aviation Regulations
- Aeronautical Information Service (CAR-AIS)
- Aeronautical Charts (CAR -MAP)
- Instrument Flight Procedures and Design Services (CAR-IFPD)

The overall goal of an AIS is to ensure dissemination, uniformity and consistency of data worldwide with the responsibility for acting as the International NOTAM Office to ensure safe and efficient flight operations and air traffic management within The Bahamas and beyond.

The prime products produced by the AIS department are known as an Aeronautical Information Package. This package is divided into four groupings, each of which is used to distribute specific types of aeronautical information throughout The Bahamas and the world. The package consists of these items:

- Aeronautical Information Publication, including of AIP Amendments and Supplements
- Aeronautical Information Circulars (AIC), including AIC Summaries
- Notice to Airmen (NOTAM), including a checklist and NOTAM Summaries
- Pre-Fight and Post Flight Information Bulletins (PIB)

AERONAUTICAL INFORMATION MANAGEMENT

The Bahamas AIS department is in the process of procuring the training, software and hardware required for the transition to an Aeronautical Information Management (AIM) department. This process requires specialized training in various sections of the AIS/AIM department which is needed for the efficient distribution and reception of aviation data worldwide.

QUALITY MANAGEMENT SYSTEM

The Quality Management System QMS is being developed alongside the department Standard Operations Procedures and Directives. The QMS will ensure the quality of data throughout the process of promulgation and distribution. The success of a QMS document is integral to the transition to an AIM department.

AIP FIFTH EDITION AMENDMENT DEVELOPMENT

The development of the fifth edition of AIP involved gathering new information about the aviation industry in The Bahamas, while reviewing the data printed in The Bahamas AIP for errors. The new edition will include changes from BANSO to BANSA and for the CAAB to the CAA-B in addition to other points such as overflight fees of The Bahamas.

The AIS department began negotiations with companies to assist in the transition to an AIM department by allowing the department's workers to manage its own AIP data. This will be the first time that The Bahamas will control the information in The Bahamas AIP. As a result, the AIS department will have the ability to make supplements and amendments without depending on third-party publishers.

AIP SUBSCRIPTION

Pilots and airlines have continuously re-subscribed to The Bahamas AIP, driving a steady increase in subscriptions to the publication. The continuous interest is thought to be due to the quality of the publication's data, ranging from increased NOTAMs, AIC, and supplements, in addition to major updates to the publication. This trend is expected to persist as the types of data distributed via the publication expands.

NOTAM DISTRIBUTION

ICAO began a series of webinars called 'The Global Campaign on NOTAM Improvement', as part of an initiative to reduce the number of old or long-running NOTAMs in the worldwide system. An overwhelming amount of NOTAMs have become a problem for pilots who miss pertinent information due to the number of NOTAMs that they must review prior to a flight as a part of their Pilot Briefing (PIB).

Since 2019, the AIS department has reduced long running or old NOTAMs by over 90%.

- 2019 – 457 NOTAMs
- 2020 – 437 NOTAMs
- 2021- 276 NOTAMs as at April 2021

The Bahamas is included in the 95 percent of countries with reduced NOTAMs in the worldwide NOTAM system. NOTAM Summaries, along with the reduction of the overall NOTAMs in the system, keep the aviation public updated on ongoing and important information.

BANSA projects an increase of 11-13 percent in the distribution of NOTAMs from 2019 to 2020. This increase is expected to continue as the Airport Authority upgrades more aerodromes throughout The Bahamas.

NAMCAR TASK FORCE

The Bahamas AIS remains a part of the ICAO North American and Caribbean (NAMCAR) Task Force. The Task Force is responsible for ensuring that the Caribbean and South American States remain focused on the task of transitioning to a fully functional AIM department. The Task Force recently participated in the editing process for the production of the first-ever Doc10066 Pans AIM which governs all AIS/AIM departments worldwide.



CORPORATE SERVICES

During 2021, BANSA's corporate services team remained focused on delivering professional services and enabling human resources, payroll, administration, and support services that are aligned to the strategic objectives of the organization. Exciting and challenging times lie ahead and the Corporate Services Department recognizes that our employees are fundamental to BANSA achieving its goals and objectives. Their engagement, motivation, leadership, development, and empowerment will be an important part of the organization's development.

In our efforts to leverage technology, improve our processes, engage in effective communication, and manage the change to an accountable and transparent culture, we have actively focused on improving our service and delivery processes. The objectives of the Corporate Services Department encompass the launch of the Employee Self Service Portal (ESS), the distribution of an employee newsletter, improved benefits administration, implementing a training and development needs assessment, performing workforce gap analysis and introducing employee engagement programs.

Due to the pandemic and the activation of the COVID-19 protocols, most of the objectives were not realized. However, strategies are ongoing to revise policies and procedures to assist with managing the new normal within the workplace.



HUMAN RESOURCES

BANSA recognizes that motivated and qualified staff are imperative for our long-term success. The HR team is committed to increase staff retention and to maintain a holistic approach to recruitment and selection through attractive compensation and targeted training and development.

The team's objectives are focused on strategies to attract, retain, and reward employees with the talent we need, both now and in the future, while ensuring that we continue to develop exciting career opportunities and enhance the skills of our current workforce. BANSA's culture must be transparent, inclusive, and supportive to ensure that we remain a high performing organization as we evolve.

BANSA will require specific skills to transform the operation, including skills in digital and cyber technologies which are highly sought after in the market. The HR Department is also developing strategies to meet the needs of the future workforce, such as providing more flexible careers, and online learning opportunities. Additional initiatives include career planning activities and redesigned processes for staff training and development. These initiatives are anticipated to help the organization to meet the needs resulting from future traffic growth and to effectively manage workforce recruitment needs.

There is an ongoing focus on improving the management of employee relations. The department implemented programs that enhance management capabilities at all levels, focusing on joint problem solving and dispute avoidance through organizational conflict resolution approach and training programs. These efforts support valuable and effective dialogue with the Bahamas Air Traffic Controllers Union (BATCU) and help to ensure that effective decisions are made.

HEALTH AND SAFETY

The pandemic has resulted in many staff working remotely while controllers and technicians have continued to report for duty as normal. Providing a safe working environment and ensuring that all Government guidance is understood and translated has helped the HR Department to maintain consistent communication through internal notifications. Relevant policies have also been revised to include health and safety responsibilities.



EMPLOYEE WELLBEING

Employee wellbeing remains a very important consideration especially as we navigate the challenges of managing through the pandemic. BANSa continues to support staff through our Employee Assistance Program (EAP) with Dr. Timothy Barrett.

TRAINING & DEVELOPMENT

BANSa will continue to organize and manage the training, development, and learning programmes for personnel in the areas of air navigation services, engineering, technology, and management. The focus will be to develop and promote personnel who have knowledge and competency that meet the standards and best practices of the international aviation community. Training and development initiatives also include developing the potential of professional experts in the workplace, according to the organization's needs and its commitment to a culture of continuous learning and innovation.

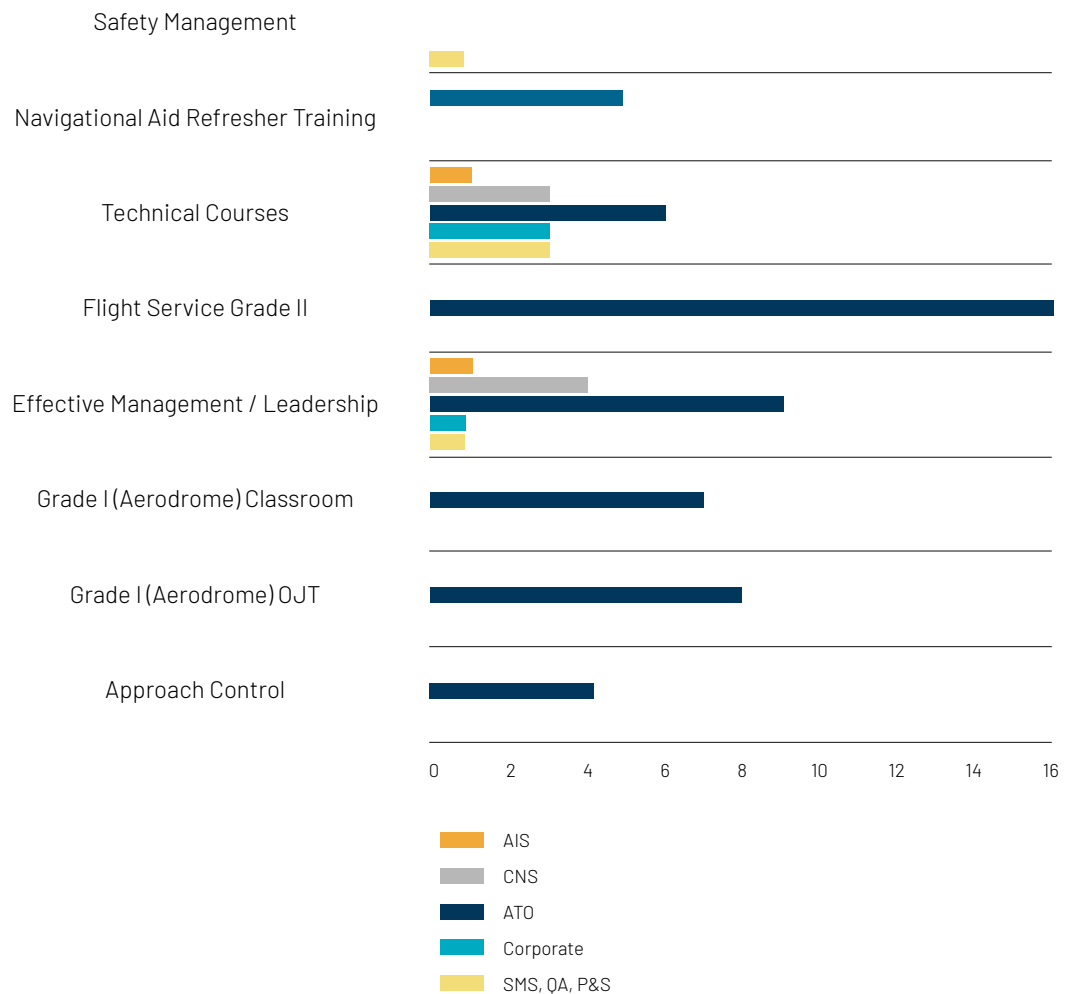
We recognize that one of the most important values that an organization can have is knowledge and the effective application of that knowledge by staff to achieve its objectives. Due to the shortage of online air traffic controllers, the Air Traffic Management Operations Department has focused on the consistency of progression from ATC Grade II to ATC Grade I and Radar Approach Controllers. The impact of the pandemic reduced opportunities for workplace training because of limited available classroom space and decreased air traffic operations. However, with the new COVID-19 protocols, workplace training has resumed via video conferencing and the required social distancing in the classrooms.

ATS operations presided over the most progressive training program in recent years. Since 2019, one tower training group has been certified, another is in the final stages of certification, and a third is currently engaged in certification classes. During this time, approximately, 22 officers have been certified or are being trained toward certification for Grade 1 status.

The approach training group of 2019 has progressed to OJT, which is expected to be completed by September 2021. In our continuing efforts to standardize the training program and promote greater efficiency and accountability, focus will be directed to training and certifying a select group of On the Job Training Instructors (OTJIs). The selection and training of this group was delayed but is now scheduled to commence in late August 2021 and the previously delayed refresher training course is now slated to commence during September 2021.

BANSa has developed staff competency by conducting training courses which provide the air traffic controllers and other staff with the necessary skills and knowledge to reach a level of competence required to effectively perform their duties.

BANSA TRAINING & DEVELOPMENT BY DEPT.



THE TRAINING PROCESS

New hires with no previous air traffic control experience begin their air traffic career with the initial training, where they are introduced to the local and international aviation community. Throughout the program, they gain knowledge through classroom lectures, team exercises and practice basic air traffic control skills using a state-of-the-art simulation device.

The initial training lays the foundation for employee development by teaching common, fundamental air traffic control principles and procedures that are used at facilities throughout The Bahamas. After students complete the initial learning objectives, the instruction transitions to simulators where they can apply their knowledge and improve their skills in a hands-on, repetitive, and safe environment.

Finally, employees enter the on-the-job training phase, working the control position where their performance is carefully monitored by certified professional controllers. These certified controllers help trainees to develop their techniques in a progressively busy live-traffic environment at the airport.

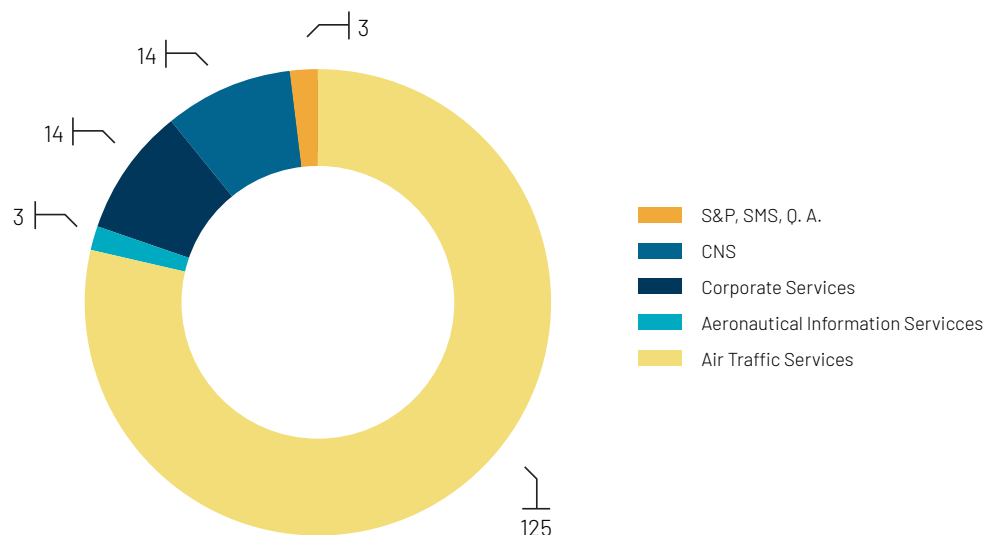
The main goal of all new employees is to become a certified air traffic controller which is when they are finally considered to be at the full performance level. Once developmental controllers are certified on control positions, they often work independently in those positions under the direction of a supervisor to gain experience and to supplement staffing.

EMPLOYEE STRUCTURE

As of June 30, 2021, BANSAs had a total complement of 159 employees, consisting of air traffic controllers, electronic technicians, administration, accounts, support, and executive staff.

The BANSAs workforce is an aging workforce, resulting in the need to recruit and attract potential employees using both traditional methods such as advertisements in local newspapers and recruitment portals, and modern methods such as social media and career exhibitions. BANSAs has focused on encouraging its staff to consider their career path. The HR team is committed to continuously improving training and working methods in an effort to increase flexibility, enhance effectiveness and maximize the potential advancement of the staff.

BANSAs TOTAL HEADCOUNT BY DEPARTMENT



HR MASTER PLAN

BANSA's HR Team is developing an HR Master Plan for the years ahead to provide a clear direction for the HR Department.

The HR team has three main projects to achieve the efficient development of human resource management:

1. Management of the Human Resource Information System (HRIS) as a tool to support human resource management for maximum efficiency in performance, provide services to employees and be able to link with SAGE 300 accounting and finance.
2. Drafting a 10-year workforce plan (2021 - 2030) as the framework for the preparation to manage upcoming changes in the air navigation services environment and context. In addition, information has been collected from various units and used to set policy for the manpower management.
3. Revising organizational culture, consisting of five main components: accountability, ethics, result-oriented, operational excellence, and teamwork.



LABOUR AND MANAGEMENT RELATIONS

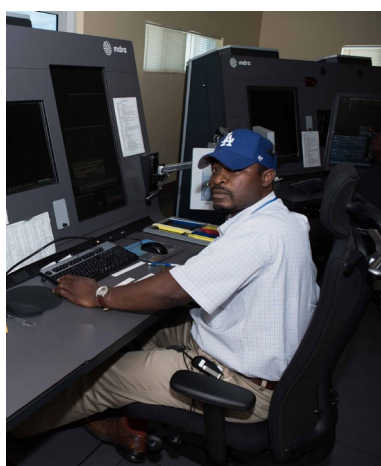
It is imperative that BANSA maintains a constructive relationship with the BATCU which represents 62 percent of the BANSA staff. Ongoing initiatives seek to promote quality communication with the entire BANSA workforce and to mitigate the risk of industrial action that could reduce air traffic services and adversely impact service performance and revenues. During this period, the management team engaged BATCU on various employment-related matters.

FINANCE

BANSA faces significant cost pressures, primarily associated with the need to upgrade its capital infrastructure and expand the technical team. However, the Finance Department continues to apply a robust approach to budgeting and financial management across the organization.

The Finance Department is committed to encouraging all budget holders to control spending more effectively and to be accountable for every dollar that is spent. With such significant expenditure funded by the Government, cash flow management is a key business requirement. It is also imperative that business plans are based on reliable and transparent financial reporting that links costs to strategic outcomes.

Operational system improvements during the year included streamlining several financial and human resources systems within the SAGE environment for improved financial management and reporting as well as the transition to a new payroll system.



OVERALL OPERATING EXPENSES

During the 2020/21 fiscal year, there was an increase in the salary related costs, representing 79 percent of BANSAs total expenditure. Salary related costs were \$10,562,161, representing an increase of 14.6 percent compared to the prior year. Below are the overall operating expenses for the last three fiscal years:

	2018/2019	2019/2020	2020/2021
	Actual	Actual	Actual
Revenue	12,423,381	12,205,341	9,618,946
<i>Operating Overheads</i>			
Staff related costs	11,128,157	10,592,830	11,581,903
Operating expenses	974,866	917,857	1,019,815

INFORMATION TECHNOLOGY

BANSAs has continued to develop its digital technology by focusing on how it can add value to the mission of the organization, both in the support of information systems for air navigation services (CNS/ATM) and in the development of information systems for administration.

The organization intends to respond to recent government policies and guidelines by establishing a digital technology policy and making a digital action plan, a master plan for implementation through various projects and tasks related to digital development. This application of a master plan would involve the cooperation of all departments as well as the implementation of digital technology projects. The digital policy is expected to promote the use of digital technology in BANSAs and transform it to a digital organization that provides high quality, sustainable air navigation services.

DIGITAL CONTINUITY MANAGEMENT

The aim of digital continuity management is to provide a digital infrastructure that will continuously support BANSAs operations. Digital continuity management is also expected to improve the organization's business continuity plan as well as its digital risk management and emergency response plans in conjunction with its business continuity management plan.

FUTURE PROJECTS

STRATEGIC PLAN AND REBRANDING

BANSA will begin development of a 5-year strategic plan which is a main priority and key for BANSA's future. The 5-year strategic plan will outline the path or "Flight Plan" for how the newly created, autonomous Air Navigation Services Provider will provide safe and efficient services to its customers, manage user fees responsibly and plan technological improvements needed for the future. As part of this initiative, a rebranding exercise will be conducted to review and update BANSA's vision, mission, and values statements. Further, a corporate communications strategy will be developed to ensure that all employees are kept informed.

BUSINESS PLAN

BANSA will develop a 5-year business plan to be presented to the Board of Directors. The business plan will contain the financial targets and key performance indicators for BANSA. The plan will set high standards for the delivery of safe and efficient air navigation services, objectives, and government policies related to ANS. BANSA's business plan will be the basis for the development of the capital investment plan for future infrastructure requirements.

ANSP CERTIFICATION

BANSA will begin the ANSP certification process by submitting the required pre-application letter to CAA-B. This will initiate the consultation process between BANSA and CAA-B on the basic information and general approval requirements for certification.

The ANSP certification process can take up to three years to complete all requirements. The actions necessary to start the process will require the establishment of a BANSA ANSP certification implementation team, consultation meetings with CAA-B, and the development of a gap analysis and implementation plan. The ANSP certification requirements are contained in the CAA-B Civil Aviation Regulations and civil aviation publications.

BANSA ORGANIZATIONAL STRUCTURE

An assessment was completed of the current BANSA organizational structure and it was determined that a change to the organizational structure was needed to provide the minimum required services, especially during BANSA's inaugural year. BANSA will finalize and present the proposed organizational structure to the Board for approval.



FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
BAHAMAS AIR NAVIGATION SERVICES AUTHORITY

OPINION

We have audited the financial statements of Bahamas Air Navigation Services Authority ("the Authority"), which comprise the statement of financial position as at June 30, 2021, and the statements of comprehensive (loss)/ income, changes in deficit and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at June 30, 2021, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRS").

BASIS FOR OPINION

We conducted our audit in accordance with the International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in The Bahamas, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

RESPONSIBILITIES OF MANAGEMENT FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Authority's financial reporting process.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- » Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- » Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- » Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- » Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- » Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

The logo for Baker Tilly, featuring the company name in a stylized, handwritten-style script.

CHARTERED ACCOUNTANTS

July 19, 2022
Nassau, Bahamas

Statement of Financial Position

For the year ended June 30, 2021

	2021	2020
ASSETS		
Current assets:		
Cash and cash equivalents (Note 4)	\$ 580,824	\$ 1,309,388
Term deposit (Note 5)	10,252	10,176
Due from related party	-	875,138
Prepaid expenses and other assets (Note 6)	37,289	6,075
Total current assets	628,365	2,200,777
Non-current assets		
Fixed assets (Note 7)	2,087,181	1,900,743
Intangible assets (Note 8)	81,817	119,881
Right-of-use asset (Note 9(a))	70,016	140,032
Total non-current assets	2,239,014	2,160,656
Total assets	\$ 2,867,379	\$ 4,361,433
LIABILITIES AND NET DEFICIT		
Current liabilities:		
Accrued expenses (Note 10)	\$ 5,099,135	\$ 3,355,338
Due to related party (Note 13)	40,939	-
Lease liability (Note 9(b))	62,158	65,992
Total current liabilities	5,202,232	3,421,330
Non-current liabilities:		
Lease liability (Note 9(b))	-	62,158
Total liabilities	5,202,232	3,483,488
Net deficit		
Accumulated fund	(2,334,853)	877,945
Total liabilities and net deficit	\$ 2,867,379	\$ 4,361,433

See accompanying notes. See Independent Auditors' Report on pages 60 to 62.

These financial statements were approved by the Board of Directors on July 19, 2022 and signed on its behalf by:

Wendy Craig

Chairperson



Director

Statement of Operations

For the period ended June 30, 2021

	2021	2020
INCOME		
Government funding (Notes 11,13)	\$ 9,600,409	\$ 12,199,356
Airport publications	18,537	5,909
Interest income	-	76
	9,618,946	12,205,341
EXPENSES		
Salaries and related benefits (Note 12)	11,483,272	10,592,830
Miscellaneous expenses	256,065	57,019
Repairs and maintenance	229,442	347,572
Professional and consultancy fees	225,109	95,807
Stationery, printing and publications	182,489	106,652
Depreciation and amortization	149,782	131,545
Depreciation - right-of-use asset	70,016	64,180
IT expense	64,169	39,453
VAT expense	34,897	2,804
Vehicles	25,036	77,967
Office supplies	23,010	-
Bank charges	19,739	28,458
Rent	19,115	15,784
Telecommunication	15,735	25,509
Courier and postage	11,406	4,020
Utilities	8,309	7,466
Security	8,145	107,409
Interest expense - lease	6,008	1,938
	12,831,744	11,706,413
Net loss and total comprehensive (loss)/income	\$ (3,212,798)	\$ 498,928

See accompanying notes. See Independent Auditors' Report on pages 60 to 62.

Statement of Changes in Net Deficit

For the year ended June 30, 2021

	Accumulated fund
Balance at June 30, 2019	\$ 379,017
Total comprehensive income for the year	498,928
Balance at June 30, 2020	877,945
Total comprehensive loss for the year	(3,212,798)
Balance at June 30, 2021	\$ (2,334,853)

See accompanying notes. See Independent Auditors' Report on pages 60 to 62.

Statement of Cash Flows

For the year ended June 30, 2021

	2021	2020
CASH PROVIDED BY/(USED IN):		
Cash flows from operating activities:		
Net (loss)/income	\$ (3,212,798)	\$ 498,928
Adjustments to reconcile net loss to net cash		
(used in)/ provided by operating activities: Depreciation	149,782	131,545
Amortization of right-of-use asset	70,016	64,180
Interest expense - lease	6,008	1,938
Cash (used in)/provided by operations before changes in operating assets and liabilities	(2,986,992)	696,591
(Increase)/decrease in operating assets:		
Prepaid expenses and other expenses	(31,214)	11,925
Fixed deposit	(76)	(10,176)
Due from related party	875,138	(651,996)
Increase/(decrease) in operating liabilities:		
Accounts payable and accrued expenses	1,743,797	(1,550,994)
Due to related party	40,939	(7,550)
Net cash used in operating activities	(358,408)	(1,512,200)
Cash flows from investing activities:		
Additions to the capital work-in-progress	(304,164)	(1,017,706)
Disposal of fixed assets	-	(155,022)
Net cash used in investing activities	(304,164)	(1,172,728)
Cash flows from financing activities:		
Lease payments	(65,992)	(63,147)
Net cash used in financing activities	(65,992)	(63,147)
Net decrease in cash and cash equivalents	(728,564)	(2,748,075)
Cash and cash equivalents, beginning of year	1,309,388	4,057,463
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 580,824	\$ 1,309,388
Represented by:		
Cash and cash equivalents (Note 4)	\$ 580,824	\$ 1,309,388

See accompanying notes. See Independent Auditors' Report on pages 60 to 62.

1. GENERAL

Bahamas Air Navigation Services Authority ("the Authority") is a statutory body established in the Commonwealth of The Bahamas pursuant to the provisions of the Bahamas Air Navigation Services Authority Act 2021.

The functions of the Authority, as mandated by the Act, are as follows:

- » To provide services and facilities for the purpose of The Bahamas or another country giving effect to an international agreement relating to the safety, regularity or efficiency of air navigation whether in or outside of The Bahamas.
- » To advise the Ministers on matters associated with any action or condition impacting on the air navigation services which is capable of causing actual or potential threat, harm or damage to person property.
- » To cooperate with the Aircraft Accident Investigation Authority ("AAIA") in relation to investigations under AAIA act that relate to an air navigation services matter.
- » To carry out activities to protect the environment from the effects of and the effects associated with, the operation of all aircraft within the territory of The Bahamas, or the airspace for which the Authority is responsible.

The registered office of the Authority is situated at 61 Raphia Close, Airport Industrial Park, P.O. Box AP- 59207, Nassau, Bahamas.

These financial statements were authorized to be issued by the Board of Directors on July 19, 2022.

2. ADOPTION OF NEW AND AMENDED INTERNATIONAL FINANCIAL REPORTING STANDARDS

At the date of these financial statements, the following standard and amendments to the existing standards issued by the International Accounting Standards Board ("the IASB") have not been applied in these financial statements as they are not yet effective:

IFRS 3(amendments)	Business Combinations - amendments to update a reference to the Conceptual Framework - effective from January 1, 2022
IFRS 9(amendment)	Financial Instruments - amendment to clarify which fees an entity includes when it applies the 10% test in assessing whether to derecognize a financial liability - effective from January 1, 2022
IFRS 16(amendment)	Leases - amendment to Illustrative Example 13 accompanying IFRS 16 that clarifies the treatment of lease incentives - effective from January 1, 2022

IFRS 17	Insurance Contracts - effective from January 1, 2023
IAS 1(amendments)	Presentation of Financial Statements - amendments in the classification of liabilities as current or non-current - effective from January 1, 2023
IAS 16(amendments)	Property, Plant and Equipment - amendments accounting for proceeds from sale of items produced while bringing an asset into the location and condition necessary for it to be capable of operating in the manner intended by management - effective from January 1, 2022.

The Board of Directors is in the process of determining the impact of the adoption of such standard and amendments to the existing standards on the Authority's financial statements.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"), as issued by the IASB. The accounting policies set out below have been applied consistently during the period presented, unless otherwise stated.

B. BASIS OF PREPARATION

These financial statements have been prepared on the historical cost basis. The financial statements are expressed in Bahamian dollars which is the functional and reporting currency of the Authority.

C. USE OF ESTIMATES AND JUDGMENTS

The preparation of financial statements in compliance with International Financial Reporting Standards requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Information about significant areas involving estimates and critical judgments in applying accounting policies that have the most significant effect on the amounts recognized in the financial statements is described in the following notes:

Note 3(f)	Fixed assets
Note 3(g)	Intangible assets
Note 3(h)	Impairment of financial assets
Note 3(m)	Lease
Note 14	Fair value of financial instruments
Note 15	Financial risk management

D. FINANCIAL ASSETS – CLASSIFICATION AND SUBSEQUENT MEASUREMENT

On initial recognition, the Authority classifies its financial assets at amortized cost. The classification depends on the Authority's business model and the asset's contractual cash flow characteristics

» Financial assets at amortized cost

A financial asset is measured at amortized cost using the effective interest method less any allowance for impairment if it is held in a business model whose objective is to hold the asset to collect the contractual cash flows, and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Balances included in this classification are cash and cash equivalents and term deposit.

E. CASH AND CASH EQUIVALENTS

Cash and cash equivalents are comprised of cash on hand and at bank.

F. FIXED ASSETS

Fixed assets are stated at cost less accumulated depreciation. Depreciation is calculated on the straight-line basis over the estimated useful lives of the assets as follows:

Motor vehicles	5 - 10 years
Furniture	5 years
Communication equipment	3 years
Computer equipment	3 years
Building	20 years
Leasehold improvements	3 years

Repairs and maintenance are expensed as incurred. Subsequent expenditure is capitalized whenever it is probable that future economic benefits associated with the expenditure will flow to the Authority and the expenditure can be measured reliably. When assets are retired or otherwise disposed of, the costs and the related accumulated depreciation are removed from the accounts and any resulting gain or loss is recognized in the statement of operations.

G. INTANGIBLE ASSETS

Intangible assets, comprising computer software are carried at cost less accumulated amortization. Amortization is calculated on a straight-line basis over the estimated useful life of the assets of three years.

H. IMPAIRMENT OF FINANCIAL ASSETS

The Authority recognizes loss allowances for expected credit losses (ECLs) on financial assets measured at amortized cost. The Authority measures loss allowances at an amount equal to lifetime ECLs, except for the following which are measured at 12-month ECLs:

- » financial assets that are determined to have low credit risk at the reporting date; and
- » other financial assets for which credit risk has not increased significantly since initial recognition.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Authority considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Authority's historical experience and informed credit assessments and including forward-looking information.

Lifetime ECLs are the ECLs that result from default events over the expected life of a financial instrument. 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months). The maximum period considered when estimating ECLs is the maximum contractual period over which the Authority is exposed to credit risk.

At each reporting date, the Authority assesses whether financial assets carried at amortized cost are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes the following observable data:

- » Significant financial difficulty of the debtor;
- » A breach of contract such as a default; or
- » It is probable that the borrower will enter bankruptcy or other financial reorganization.

I. RECOGNITION OF FINANCIAL ASSETS AND LIABILITIES

The Authority recognizes financial assets and financial liabilities on the day it becomes a party to the contractual provisions of the instruments.

J. DERECOGNITION OF FINANCIAL ASSETS AND LIABILITIES

The Authority derecognizes financial assets when the contractual rights to receive cash flows from the assets expire or have been transferred and the Authority has transferred substantially all the risks and rewards of ownership of the assets or the Authority has transferred control of the asset. A financial liability is derecognized when the obligation is discharged, cancelled or expires.

K. OFFSETTING FINANCIAL ASSETS AND LIABILITIES

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

L. FINANCIAL LIABILITIES

The Authority classifies its financial liabilities as other financial liabilities.

- » Other financial liabilities

Other financial liabilities are initially measured at fair value, net of transaction costs. Other financial liabilities are subsequently re-measured at amortized cost using the effective interest method, with interest expense being recognized on an effective yield basis.

The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or where appropriate, a shorter period. The balance included in this classification is accounts payable and accrued expenses due to related party and lease liability.

M. LEASE

» Authority as the lessee

At the inception of the contract, the Authority assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period in exchange for consideration.

The Authority recognizes a lease contract as a right-of-use asset and a corresponding lease liability at the commencement date. The lease payments are allocated between the liability and interest cost. The interest cost is charged to the statement of operations over the lease term.

A right-of-use asset represents the right to use an underlying asset for the lease term and a lease liability represents the obligation to make lease payments arising from the lease.

The Authority determines the lease term as the non-cancellable term of the lease, together with any periods covered by any option to extend or terminate the lease, if exercise of that option by the Authority is reasonably certain.

If a lease contract contains both lease and non-lease components, the payments for service elements are separated from the lease payments and thereby do not form a part of the right-of-use asset and the lease liability. These service elements are charged to the statement of operations under the respective expenses.

i. Right-of-use asset

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the lease commencement date.

The right-of-use asset is subsequently carried at cost less accumulated depreciation and accumulated impairment losses, if any. Depreciation is provided on a straight-line basis from the commencement date to the end of the lease term.

ii. Lease liability

The lease liability is initially measured at the present value of the future lease payments to be made over the lease term, discounted using the Authority's incremental borrowing rate. The future lease payments comprises fixed payments.

Subsequently, the lease liability is measured at amortised cost using the effective interest method. Accordingly, the amount of the lease liability is increased to reflect the addition of interest and reduced for lease payments made.

The carrying amount of the lease liability is re-measured if there is a change in lease payments, the lease term or the Authority's incremental borrowing rate. When the lease liability is re-measured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in the statement of operations if the carrying amount of the right-of-use asset is reduced to zero.

N. DEFINED CONTRIBUTION PENSION PLAN

A defined contribution pension plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts. Obligations for contributions to the defined contribution pension plan are recognized as an employee benefit expense in the periods during which services are rendered by the employees.

For its defined contribution pension plan, the Authority pays contributions to a privately administered pension plan (the "Plan") on a mandatory basis. The effective date of the Plan is June 1, 2018.

Employees who transferred from The Bahamas Government are automatically fully vested. The contribution paid by the Authority for each employee is 4% of the employee's pensionable salary. The details of the Plan are recorded in the Authority's "Rules of the Defined Contribution Pension Plan". Except as disclosed above, the contributions of the Authority vest as follows:

Years of Service	Vested Percentage of the Authority's Contributions
Less than 1 year	0%
but less than 2 years	20%
but less than 3 years	40%
but less than 4 years	60%
but less than 5 years	80%
More than 5 years	100%

O. INCOME AND EXPENSES RECOGNITION

» Government grants

Government grants represent amounts received from the Government of The Bahamas ("the Government") to underwrite the operating expenses of the Authority. Government grants are recognized in the statement of operations as income in the period which they are received or when there is reasonable assurance that they will be received from the Government.

» Expenses

Expenses are recognized on an accrual basis, except for amortization and depreciation which are recognized on a straight-line basis.

P. FOREIGN CURRENCY TRANSACTIONS AND BALANCES

Foreign currency transactions are translated into Bahamian dollars using the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in currencies other than the Bahamian dollar are retranslated into Bahamian dollars at the reporting date at the applicable exchange rates prevailing at that date. Non-monetary assets and liabilities are translated at historic rates. Exchange gains and losses are included in the statement of operations.

Q. TAXES

There are no income taxes imposed on the Authority in the Commonwealth of The Bahamas.

Income from government grants and subsidies are VAT exempt. Accordingly, input VAT incurred is not reclaimed but recorded as an expense in the statement of operations.

R. RELATED PARTY TRANSACTIONS

All government-owned agencies and entities, the directors and key management personnel are considered related parties.

4. CASH AND CASH EQUIVALENTS

As at June 30, 2021, cash and cash equivalents consist of the following:

	2021	2020
Cash on hand	\$1,000	\$555
Cash at bank		
Bank of The Bahamas Limited - current account	574,294	1,301,189
RBC Royal Bank (Bahamas) Limited - current account	5,530	7,644
	579,824	1,308,833
	\$ 580,524	\$ 1,309,388

5. TERM DEPOSIT

The Authority's term deposit of \$10,252 (2020: 10,176) earns interest at a rate of 0.075% per annum and has a maturity date of March 26, 2022.

6. PREPAID EXPENSES AND OTHER ASSETS

As at June 30, 2021, prepaid expenses and other assets comprise:

	2021	2020
Prepaid expenses	\$ -	\$ 6,075
Other receivables	\$ 37,289	-
	\$ 37,289	\$ 6,075

7. FIXED ASSETS

As at June 30, 2021, fixed assets consist of the following:

	Motor vehicles	Furniture	ATC Tower	Computer equipment	Leasehold improvements	Capital work-in-progress	Total
Cost:							
Balance as at June 30, 2020	\$ 259,970	\$ 135,609	\$ 1,690,848	\$ 19,121	\$ 41,877	\$ -	\$ 2,147,425
Additions during the period	-	3,125	57,871	-	-	1,063,534	1,124,530
Disposals during the year	-	-	(827,906)	(13,998)	-	-	(841,904)
Balance as at June 30, 2021	259,970	138,734	920,813	5,123	41,877	1,063,534	2,430,051
Accu. depreciation:							
Balance as at June 30, 2020	128,901	40,600	58,184	9,131	9,866	-	246,682
Charge for the period	16,397	21,152	50,014	2,431	13,958	-	103,952
Adjustments	-	-	-	(7,764)	-	-	(7,764)
Balance as at June 30, 2021	145,298	61,752	108,198	3,798	23,824	-	342,870
Net book value as at June 30, 2020	131,069	95,009	1,632,664	9,990	32,011	-	1,900,743
Net book value as at June 30, 2021	\$ 114,672	\$ 76,982	\$ 812,615	\$ 1,325	\$ 18,053	\$ 1,063,534	\$ 2,087,181

8. INTANGIBLE ASSETS

As at June 30, 2021, intangible assets consist of the following:

Software License

Cost

Balance, June 30, 2020	\$ 155,022
Additions during the year	-
Disposals	-
Balance, June 30, 2021	155,022

Accumulated amortization

Balance, June 30, 2020	35,141
Charge for the period	38,064
Balance, June 30, 2021	73,205

Net book value, June 30, 2020	119,881
Net book value, June 30, 2021	\$ 81,817

9. LEASE

On August 1, 2019, the Civil Aviation Authority of The Bahamas ("CAA-B") entered into a lease agreement with Quebec Inc ("Lessor") to occupy an office building located at No. 61, Airport Industrial Park ("AIP"), Nassau, Bahamas for a period of thirty-five (35) months at an annual rent of \$72,000, plus maintenance fees of \$4,800 per annum. Accordingly, the right-of-use asset and corresponding lease liability are measured using the future lease payments discounted at the incremental borrowing rate of 6%.

As of the reporting date, this agreement is still in the name of CAA-B and management has intention to change the agreement name at the time of renewal.

a. Right-of-use asset

As at June 30, 2021, the right-of-use asset comprises the following:

	Office Building
Cost	
Balance as at June 30, 2020	\$ 204,212
Additions during the year	-
Balance as at June 30, 2021	204,212
Accumulated depreciation	
Balance as at June 30, 2020	64,180
Charge for the period	70,016
Balance as at June 30, 2021	134,196
Net book value	
Balance as at June 30, 2020	\$ 140,032
Balance as at June 30, 2021	\$ 70,016

b. Lease liability

As at June 30, 2021, the lease liability is as follows:

	2021	2020
Current	\$ 62,158	\$ 65,992
Non-current	-	62,158
	\$ 62,158	\$ 128,150

During the period the Authority incurred interest of \$2,253 relating to the lease liability. The lease liability is payable as follows:

	Future minimum lease payments	Future interest cost	Present value of minimum lease payments
Within one year	\$ 72,000	\$ (9,842)	\$ 62,158

10. ACCRUED EXPENSES

As at June 30, 2021, accrued expenses comprise:

	2021	2020
Accrued vacation	\$ 5,031,291	\$ 3,342,505
Accrued expenses	67,844	12,833
	\$ 5,099,135	\$ 3,355,338

11. GOVERNMENT FUNDING

During the period, government funding recognized as income in the statement of operations loss amounted to \$9,600,408.

12. SALARIES AND RELATED BENEFITS

Payroll and related benefits for the period ended June 30, 2021 are comprised of the following:

	2021	2020
Salaries and wages	\$ 7,480,552	\$ 7,772,743
Other allowances and benefits	3,707,618	2,320,690
National insurance	295,102	499,397
	\$ 10,592,830	\$ 11,483,272

13. RELATED PARTY BALANCES AND TRANSACTIONS

The Authority, in the normal conduct of its business, has transactions with key management personnel, directors, the government and government agencies.

Included in the statement of financial position and the statement of operations are the following transactions:

- i. Government grants amounting to \$9,600,409
- ii. Payable to the National Insurance Board amounting to \$40,939

14. FAIR VALUE OF FINANCIAL INSTRUMENTS

The fair value of the Authority's financial assets and liabilities approximate their carrying value at the reporting date for both of the following reasons:

- i. Short-term maturities.
- ii. Carrying values approximate fair values.

15. FINANCIAL RISK MANAGEMENT

The Authority's activities may expose it to a variety of financial risks: market risk (including, interest rate risk, foreign currency risk and other price risk), credit risk and liquidity risk.

a. Credit risk

Credit risk represents the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Financial assets which potentially expose the Authority to credit risk primarily consist of cash at bank and term deposit. The Authority mitigates the risk associated with cash at bank by placing funds with reputable financial institutions.

As at June 30, 2021, the maximum exposure to credit risk is the carrying amounts of the financial assets as set out below:

	2021	2020
Financial assets:		
Cash and cash equivalents	\$ 580,824	\$ 1,309,388
Term deposit	10,252	10,176
	\$ 591,076	\$ 1,319,564

b. Liquidity risk

Liquidity risk is the risk that the Authority will encounter difficulty in generating sufficient cash resources to settle its obligations in full as they fall due or can only do so on terms that are materially disadvantageous. The Authority manages liquidity risk by receiving grants from the Government, maintaining sufficient cash and continuously monitoring forecasts and actual cash flows. Ultimate responsibility for liquidity risk management rests with the Authority's Board of Directors.

The following table details the Authority's expected contractual maturities for its financial liabilities as at June 30, 2021 and indicates the undiscounted cash flows of such financial liabilities based on the earliest date on which the Authority can be required to pay. The table includes only principal cash flows.

2021					
	1 to 30 days	3 to 12 months	Over one year	Total	
Financial liabilities <u>Other liabilities</u>					
Accounts payable and accrued expenses	\$ 5,099,135	\$ -	\$ -	\$ 5,099,135	
Lease liability	62,158	-	-	62,158	
	\$ 5,161,293	\$ -	\$ -	\$ 5,161,293	
2020					
	1 to 30 days	3 to 12 months	Over one year	Total	
Financial liabilities <u>Other liabilities</u>					
Accounts payable and accrued expenses	\$ 3,355,338	\$ -	\$ -	\$ 3,355,338	
Lease liability	65,992	-	62,158	128,150	
	\$ 3,421,330	\$ -	\$ 62,158	\$ 3,483,488	

c. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices such as foreign currencies and interest rates:

» Foreign currency risk

Foreign currency risk arises from the effects of fluctuations of foreign currencies on the fair value or future cash flows of financial assets and liabilities. The Authority has no exposure to foreign currency risk as its transactions are denominated in Bahamian dollars.

» Interest rate risk

Interest rate risk arises from the effects of fluctuations in the prevailing levels of market interest rates on the fair value or future cash flows of financial assets and liabilities. The Authority has minimal exposure to interest rate risk from its term deposit.

16. CAPITAL MANAGEMENT

The Authority manages its capital to ensure that the entity will be able to continue as a going concern. The Authority obtains grants from the Government to fund its activities. The capital structure of the Authority is represented by its net deficit. The Authority is not subject to externally imposed capital requirements. There were no changes in the Authority's approach to capital management during the period.

17. SPIN OFF

In prior years, the financial statements of Civil Aviation Authority Bahamas (“CAA-B”) and Bahamas Air Navigation Service Division (“BANS”) two major independent divisions were prepared on a combined basis.

Effective February 16, 2021 the two independent divisions were made separate by the enactment of the Bahamas Air Navigation Service Authority Act 2021 (“BANS Act”) and the Civil Aviation Authority Act 2021 (“CAA Act”) by the Government of The Bahamas.

Further with the enactment of the BANS Act, a spinoff entity was created, the Bahamas Air Navigation Services Authority (BANS). BANS assumed the operations of BANS which was discontinued. The financial statement was prepared based on the assumption that the Company will continue operate as a standalone company.

18. COVID-19 IMPACT

The Directors have considered the current Covid-19 pandemic and the potential economic impact of the virus in the foreseeable future. As at the reporting date, there is growing optimism for the end of the pandemic and economic recovery due to a widespread vaccine rollout and fiscal stimulus measures in many countries. However, the situation remains highly uncertain due to the emergence of more infectious variants. As a result, the ultimate effect of the pandemic on the Authority’s financial statements cannot be determined at this time.

19. SUBSEQUENT EVENTS

- a. The Government approved funding of \$1 million for the Authority in its fiscal budget of 2021/2022.
- b. The Ministry of Finance agreed to advance the Authority \$1,800,000 in the form of a short-term loan to cover operational expenses for the months of July and August, 2021. The loan bears interest at a rate of 4.25% per annum and is matured on October 31, 2021.

See Independent Auditors’ Report on pages 60 to 62.

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