

MINUTES

NATIONAL ROADS AUTHORITY

BOARD OF DIRECTORS MEETING #414 THURSDAY, 16 OCTOBER 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 **16 October 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 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 10:12 AM.**
- 1.2 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 ten (**10**) Members of the NRA Board were present either in-person and/or via Zoom; while two (**2**) 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. Paul 'Andy' Bodden – Director
8. Mr. Edward Howard – NRA Managing Director (MD) (non-voting)
9. Mr. Tristan Hydes – Deputy Chief Officer, PLAHI (non-voting)
10. Ms. LeSanneo McLaughlin – Executive Secretary (non-voting)

Apologies (Absentees)

11. Mrs. Heidi Hunte-Webster – Director
12. Ms. Andrea Fa'amoe – Chief Officer's Designate for Ministry of Planning, Lands, Agriculture, Housing and Infrastructure (PLAHI) (non-voting)
13. 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, however, have sent their apologies in advance due to other commitments:

- 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 the conflicts of interest and queried whether any Member had a conflict to disclose.

3.2 [Redacted - FOI Act S23] and [Redacted - FOI Act S23] advised of their conflicts with the LSD claims for both of the [Redacted - FOI Act 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 AND 18 SEPTEMBER 2025

4.1 The Chairman proceeded and referred to the minutes of the previous meetings which were held on **21 August 2025** and **18 September 2025** (respectively, the “**Prior Minutes**” and the “**Prior Meeting**”).

21 AUGUST 2025 BOARD MINUTES

4.2 The Chairman queried whether there were any amendments to the minutes of 21 August 2025 to highlight. The Board confirmed that there were no amendments to note. The Chairman proceeded with the ratification of the minutes.

4.3 **IT WAS RESOLVED** that the minutes of **21 August 2025** be ratified.

4.4 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23]. The decision was unopposed.

18 SEPTEMBER 2025 BOARD MINUTES

4.5 The Chairman proceeded and queried whether there were any amendments to the Prior Minutes of 18 September 2025 to highlight.

4.6 A Director made recommendations for adjustments on sections 6.5 and 9.8. The Secretary agreed to review and make the suggested changes.

4.7 **IT WAS RESOLVED** that subject to the minor amendments, the Prior Minutes of **18 September 2025** be ratified.

4.8 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23]. The decision was unopposed.

5. MATTERS ARISING FROM THE PRIOR MEETING

5.1 The Chairman referred to matters arising from the Prior Meetings (21 August 2025 and 18 September 2025). The Board confirmed there were none.

5.2 The Chairman noted that the minutes presented are very detailed and recommend that when the minutes are this comprehensive that they be provided earlier.

5.3 The Secretary stated of her apologies with the delay in distribution and advised that she was on leave overseas in August and September 2025 which resulted in the delays. The Secretary also confirmed that the 21 August 2025 Minutes were sent in advance and the 18 September 2025 Minutes were regrettably sent the evening before this Meeting.

5.4 The Chairman proceeded and requested that the MD provide an update on the action items (the “Action Point” or “AP”).

21 AUGUST 2025 ACTION ITEMS

5.5 **21 August 2025** - It was noted that there were seven (7) Action Points; and **AP 1, 3 and 7** were completed and closed.

5.6 For **AP 2** on the LSD Claim ([REDACTED - FOI Act S23]) for the MD to provide any historical received over the period for this matter, it was noted that the LSD received this information and the action item would be closed.

5.7 For **AP 4**, regarding supplementary budget, it was noted that the supplementary funding was received but it was less than expected. The deficit in funding will result in a delay in a few of the road projects that were in the pipeline. With an update provided on the funding received, the action item was closed.

5.8 For **AP 5**, on the six (6) NRA’s internal procedures and policies to be presented by the Chief Human Resources Office (CHRO) and the MD, it was noted that this was again deferred to a future meeting as four (4) of the policies was out for tender for drafting. The action item would remain open.

5.9 For **AP 6**, regarding the Board concerns raised, the following was noted:

- **Smith Cove** – Roadside and parking at Smith Cove. Repaving and additional designated parking was recommended. An update was provided.
- **Countryside** – Number of accidents that have occurred by Countryside corner. An update was provided.
- **Appeal Processes** – For the appeal process between the Planning Department (Planning), PLAHI, and NRA, it was recommended that the appropriate mechanisms are put in place so that all stakeholders are on the same accord. A discussion ensued amongst the Board.

5.10 Regarding the appeal process mentioned, the MD advised that he is not aware of the recommendations on projects at Planning. The MD further advised that he does not receive detailed information on the projects and as a result this leads to the additional leg work and delays.

5.11 A Director recommended that the MD be added to the specific internal exchanges so that there is no break in the communications between Planning, PLAHI and NRA.

18 SEPTEMBER 2025 ACTION ITEMS

5.12 **18 September 2025** - It was noted that there were eight (8) Action Points; and **AP 1 thru 4 and AP8** were completed and closed.

5.13 **AP 5** was in regards to the NRA Board Governance Charter Policies. The MD provided an update and advised that all the Charter Policies were sent to the Office of the Auditor General (OAG) for review and he was still awaiting their feedback. Until these are finalized, this action item would remain open.

5.14 **AP 6** is in relation to AP 5’s Charter Policies. It was noted that the Audit Risk Charter Policy format was done by the Secretary. The Chairman and the Board was satisfied with this format and requested that the Secretary apply this to all the Charter Policies once they were finalized. This action item would therefore, remain open.

5.15 For **AP 7**, regarding the New Road Codes, it was noted that this would be presented at the Meeting under the MD’s updates. The action item can therefore be closed.

BROUGHT FORWARD ACTION ITEM

- 5.16 **Brought Forward APs** - It was noted that there was a brought forward action items from the Board meetings of 22 May 2025, 19 June 2025 and 17 July 2025.
- 5.17 **22 May 2025** – The was one outstanding action item, **AP 4**, regarding the presentation on the Roads Act amendments was again deferred. The action item remains open.
- 5.18 **19 June 2025** – There were six (6) outstanding action items. **AP 2, 5, and 9** were all in relation to the policy drafts and budget updates which was noted earlier at the Meeting.
- 5.19 **AP 9** regarding the budget will be presented at this Meeting and therefore can be closed; while **AP 2 and 5**, regarding the internal policies, would remain open until they were concluded.
- 5.20 For **AP 6**, regarding the NRA Financial Report update, this was presented at the Meeting and therefore the action item was closed.
- 5.21 For **AP 8**, regarding an update on the road access for the Escala development was provided at the Prior Meeting and would remain open.
- 5.22 **17 July 2025** – There were four (4) outstanding action items: **AP 2, 4, 5 and 7**.
- 5.23 For **AP 2**, regarding the six (6) NRA’s internal procedures and policies to be presented by the Chief Human Resources Office (CHRO) and the MD, and the request for the Consultant who is assisting in drafting the policies attend a separate meeting in advance of the finalized policies, this remains open.
- 5.24 For **AP 4**, regarding supplementary budget, it was noted that the supplementary funding was received at the Meeting and therefore the action item would be closed.
- 5.25 For **AP 5**, regarding the Board subcommittees, as noted at the Prior Meeting, this would be revisited once Cabinet confirms the appointed members for the upcoming term. The action item would therefore, remain open.
- 5.26 For **AP 7**, regarding the uniform design for all pedestrian crossings and signage being placed at all speed-bumps, the MD provided an update at the Prior Meeting and therefore this was closed.
- 5.27 There were no further matters to bring to the Board’s attention.

6. LANDS AND SURVEY – PRESENTATION OF CLAIMS

- 6.1 The Chairman advised the Board that the LSD claim submissions would be reviewed in the absence of the LSD Team.
- 6.2 It was noted that the memo(s) that were provided by the LSD indicated the boundary points (BP) that affected the respective properties which were Gazetted for road openings/widenings in that area. The compensation claim(s) being reviewed were as follows:
- a) Redacted - FOI Act S23
 - b) Redacted - FOI Act S23
 - c) Redacted - FOI Act S23
- 6.3 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**”).

LATE: CLAIM FOR COMPENSATION – [Redacted - FOI Act S23] **– PROPOSED ROAD OPENING –**
 [Redacted - FOI Act S23] – [Redacted - FOI Act S23]

- 6.4 According to the information provided by the LSD, on the declared date, [Redacted - FOI Act S23], a Section 3 Notice of the Roads Act was published, indicating the proposed road opening of [Redacted - FOI Act S23] [FOI S23].
- 6.5 It was highlighted that during the initial application on [Redacted - FOI Act S23], a Form B with the incorrect information was submitted.
- 6.6 It was since revised and the correct Form B, dated [Redacted - FOI Act S23], was provided for [Redacted - FOI Act S23] [Redacted - FOI Act S23] (the “Claim”). The parcel is registered to [Redacted - FOI Act S23] (the “Claimant”).
- 6.7 The LSD recommended the approval of the revised Form B which was received after the 1-year deadline. The Board reviewed the Claim together with its supporting documentation and was satisfied with the recommendation. The Board agreed to accept the late Claim as per Section 8(1), of the Roads Act.
- 6.8 **IT WAS RESOLVED** by the NRA Board that the above-mentioned Claim be **approved**. The decision was unopposed.
- 6.9 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23].
- 6.10 The Chairman referred to the remaining two (2) claims noting it was for the [FOI S23] properties.
- 6.11 **DIRECTOR RECUSAL:** [Redacted - FOI Act S23] and [Redacted - FOI Act S23] declared their conflict of interest for both matters and they exited the Meeting.

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

RAC REFERRAL

- 6.12 The Chairman proceeded with the above-captioned claim. It was noted that the supporting documents were attached to the memo for [Redacted - FOI Act S23].
- 6.13 The information highlighted that on the declared date, [Redacted - FOI Act S23], a Section 3 and 6 Notice of the Roads Act was published indicating that [Redacted - FOI Act S23] was to be acquired for the proposed Road Scheme for [Redacted - FOI Act S23] extension and [Redacted - FOI Act S23] connector near [Redacted - FOI Act S23].
- 6.14 The parcel was zoned as a Low Density Residential (LDR) area and is registered to [Redacted - FOI Act S23] [FOI S23] (the “Claimant”).
- 6.15 It was further highlighted that there were previous negotiations between the LSD and the Claimant, however, given the significant disparity between the LSD valuation and the Claimant’s current claim amount, the Claimant requested that the claim to be referred to the Roads Assessment Committee (RAC) (the “Claim”).
- 6.16 The LSD recommended that pursuant to Section 10 (1) of the Roads Act, that the Claim on the above-mentioned property be referred to the RAC for determination.
- 6.17 **IT WAS RESOLVED** by the NRA Board that the above-mentioned Claim for referral to the RAC be **approved**. The decision was unopposed.
- 6.18 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23].

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

- 6.19 The Chairman referred to the above-captioned claim. It was noted that the supporting documents were attached to the memo for [Redacted - FOI Act S23].
- 6.20 It was noted that on the declared date, [Redacted - FOI Act S23], a Section 3 and 6 Notice of the Roads Act were published indicating the proposed road for [Redacted - FOI Act S23] extension and [Redacted - FOI Act S23] connector near [Redacted - 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”).
- 6.21 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 of the acquired land on the declared date. Following a review, the LSD made an offer of [Redacted - FOI Act S23].
- 6.22 The LSD recommended payment of [Redacted - FOI Act S23] for compensation settlement (the “Claim”).
- 6.23 A Director queried whether this was the same parcel reviewed at the Prior Meeting. The Secretary confirmed that it was not. The Board subsequently agreed to this recommendation.
- 6.24 **IT WAS RESOLVED** by the NRA Board that the above-mentioned Claim be **approved**. The decision was unopposed.
- 6.25 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23].
- 6.26 The MD confirmed that the respective approved claim letters will be provided to CVO Watson following the Meeting.
- 6.27 The Chairman advised that there were no further LSD matters to bring to the Board’s attention.
- 6.28 [Redacted - FOI Act S23] and [Redacted - FOI Act S23] returned to the Meeting.

7. NRA BUDGET UPDATE

- 7.1 The Chairman referred to the above-captioned and invited the Deputy Chief Financial Officer (CFO), Mrs. Tatiana General, to the Meeting at 12:53 PM to provide the Board with an update on the NRA’s current financial position.
- 7.2 The DCFO presented a report on Q2 2025 financial year for NRA. A discussion ensued amongst the Board where the Deputy CFO provided additional clarity on the salient points of the report.
- 7.3 The Chairman thanked the Deputy CFO for her presentation and she left the Meeting at 1:07 PM.

8. CHAIRMAN UPDATES

- 8.1 The Chairman referred to the above-captioned and queried whether there was a NRA Team designated to the crosswalk items. The MD advised there were none at this time as they are focused on the Capital Projects.
- 8.2 A discussion ensued amongst the Board regarding the road projects and its progress. The MD advised that monthly reports are provided to Mr. Brian Chin Yee, the Chief Operations and Engineering Officer of NRA. A Director requested that these reports be circulated to the Board for informational purposes. The MD agreed.

SECRETARY RECUSAL

8.3 The Chairman advised that he had a few matters to bring to the attention of the MD and asked the Secretary to leave the Meeting. The Secretary left the Meeting at 1:27 PM and returned when informed by a Board Member at 1:48 PM.

RESIGNATION ANNOUNCEMENT

8.4 The Chairman announced his resignation to the Board and advised that he will be embarking on a role at the Office of the Premier. With this, the Chairman requested that the 20 November 2025 Board meeting be moved up a week earlier to accommodate his last meeting. The Board ensued into a discussion and wished the Chairman well.

8.5 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** – The MD advised that the NRA received **CI\$5.4 million** in supplementary funding. It was noted that this was a few million less than the requested amount and therefore, this will affect some of the road projects.

9.3 **Project Updates** – The MD provided an update on the following road works:

- **EWA to Hirst Road to Woodland Drive** – Woodland road to switch lanes once the new road is complete. Swales on Saddlewood and 36-in culverts are being installed. A sound wall to be added.
- **EWA to Agricola Connector** – The final roundabout was presented.
- **Crewe Road Roundabout** (by King's) – Being completed in October/November 2025.
- **Grand Harbour Roundabout** – In progress and should be completed soon.
- **Printers Way (East Bound)** – Concerns were raised. The Chairman recommended that stop signs be added. The MD advised that stop signs are not to be placed on roundabouts.
- **Bus Park** (by Countryside) – Layout presented and a discussion ensued. The Chairman requested that the revised version of the layout be sent to the Minister.
- **Frank Sound Beach** – Works in progress and should be completed soon.
- **Pop A Top** (West bay) – Four (4) way discussed.
- **Q4 2025 GTRI Works** – Revitalization upgrades in George Town presented.
- **Q4 2025 Project List** – A list was presented. The Chairman requested that the full NRA list be sent to the Board.

NRA BOARD GOVERNANCE POLICIES

9.4 **NRA Board Governance Policies** – The MD referred to the below 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

9.5 The MD noted, as mentioned under Action Items, the Charter Policies were with OAG and an update should be received in November 2025.

NRA INTERNAL POLICIES

9.6 NRA Internal Policies – The MD referred to the below listed Policies:

PENDING CONSULTANT REQUISITION AND INITIAL DRAFTING

- **Policy 1:** Drug Use Policy
- **Policy 2:** Employee Allowance Policy
- **Policy 3:** Employee Education/Learning and Development Policy + Forms (*Succession Strategy Plan*)
- **Policy 4:** Compensation and Benefits Policy

POLICIES ADDED BY THE CHRO: DRAFTS COMPLETED

- **Policy 5:** Community Policy and Sponsorship
- **Policy 6:** Internship Policy and Orientation Pack

9.7 The MD advised to date only two (2) of the policies were completed while the remaining policies 1 thru 4 were out for tender.

ROAD CODES (REVISIONS AND AMENDMENTS)

9.8 **New Road Codes** – The MD presented the New Road Codes. A discussion ensued amongst the Board during the various areas of the report. The MD advised that the finalized version will be circulated once all the amendments are made.

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 DCO Hydes (PLAHI) requested a reconsideration of the Redacted -
FOI Act S23 matter. A discussion ensued regarding vesting the land to NRA. The MD advised that it is not customary for the NRA to have land vested in their name. DCO Hydes (PLAHI) subsequently confirmed that the Cabinet approved the vesting of land to NRA at nil.

10.3 A Director mentioned that there were approximately Redacted - FOI Act S23 cars parked alongside Red Bay Road and requested that the owner be notified to have them moved.

10.4 **Preservation Project** - The MD noted that a Caymanian house would be moved and placed on the center of the roundabout between Bobby Thompson Way and Linford Pierson Highway. The MD further noted that it was scheduled to be moved on 15 November 2025.

10.5 DCO Hydes (PLAHI) requested an update a crab crossing on the Queens Highway, East End. The MD advised that this was being addressed.

11. DATE OF NEXT MEETING

11.1 The next monthly meeting of the Board is scheduled for **Thursday, 13 November 2025 at 10:00 AM**, as Directors’ schedules permit.

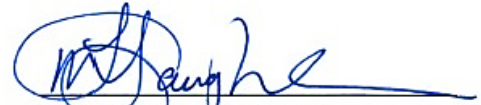
12. CLOSE OF THE MEETING

12.1 With there being no further business, the Meeting ended at 1:58 PM.



CHAIRMAN

Mr. Richard Parchment



EXECUTIVE SECRETARY

Ms. LeSanneo McLaughlin

RATIFICATION DATE: 13 NOVEMBER 2025