

MINUTES

NATIONAL ROADS AUTHORITY

BOARD OF DIRECTORS MEETING #413 THURSDAY, 18 SEPTEMBER 2025

A meeting of the **Board of Directors of the National Roads Authority (NRA)** was called and held at the NRA's Administration Building, Boardroom, 370 North Sound Road, George Town, Grand Cayman, Cayman Islands (CI) (the "**Authority**") on **18 September 2025** at 10:00 AM. The meeting was also held remotely via Zoom (the "**NRA Board Meeting**" or the "**Meeting**").

1. OPENING OF THE MEETING

WELCOME AND CALL TO ORDER

- 1.1 It was noted that due to unforeseen circumstances the meeting would be delayed by one (1) hour.
- 1.2 The Chairman welcomed the members of the Board which consist of voting members (the "**NRA Board of Directors**") and non-voting representatives from CI Government (CIG) and the Authority (the "**NRA Board Members**") that were in attendance (with each being a "**Director**" or a "**Member**" respectively, and together, the "**NRA Board**" or the "**Board**"). **The Meeting was called to order at 11:15 AM.**
- 1.3 The Chairman proceeded with the Meeting and confirmed that Ms. LeSanneo McLaughlin, the convening Executive Secretary to the NRA Board (the "**Secretary**"), was present for the purpose of recording the minutes.

2. NOTICE AND QUORUM

ATTENDANCE AND APOLOGIES

- 2.1 With the Meeting now open, it was recognized that seven (7) Members of the NRA Board were present either in-person and/or via Zoom; while four (4) Members tendered their apologies:

Present (Attendees)

1. Mr. Richard Parchment – Chairman
2. Mr. Stanley Panton – Deputy Chairman
3. Mr. Kelvin Dixon – Director (via Zoom)
4. Mr. Peter Campbell – Director
5. Mr. Dominic Williams – Director
6. Mr. Alfred Dane Walton – Director (via Zoom)
7. Mr. Edward Howard – NRA Managing Director (MD)
(non-voting)
8. Ms. LeSanneo McLaughlin – Executive Secretary
(non-voting)

Apologies (Absentees)

9. Mrs. Heidi Hunte-Webster – Director
10. Mr. Paul 'Andy' Bodden – Director
11. Ms. Andrea Fa'amoe – Deputy Chief Officer, PLAHI (non-voting)
12. CIG Ex-Officio – Financial Secretary or Designate (non-voting)

QUORUM ESTABLISHED

- 2.2 The Chairman confirmed that the NRA Board Meeting was quorate.
- 2.3 **IT WAS RESOLVED** that in accordance with Section 8 (1) (6) (8) of the National Roads Authority Act (2024 Revision), the Meeting could proceed.

INVITED ATTENDEE(S)

2.4 It was further noted that the following **CIG Departmental Representatives** were invited to attend and present at this Meeting at their allotted time:

- Mrs. Ruth Watson - Chief Valuation Officer (CVO), Department of Lands and Survey (LSD)
- Mr. Jairus Ndoma - Senior Valuation Officer (SVO), LSD

3. DISCLOSURE OF CONFLICT OF INTEREST

3.1 The Chairman referred to conflicts of interest and queried whether any Member had a conflict to disclose.

3.2 [Redacted - FOI Act S23] advised of his conflicts with the LSD claims for both of the [FOI S23] properties; while the wider Board declared that there were none.

3.3 The Chairman advised, should any further conflicts arise during the Meeting to declared it at that time.

4. RATIFICATION OF MINUTES: 21 AUSUT 2025

4.1 The Chairman proceeded and referred to the minutes of the previous meeting which was held on 21 August 2025 (respectively, the “**Prior Minutes**” and the “**Prior Meeting**”).

4.2 Given the unavailability of the final draft and the time restraints, the Prior Minutes were deferred to the next meeting.

5. MATTERS ARISING FROM THE PRIOR MEETING

5.1 The above-mentioned was deferred to the next meeting.

6. LANDS AND SURVEY – PRESENTATION OF CLAIMS

6.1 The Chairman welcomed CVO Watson and SVO Ndoma (together, the “**LSD Team**”) to the Meeting at 11:15 AM. It was noted that the memo(s) provided indicated the boundary points (BP) that affected the respective properties which were due to the Gazetted road openings/widenings in that area. The compensation claim(s) being presented were as follows:

- a) [Redacted - FOI Act S23]
- b) [Redacted - FOI Act S23]
- c) [Redacted - FOI Act S23]
- d) [Redacted - FOI Act S23]

6.2 It was established that a **Notice of Intention** to make a claim for compensation is processed via the **Schedule Form A** (the “**Form A**”) of the Roads (Forms for Compensation) Regulations (1998 Revision) of Section 9(1), Roads Law (2005 Revision) (the “**Roads Act**”); and via the **Schedule Form B** for a **Claim for Compensation**, Section 9(2) of the Roads Act (the “**Form B**”).

CLAIM FOR COMPENSATION – [Redacted - FOI Act S23] **– PROPOSED EXTENSION TO THE** [FOI S23]
 [Redacted - FOI Act S23] – [Redacted - FOI Act S23] [Redacted - FOI Act S23] – [FOI S23]
 [FOI S23] – [Redacted - FOI Act S23]

6.3 CVO Watson proceeded with presenting the above-captioned. It was noted that the supporting documents were attached to the memo for [Redacted - FOI Act S23].

- 6.4 By way of background on the proceedings, on [Redacted - FOI Act S23] (the “**Declared Date**”), a Section 3 and a Section 6 Notice of the Roads Act were published, indicating that [Redacted - FOI Act S23] was to be acquired for the proposed road scheme.
- 6.5 On the declared date, the parcel was undeveloped and lightly vegetated. It was zoned Low Density Residential (LDR) and at the date of gazette. The parcel was registered to [Redacted - FOI Act S23] [Redacted - FOI Act S23].
- 6.6 Regarding the validity of the property through inheritance, it was believed the Claimant is entitled as a beneficiary of the estate under Section 29 of the Succession Act (2021 Revision) because as his wife, she is entitled to the residuary estate of the intestate.
- 6.7 [Redacted - FOI Act S23] - A **Form A** (Notice of Intent) was filed by [Redacted - FOI Act S23] prior.
- 6.8 [Redacted - FOI Act S23] - [Redacted - FOI Act S23] transferred the property to his wife, [Redacted - FOI Act S23] [Redacted - FOI Act S23]. The property is now in the name of [Redacted - FOI Act S23].
- 6.9 [Redacted - FOI Act S23] - A **Form B** (Claim for Compensation) was submitted by [Redacted - FOI Act S23] (the “**Claimant**”) with a claimed amount of [Redacted - FOI Act S23] for the market value at [Redacted - FOI Act S23] [Redacted - FOI Act S23] of the acquired land [Redacted - FOI Act S23] on the Declared Date. This initial Form B also indicated that the Claimant’s request for a one-stage assessment. This was supported by a letter (dated [Redacted - FOI Act S23]) prepared by the Claimant’s agent ([Redacted - FOI Act S23]), which detailed the amount claimed as [Redacted - FOI Act S23] for the value of the land taken.
- 6.10 [Redacted - FOI Act S23] - A revised **Form B** (dated [Redacted - FOI Act S23]) was submitted by the Claimant and the agent with revised claim of [Redacted - FOI Act S23], with [Redacted - FOI Act S23] for the land already taken (of their revised area of [Redacted - FOI Act S23]) (the “**Claim**”).
- 6.11 It was noted that a letter (dated [Redacted - FOI Act S23]) highlighting the particulars was attached to the revised Form B. The letter explained that discussions between the Claimant and the Minister of PLAHI occurred and the Claimant wish to proceed with the Claim on the basis for the land already taken for road purposes only and to retain ownership of the remainder of the parcel.
- 6.12 It was noted that there were separate claims for severance of [Redacted - FOI Act S23] for the portion of land to the south of the road corridor, and a balance of [Redacted - FOI Act S23] which was not clarified as to what this was for by the Claimant. In addition, further claims would follow for loss of trees and the Claimant’s time (the “**Heads of Claim**”). The Claimant requested a two-stage claim based on a revised partial land taken. As there were concerns raised regarding the various claims submitted, a discussion ensued amongst the Board.
- 6.13 **Confirmation of Retained Land** - The NRA confirmed that the portion of [Redacted - FOI Act S23], which can be retained by the Claimant is approximately [Redacted - FOI Act S23] and the calculated **revised area of the land taken is approximately** [Redacted - FOI Act S23].
- 6.14 With the revised Claim and confirmation from the NRA of the land to be retained by the Claimant, the LSD made an initial offer for the land already taken at [Redacted - FOI Act S23], and subsequently increased it to [Redacted - FOI Act S23] based on a review of the evidence. The Claimant reluctantly suggested they would **accept** [Redacted - FOI Act S23] with their agreement to waive all other Heads of Claim.
- 6.15 Having reviewed all the evidence, the LSD is of the opinion that [Redacted - FOI Act S23] should be accepted for the market value of the land taken and based on the Claimant’s agreement to waive all other Heads of Claim.

- 6.16 CVO Watson advised that the LSD believe that there could be a potential claim for injurious affection on the retained land due to increased traffic/noise and increased road setbacks from both the new **FOI S23** road and the widening of **FOI Act S23**; which could in turn reduce the value of the retain land.
- 6.17 It was further noted that the family advised of their grievances and believe they were treated unfairly during the process and the CIG has not acted in good faith during any stage of this negotiation and/or taking of their land. The Claimant has made a complaint to the Ombudsman and it is being investigated.
- 6.18 The LSD recommended the approval of the payment of **Redacted - FOI Act S23** **Redacted - FOI Act S23** as compensation for the market value of the land taken, with all other heads of claim being waived. This excludes professional fees, which we are still pending receipt and will be presented to the NRA Board for review and approval in due course.
- 6.19 The LSD also recommended the acceptance of the Claimant's request to **amend the Claim from a one-stage assessment to the two-stage assessment**, and to provide a confirmation on when the widening of **FOI Act S23** (as a public road) will be done.
- 6.20 The Board reviewed and agreed to accept the recommendations and the Claim as per Section 8(1), Roads Act.
- 6.21 **IT WAS RESOLVED** by the NRA Board to accept the recommendation of the LSD for a **two-stage compensation payment**, with the first amount of **Redacted - FOI Act S23**, to be disbursed by the outlined time-frame given by the LSD.
- 6.22 The NRA will undertake the **FOI Act S23** public road construction of **FOI Act S23** by the **FOI Act S23**.
- 6.23 **IT WAS FURTHER RESOLVED** by the NRA Board that the above-mentioned Claim be **approved**.
- 6.24 Moved by **FOI Act S23** and seconded by **FOI Act S23**.

CLAIM FOR COMPENSATION – **Redacted - FOI Act S23 – PROPOSED ROAD OPENING OF **Redacted - FOI Act S23****

- 6.25 CVO Watson proceeded with the above-captioned claim. It was noted that the supporting documents were attached to the memo for **Redacted - FOI Act S23**. On the declared date, **FOI S23**, a Section 3 Notice of the Roads Act was published, indicating the proposed road opening of **Redacted - FOI Act S23**. The parcel is registered to **Redacted - FOI Act S23** (the "Claimant").
- 6.26 **FOI S23** was a developed LDR parcel with a residential building extending to **FOI Act S23**. As per the Section 3 Notice, the area of land take was approximately less than **FOI S23**. A Section 5 Notice with the Prescribed Composite Maps (PCM **FOI S23**) was Gazetted on **FOI Act S23** which indicated that the actual land taken was **FOI Act S23**. This is the area that used for the LSD assessment.
- 6.27 **FOI S23** was an undeveloped, densely vegetated parcel of land which was zoned LDR. As per the Section 3 Notice, the area of land take was approximately less than **FOI S23**. The Section 5 Notice (PCM **FOI S23**) was Gazetted on **Redacted - FOI Act S23** and indicated that the actual land taken was **FOI Act S23**.
- 6.28 Subsequently, the LSD was advised by the Chief Surveyor that the Section 5 Notice rounded the land taken to two (2) decimal places from **Redacted - FOI Act S23** to **FOI S23**.

- 6.29 LSD based their assessment on the actual land take of [FOI Act S23]. The claim presented was a combined amount for the [FOI Act S23]. The Claimant requested a one-stage assessment. There were no heads of claims.
- 6.30 The LSD recommended the one-stage assessment and the total compensation of [FOI Act S23] as a full and final settlement; [FOI Act S23] to the Claimant and [FOI Act S23] for the [FOI S23] professional fees (the “Claim”).
- 6.31 **IT WAS RESOLVED** by the NRA Board that the above-mentioned Claim be **approved**. The decision was unopposed.
- 6.32 Moved by [Redacted - FOI Act S23] and seconded by [FOI Act S23]. The decision was unopposed.
- 6.33 The Chairman referred to the remaining claims for the [FOI S23] properties.
- 6.34 **DIRECTOR RECUSAL:** [Redacted - FOI Act S23] declared his conflict of interest for both matters and exited the Meeting.

CLAIM FOR COMPENSATION – [Redacted - FOI Act S23] – PROPOSED [FOI S23] EXTENSION
 [Redacted - FOI Act S23] – [Redacted - FOI Act S23]

- 6.35 CVO Watson proceeded with the above-captioned claim. It was noted that the supporting documents were attached to the memo for [Redacted - FOI Act S23].
- 6.36 It was noted that on the declared date, [FOI Act S23], a Section 3 and 6 Notice of the Roads Act were published, indicating the proposed road for [FOI S23] extension and [FOI Act S23] connector near [FOI Act S23]. The affected parcel had an area of [Redacted - FOI Act S23] and was zoned as a LDR area. It is registered to [Redacted - FOI Act S23] (the “Claimant”).
- 6.37 The Claimant submitted a **Form A** (Notice of Intention) and **Form B** (Claim for Compensation) on [FOI Act S23] for the amount of [Redacted - FOI Act S23] at the market value of the acquired land on the declared date.
- 6.38 Following a review, the LSD made an offer of [Redacted - FOI Act S23]. The LSD recommended payment of [FOI Act S23] for compensation (the “Claim”).
- 6.39 **IT WAS RESOLVED** by the NRA Board that the above-mentioned Claim be **approved**. The decision was unopposed.
- 6.40 Moved by [FOI Act S23] and seconded by [FOI Act S23]. The decision was unopposed.

CLAIM FOR COMPENSATION – [Redacted - FOI Act S23] – PROPOSED [FOI S23] EXTENSION
 [Redacted - FOI Act S23] – [FOI Act S23] – [FOI Act S23]

- 6.41 CVO Watson proceeded with the above-captioned claim. It was noted that the supporting documents were attached to the memo for [Redacted - FOI Act S23].
- 6.42 On the declared date, [FOI Act S23], a Section 3 and 6 Notice of the Roads Act were published, indicating that [Redacted - FOI Act S23] was to be acquired for the proposed Road Scheme for [FOI S23] extension and [FOI Act S23] connector near [FOI Act S23].
- 6.43 The parcel was zoned as a LDR area and is registered to [Redacted - FOI Act S23] [FOI Act S23] (the “Claimant”).

- 6.44 The Claimant submitted a **Form A** (Notice of Intention) and **Form B** (Claim for Compensation) on [Redacted - FOI Act S23] for the amount of [Redacted - FOI Act S23] at the market value for the [Redacted - FOI Act S23] of land on the declared date (the "**Claim**").
- 6.45 Following a review, the LSD made an offer of [Redacted - FOI Act S23]. The Claimant rejected the offer and further negotiations ensued: [Redacted - FOI Act S23] and [Redacted - FOI Act S23].
- 6.46 The LSD recommended that, given the substantial difference with the purposed negotiated amounts, that the matter be referred to the Roads Assessment Committee (RAC) for determination.
- 6.47 **IT WAS RESOLVED** by the NRA Board that the above-mentioned Claim for referral to the RAC be **approved**. The decision was unopposed.
- 6.48 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23]. The decision was unopposed.
- 6.49 The MD confirmed that the respective approved claim letters will be provided to CVO Watson following the Meeting.
- 6.50 As there were no further matters for consideration the Chairman thanked the LSD Team for their presentations and they left the Meeting at 12:10 PM.
- 6.51 [Redacted - FOI Act S23] returned to the Meeting.

7. RECRUITMENT UPDATE: NRA DEPUTY MD INTRODUCTION

- 7.1 The Chairman referred to the above-captioned and invited the new NRA Deputy MD (DMD) to the Meeting at 12:22 PM. The MD proceeded and introduced Mrs. Nafeesa Rafeeq, DMD to the Board.
- 7.2 The DMD provided a highlight of her background and noted her aim in assisting the MD with the progressions of NRA. The Board welcomed the DMD and a discussion ensued.
- 7.3 When the introduction concluded, the Chairman thanked the DMD for her attendance and she left the Meeting at 12:31 PM.

8. CHAIRMAN UPDATES

- 8.1 The Chairman referred to the above-captioned and requested that the Secretary leave the Meeting at this time. It was noted that there were concerns the Chairman wished to discuss with the Board and the MD.

SECRETARY RECUSAL

- 8.2 The Secretary left the Meeting at 12:32 PM and returned when informed by a Board Member at 12:37 PM.
- 8.3 The Chairman advised that he had no further matters to bring to the Board's attention.

9. NRA MD PROJECT UPDATES

- 9.1 The Chairman referred to the general updates and road projects of NRA (the "**Road Projects**") and welcomed the MD to provide an update. It was noted that supporting documentation and/or road maps were provided and outlined at the Meeting.

PROJECT FUNDING

- 9.2 **Project Funding** – An update will be provided once the approved funding is announced. Capital projects were still at a halt and concerns were raised regarding the unfinished and pending road projects.

NRA BOARD GOVERNANCE POLICIES

9.3 NRA Board Governance Policies – The MD referred to the NRA Board Governance Charter Policies:

- NRA Board Charter Policy
- NRA Board Risk Register
- Audit and Risk Charter Policy: Subcommittee
- Human Resources Charter Policy: Subcommittee
- Vehicles and Fleet Charter Policy: Subcommittee

9.4 It was noted that the above draft documents were provided to the Board for review and comments. The MD advised that once the revisions were completed that the finalized Governance Charter Policies would be implemented.

9.5 The Chairman advised that the format of the Audit and Risk Charter Policy was created by the Secretary and requested that the same format be applied to all of the Governance Charter Policies once they are finalized. The Secretary agreed to implementing the format accordingly.

9.6 The Chairman made a query regarding Board training, specifically for new appointed members. A discussion ensued and it was noted that it was the responsibility of the Ministries and not the Boards. The MD advised that a confirmation would be provided.

ROAD CODES (REVISIONS/AMENDMENTS)

9.7 **New Road Codes** – Due to time restraints, this item was deferred to the next meeting.

PEDESTRIAN/CROSSWALK DESIGN

9.8 **Pedestrian/Crosswalk Design** – The MD presented the pedestrian/crosswalk design and provided the Board with an update on the confirmed layouts. A discussion ensued amongst the Board regarding current pedestrian locations and accident concerns. It was recommended that a few of the pedestrian crossings be moved due to safety and practical concerns. The MD advised that the NRA was currently working on addressing these concerns and noted a few of the implemented solutions to the Board.

9.9 There were no further MD matters to bring to the Board's attention.

10. ANY OTHER BUSINESS

10.1 The Chairman referred to any other business and queried as to whether there were any further matters to bring to the Board's attention.

10.2 There were none.

11. DATE OF NEXT MEETING

11.1 The next monthly meeting of the Board is scheduled for **Thursday, 16 October 2025 at 10:00 AM**, as Directors' schedules permit.

12. CLOSE OF THE MEETING

12.1 With there being no further business, the Meeting ended at 1:40 PM.


CHAIRMAN

Mr. Richard Parchment


EXECUTIVE SECRETARY

Ms. LeSanneo McLaughlin

RATIFICATION DATE: 16 OCTOBER 2025

NRA ADMINISTRATION BUILDING | 370 NORTH SOUND ROAD | GRAND CAYMAN