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**National Roads Authority  
Minutes of the One-Hundred & Ninety-second Meeting  
of the Board of Directors  
held in  
NRA Conference Room,  
370 North Sound Road, George Town, Grand Cayman  
Thursday 14 April, 2016 at 9:30 a.m.**

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**In attendance were:**

|                  |  |
|------------------|--|
| Donovan Ebanks   | Chairman   |
| Dane Walton      | Director   |
| David Arch       | Director   |
| Stanley Panton   | Director   |
| Kenross Connolly | Director   |
| Tristan Hydes    | Director Designate of Chief Officer, Ministry PLAH&I |
| Paul Parchment   | Managing Director – NRA                              |
| Edward Howard    | Deputy Managing Director – NRA                       |

Julie Campbell                      HR Manager (Acting Executive Sec.) – NRA

**Apologies:**

Gary Clarke                      Director

**1. Call to Order**

The Chairman called the meeting to order at 9:50am

**2. Minutes of Previous Meetings**

- a. 10<sup>th</sup> March 2016 – confirmed
- b. 31<sup>st</sup> March 2016 – reviewed and changes noted
- c. 7<sup>th</sup> April 2016 – reviewed and changes noted (E.O. mtg.)

**3. Administration**

**i. MD Performance Agreement**

The Chairman proposed a discussion on this done at the same meeting on the 7<sup>th</sup> April 2016, after which Mr. Dunn from Fincor and the MD will be brought in for further discussion.

To follow up on discussion during the 7<sup>th</sup> April meeting, the Chairman asked the MD if he had made the necessary changes to the document as recommended by the board. The MD advised the changes were made and a new draft sent to FINCOR and he was now awaiting the final document. The Chairman directed once received to forward to Board Members for their review for final approval during the extra-ordinary meeting on 20<sup>th</sup> April 2016.

**ii. Proposed Equipment Purchase with effect on Proposed Reserve**

The Chairman suggested an extra-ordinary meeting in May to discuss the way forward with regards to the Fleet section. He advised it was imperative to discuss the board's expectations of the with regard to fleet maintenance. While it was recognised that it will be necessary to procure replacement or additional equipment, without the proper maintenance arrangements, the NRA would continue to suffer.

**4. Operations**

**4.i. Capital Projects update and Jan – Jun 2016 schedule**

**a. ET Hwy – settlement repair**

The Ritz-Carlton bridge depressions

The Chairman enquired as to the schedule regarding the trail system and the Hyatt roundabout and the Sr. Engineer advised the project was scheduled to start on 3March and therefore the trial system would go into effect the 24 & 25 February. He further inquired when the signs would be in place to alert the public, which the MD confirmed would take place as soon as they were finished with the signs at ETH. The Chairman reiterated the importance of the press release and also the need inform Camana Bay of their plans.

Senior Engineer Edison Jackson reported they were on schedule regarding the works on the Easterly Tibbetts Hwy. Presently they were preparing the base which should be completed by Friday in preparation for curbing on Monday and Tuesday, with paving scheduled for Wednesday.

Director Arch expressed concerns about the curbs at Canal Point and the Strand junctions as they were protruding into the roadway and are a road hazard and

asked if they could be trimmed back. Snr. Engineer they were currently looking at the situation.

The Chairman reiterated the importance of the time limits and advised anything to move the schedule faster should be done.

The Chairman expressed concerns that the project was taking a long time to complete and asked the DMD if the Senior Engineer, who was currently out of office provided him with an update. The DMD advised he would contact the Works Manager for an update.

The MD advised paving was completed and striping would be done today. Director Hydes asked about the two dips by the Ritz bridge and the possibility of excavating and filling the areas. Director Connolly enquired about the type of surface and to what extent would the areas have to be excavated. The MD informed Members it was investigated and determined that some of the curbing would have to be removed in-order to properly execute the works, and his concern was whether we wanted to inconvenience roads users so soon. The Chairman suggested prior to doing any further works, the NRA establish a level-monitoring scheme for the areas of concern and that the newly repaired sections should be included.

Director Hydes inquired if there was a debriefing scheduled, as the project was scheduled for 4 weeks took 7 weeks to complete. The Chairman expressed his concerns about whether we are maximizing our resources on each project, in order to expedite the process. In an answer to both concerns the MD advised he had meetings scheduled with the engineers to discuss the project and improvements that can be made going forward.

**b. E-W Arterial – Red Bay to Prospect Roundabouts - curbing**

Snr. Engineer advised the works which were scheduled to commence on 28 March was pushed back by one week.

The Chairman suggested prior to the commencement of works to consider the speed of flow in morning peak hours and further suggested reducing to one lane on the east side from 7:00am – 4:00pm and the west side from 9:00am – 6:00pm. Snr. Engineer advised he was working on the work plans and would send them to the MD to send on to Board Members. Other Board Members suggested the Snr. Engineer take into consideration the Easter holidays and to try to utilise this school break when revising the schedule.

The DMD advised he was notified by the Works Manager that the project was complete. The Chairman advised him this was not the case and instructed him to get an update from the Works Manager and advise accordingly.

**c. Red Bay Roundabout – reconstruction**

The DMD advised the Snr. Engineer informed him the plans were not completed as Water Authority had an issue with the depth to which we were proposing to cut down to. He explained the Water Authority were concerned it would affect the amount of coverage needed to cover the pipes. The DMD further explained the Snr. Engineer was waiting to discuss the matter with the MD. The Chairman advised the issue has to be resolved in order to proceed with the works.

The MD advised they were currently working on a media release on the project and it was anticipated the project would begin the following week. This he indicated meant that the first stages which included publicizing the works in the media, the trial period prior to the actual works commencing.

The board discussed possible diversion plans and the Senior Engineer was called in to discuss the project. He advised the project was separated into 5 phases and described the 5 phases, the impact on traffic and the planned diversions. As concerns arose regarding traffic flow from Red Bay and Prospect, Board Members decided to perform works that could be done now without traffic interruption on both the Red Bay and Prospect roundabouts and carry out the major works during July and August. The works to be completed now included:

Drainage wells;

the re-establishment of the connection of Old Prospect Road to Shamrock Rd in the vicinity of the former Durty Reids; and

the connector on Selkirk Dr that links to Grand Harbour.

The Chairman instructed the Senior Engineer to revise the schedule of works for each phase; this included updating the plan and diversions for members to review.

**d. Bodden Town Rd. vicinity of Midland Acres – mill and pave**

The Chairman recommended it would be beneficial to conduct an island wide survey to identify areas which are not only in need of mill and paving, but also those that may need to be reconstructed. Director Walton suggested they use the information obtained from a survey previously conducted to ascertain predicted road conditions. The Chairman stated it was important for the department to have this information and suggested it warranted further discussions by the board.

The MD advised confirmation was received regarding the location of the site to be updated and it was indeed necessary. He further stated he had just received a cost estimate but he had not been able to review and therefore schedule. The Chairman reiterated when doing the work, boundary markers of adjacent properties should be identified and proper shoulders constructed.

**5. Planning**

**5.i. Linford Pierson Hwy widening – legal advise**

Redacted under Section 17(a) of the FOI Law 2015

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The Chairman recommended as previously discussed the division of the project into two phases. He suggested that Phase 1 would commence at the Silver Oaks roundabout and end immediately west of the proposed Agnes Way roundabout. This they would allow the Board to make a recommendation to the Ministry and Cabinet for the gazetting of this section and enable mitigation and compensation measures to be pushed forward with affected properties in this section.

The Board accepted this recommendation

Referring to the map displayed on the wall, the Chairman explained this was the rendition showing the possibility of securing a 100' right throughout the project save for on the two ends, i.e. in the vicinity of the First Assembly of God church on the east and the Equestrian Centre on the west. This would allow the provision of a 12-14ft 'green' median even after widening to 6-lanes and was as per the southern end of the Esterly Tibbetts Hwy. Due to the existing right-of-way in this section, the necessity to acquire whole parcels in the narrower sections and the size of parcels particularly in the eastern portion, he felt that that the 100ft wide right-of-way could be achieved without substantially increasing the \$4.4M estimated cost of land acquisition. He advised the Board that he had broached the idea to the Minister recently. He stated as per the report distributed to property owners, the recommendation of 86' would be presented to the Minister and suggested that in addition the Board should also present a 100' option.

Redacted under Section 17(a) of the FOI Law 2015

the Chairman inquired of the MD if he received additional acquisitions costs from Lands & Survey. The MD informed him he hadn't.

Board Members were informed by the Chairman that he approached Mr. Hall with regards to procuring assistance for compensation claims for Phase I of the project. It

would be understood that the individual would be chosen by Mr. Hall and they would work solely on compensation claims for the project. It is also understood that compensation claims cannot be submitted by owners until the road is gazetted and therefore imperative to get it gazetted expeditiously.

#### **5.ii. Traffic simulation/forecasting model**

The Chairman reiterated the need for this information, stating the need to know what data we currently have, what we need and how do we get the additional data. It was also necessary to ascertain how the NRA would go about obtaining information, the cost to obtain the information, the time frame and the cost of the model. Once this information was available, the strategic decisions as to what to aim for and by when could be made.

The DMD told Board Members he and the MD discussed the consultants' progress thus far and they were concerned that one may be going into too much detail with regards to the traffic counts and the necessity to speak with him to this regard. He also advised there were issues with obtaining employment data as it was difficult to obtain information regarding a person's residence, place of work and their road usage. In the US the information was obtained through income tax information and it may be necessary to do actual surveys which the Economic and Statistics Office has offered to do. Director Connolly inquired if the traffic counts would assist with the data needed and was advised by the DMD they would to some extent.

The Chairman directed the DMD with the assistance of the MD to follow up on the process and reminded him of the key items that were required:

Determining when we would have sufficient data to warrant procurement of the models; how would we get this data and at what cost;

How long would it take to procure and the models and get them operational and at what cost?

These are the things that the Board needs to know to take the strategic decision on the project.

The DMD updated the board and advise the consultants were still waiting on employment data. He advised that the ESO suggested they tweet their labour survey in order to provide them with the information, which was: where individuals live and their route to work. The DMD advised the Health regulator did not have the necessary info and they have reached out to Chamber of Commerce who have access to over 17,000 companies. Board Members enquired if the National Pensions Office should have this information and the Chairman suggested he accompany the DMD to their offices to ascertain the possibility of obtaining the necessary information and advise them what it was needed for.

The Chairman inquired if this information was the only information needed, the DMD confirmed it was and is a fundamental piece to the model. Board Members

discussed ways in which this information could be obtained from individual organizations. The DMD suggested the ESO survey by the ESO would be the best route. The Chairman inquired as to the time frame once the information was received, the DMD advised 6 -9 months. Chairman indicated it was his intention that once the traffic count information became available they would realise the requirements for the software, the RFP could be completed to bring someone on board to create the model. He was anticipating this could be done by the end of the 2016 budget year. The MD suggested a schedule of both the Traffic Model progress and the Traffic Count exercise be created by the DMD and both items remain on the agenda until completion.

The DMD was instructed to produce a schedule of both projects in order to keep Board Members updated.

The DMD presented a schedule to Board Members and explained the timeline. He explained the consultants were eager to push the timeline by providing information out of the US in order to facilitate the information needed to create the model. However he advised them this would not be acceptable as the model was to be formed on local data. The DMD further advised that between now and March 2016 they should have the employment data, with RFQ in January and RFP in February or March. From the schedule he advised Board Members that Phase 1- The Travel Model would that 8 – 12 months due to training, therefore they would be looking at January 2017.

The DMD advised they were utilizing all contacts within the Private and Public Sector to obtain the information needed for the employment data. He advised the RFP will be a complex document and it would be necessary to procure assistance for its development. It is hoped the Chairman advised that the individual who assists with the RFP would assist with the tendering process.

No update given.

Due to time constraints, this item was set aside for update at the next board meeting.

Deferred until next meeting.

Deferred until next meeting.

### **5.iii. 2015/2016 Traffic count exercise**

The DMD advised SEMIC was chosen to conduct the Traffic Data Collection exercise for US\$171,471.14 and it was anticipated the contract would be signed in December for works to begin in February. This amount was approximately CI\$78,500.00 less than the amount set aside in the budget.

The DMD advised works was schedule to begin 2 February.

Traffic Count to begin this Sunday.

The DMD advised they were now at the turning movement stage, where they were using the strips. This was being done in George Town and West Bay.



Board Members suggested the MD contact the Police department and request no road closures where the counts were taking place.

The DMD advised the last of the intersections would be completed today with the tube counts wrapping up on Saturday. At that time SEMIC will send the data to their headquarters to ensure all data was collected and if it is necessary to obtain further information, which could be done while they were here. The DMD said he anticipated there would be a significant update the following week.

The DMD informed the board all works were completed and they were currently awaiting validation and a full report which was expected early May.

Deferred until next meeting.

## **6. Other Business**

### **6.i. CIAA/NRA Traffic Study – ORIA Terminal Site & Adjacent Roads**

Board Members were informed by the Chairman that he had met with the CIAA board and had walked them through the map and the Members were appreciative of what the NRA wants to do. He further advised that while the procurement and management of the traffic study would be handled by AMR the contract for actual works of the Traffic Study would have to be publically be advertised.

The MD advised that the deadline for responses to the RFP for traffic engineering services had been 4:30p the previous day had but been extended until 20<sup>th</sup> February 2016.

MD stated that AMR's quote significantly less than anticipated. He further stated he will be speaking with Miss Shammarah McCarthy to engage AMR today and will check his emails to see if the draft was received. Also, because cost is so much less than expected the thought is to push ahead with the RFP given the traffic count. Chairman noted that the AMR quote was [REDACTED] less than the [REDACTED]

The MD advised the contract was signed with AMR on 17<sup>th</sup> February.

The MD advised consultants for the project would be arriving on the following Monday with a kick off meeting on Wednesday.

Deferred until next meeting.

Deferred until next meeting.

### **6.ii. CIG/Dart/NRA Agreement – 3<sup>rd</sup> amendment**

Board Members discussed the terms of the contract and their concerns in the verbiage of the announcement which assumes that Dart will be paying for the construction of the extension.

The MD advised on the updated figures relating to cost of the expansion without the additions of walls, etc. as requested during the Extra-Ordinary Meeting on 19 November. A figure of which is \$8.9 million. The MD explained he requested the land acquisitions from Butterfield to ACR and he returned with a figure of \$2.8 million, with the acquisitions more on the east side of the road.

The MD showed the proposal of 100ft cross section from Butterfield to ACR. There were further discussions on land acquisitions. The Chairman asked when the MD would be able to meet with Jon Hall from Lands & Survey with regards to the land acquisitions on the west side of the road as the numbers we present are key to the agreement going forward.

The Chairman asked if he understood that the current levels were not available and suggested that it would be worthwhile to have someone go out and measure the levels every 500 ft. to ascertain what is needed to bring the road up; this should be done as soon as possible.

The Chairman requested the MD confirm by Monday and the MD agreed he would try and provide the information by then.

The DMD updated Board Members on the report regarding the 5 leg round-about and advised this would cause traffic conflict. The only way for this to work would be to make the round-a-bout egg shaped. He advised he has informed Dart who are currently working on the amendment to the drawing.

The MD presented drawings which illustrated the cross section, projections and recommendations:

Construction costs to widen existing **80'** ROW TO 4 Lanes: **CI \$5.05M**  
Acquire 20' of ROW to allow build-out to **100'**: **CI \$2.877 M (As per L&S Estimate)**  
Construction costs to widen future **20'** ROW to allow for 6 Lanes: **CI \$1.1M**

Total Cost: **CI \$9,027,000**

The Chairman advised the MD to develop a cross section which would include 6 lanes and explain the values to both cross sections for the board to review.

The MD advised Board Members the Minister had queried paving 6 lanes if they were not scheduled to be in immediate operation. The MD had advised him the best way forward was to acquire the land now for the 6 lanes. He further advised work would not commence until there was an agreement on price and instructed the MD to prepare a revised cost estimate for all works.

The Chairman asked the MD who would have oversight of the project. The Board recommended that the MD:

- revise the estimate to make provision for project management; and
- employ a suitable individual on a two-three (2-3) year basis.

Chairman asked the MD if he discussed the numbers with Director Hydes and the MD replied that he had.

No update given.

Director Hydes advised Board Members that they were waiting on a report from PWC.

Deferred until next meeting.

Deferred until next meeting.

**6.iii. Legal Action –** [S.23(1)]

The MD advised that the consensus was that the compensation agreement was valid. However, did not prescribe a specific access point. Board Members discussed other access options based on drawings presented by the MD. The Board directed the MD develop on the recommendations discussed by the Board and produce:

- a proposal which should include the possibility of the land owner having to relinquish property for a deceleration and acceleration lanes; and
- a proposal providing access from local roads and linking into N Sound Rd but with no access to the ET Hwy.

MD stated that they are expecting a response from this meeting and proceeded to read a recent email received from Chief Financial Officer [S.23(1)] for [S.23(1)]. He went on to say they were shown the proposal based on the 3<sup>rd</sup> Amendment that explains the Deceleration lane and the Acceleration lane which they did not approve. The MD further stated that [S.23(1)] wants a time frame of completion and the purpose of their initial purchase was to place a propane holding tanks at the location but has since purchased property in the Industrial area off Sparky Drive and as such may not have to use that area for the original purpose again. The MD stated that we informed [S.23(1)] access cannot be given until after the road has been built. Chairman stated that they are entitled to compensation if the access is not given and that we could offer and invite for them to look at the differentials etc.

Chairman asked Director Hydes had he ran this by the Minister. MD added that to establish a cost based on 2 things: Access for [S.23(1)] only or consider the costs of having to pay both [S.23(1)] etc. for the alternative option. He noted that the latter would incur much higher costs on the government. Chairman asked the MD if he believed that if we proceeded with the Blue Access as indicated in the drawings, if costs would be incurred for government/NRA. He went on to ask if we can initiate a hold off. MD stated that the Standstill is what they want to oppose. MD said if we set precedence with [S.23(1)] we will have to do same with [S.23(1)]. Chairman asked for thoughts from the board on the Standstill? To move forward with a hold – all were in agreement. He said we are at the point of finalizing

██████████ and the best interest of the standstill is for 90 or days in which they can proceed to seek remedies etc. He asked the boards opinion...all members agreed.

No update given.

The MD advised the standstill was executed.

Deferred until next meeting.

Deferred until next meeting.

**6.iv. Proposed revision to CUC/NRA costs re utility re-location**

The Chairman advised as he was still in discussions with the Director of ERA and therefore differed this until he obtained further information.

Put off until next week to which the Chairman proposed an Extraordinary Meeting. All except Director Panton stated they were available for the 4<sup>th</sup> of February.

No update given.

Due to time limitations no update was given.

Deferred until next meeting.

Deferred until next meeting.

**6.v. Late Claim for Compensation – Block 11E Parcel ██████████ (Brac)**

The Chairman directed the MD to inquire from Lands & Survey if the property owner received the proper notification and revert.

The DMD advised they had not received any further update from Lands & Survey.

Acting Executive Secretary informed Board Members that following a request to Mr. Hall regarding whether the property owners were notified via registered mail, he replied that notices were sent; however no responses were received.

The Chairman directed the Executive Secretary to inquire about the process of registered mail to determine acknowledgment of the mail and whether information is returned to the sender once it's received; and if this process was in effect in 2013 when the letters should have been mailed. He further directed her that once she was in possession of the information to contact Mr. Hall to confirm delivery of the letter by registered mail and whether there was confirmation of receipt by the property owners.

Deferred until next meeting.

**6.vi. Late Claim for Compensation – S.23(1)**

Deferred until next meeting.

**6.vii. Dart Presentation of Pedestrian Underpass: Ray Howe & Jackie Doak**

The MD displayed drawings with the additional specifics that were requested from Dart and addressed concerns regarding the Harquail Theatre access. The Chairman asked what was the purpose of the presentation and site visit and whether the MD provided them with the criteria of different levels. The MD advised he had provided them with the levels. The Chairman advised the MD to find out when they could meet with the board and revert.

Deferred until next meeting.

Deferred until next meeting.

**6.viii. ETH Site Visit with NRA Site Engineer Consultant; Schmarrah McCarthy of AMR**

Due to time limitations the MD briefly updated Board Members on the progress made so far by the consultant. He reported she was now employed for 2 weeks and he had received a number of reports from her during that time. She was on site for 3 hours per day with the freedom to inspect the progress of the project.

Deferred until next meeting.

Deferred until next meeting.

**6.ix. NRA Compound Plans**

This item was put aside until the next board meeting.

Deferred until next meeting.

Deferred until next meeting.

**6.x. Executive Secretary update**

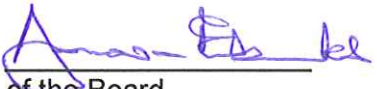
The Chairman explained it was necessary for a resolution for the appointment of Acting Executive Secretary as the appointment expired on the 30<sup>th</sup> September 2015. Board Members unanimously voted for Ms. Julie Campbell, HRM to continue the appointment retroactive from 1<sup>st</sup> October 2015 until 30<sup>th</sup> September 2016.


**7. Date of next meeting**

The next extra-ordinary meeting proposed is 20<sup>th</sup> April to discuss:

- i. Post-retirement health benefits
- ii. Fleet operations

The meeting adjourned at 12:00pm.

Signature   
Chairman of the Board  
Confirmation of minutes: 12 May 2016  
Date: 12 May 2016

Signature   
HR Manager (Acting Exec. Secretary)  
Seconded: Confirmation of minutes  
Date: 12 May 2016