
**Minutes of the Three-Hundred & Thirty five
Meeting of the Board of Directors
held in NRA Conference Room,
370 North Sound Road, George Town, Grand Cayman
Wednesday 4th August 2021 at 10:30 a.m.**

Present were:

Alric Lindsay	Director, Chairman
Stanley Panton	Director, Deputy Chairman
Troy Whittaker	Director
Heidi Hunte –Webster	Director
Anna Peccarino	Director
Paul Bodden Jr. (Andy)	Director
Kelvin Dixon	Director
Dane Walton	Director
Edward Howard	Managing Director
Faith Powery	Executive Secretary

Invitee:

Olsen Bush	CFO, NRA
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Apologies:

Barry Martinez	Director
Dane Walton	Director
Tristan Hydes	Designate of Chief Officer, PAHI (ex officio)

1. Call to Order

It was resolved that, a quorum being present, the meeting was duly constituted.

2. Declarations of conflicts of interest

No conflicts of interest were declared by the Directors.

3. Annual Report/NRA financial report

CFO Olsen Bush joined the meeting at 10:36am and led the Board through a report on the NRA's mid-year financials for 2021. Summary highlights of the discussion included:

- A review of the NRA's operating statement, cash flow statement and balance sheet for Jan 1, 2021 to June 30, 2021.
- The status of the annual post-retirement health liability (PRHL) fund;
- Other significant costs e.g. health premiums, fleet insurance, COLA, raw materials, etc which continue to increase against a fixed annual operating budget of CI\$10M

Deputy Panton enquired of the CFO whether the NRA had solicited quotes from other insurers with regards to the NRA fleet as requested by a previous board in 2019. CFO Bush noted that the Fleet Manager did seek pricing from the other insurance providers however as he recalls there was no real benefit to be derived from insuring independent of the Government vehicle pool. CFO Bush also added that since that time NRA has significantly

upgraded the number and value of its vehicle and equipment fleet and has seen no significant premium increases since the marked increase in 2019.

The Chairman asked that the CFO prepare a list of recommendations relating to issues currently being experienced with invoicing and payments to the NRA for work carried out on Capital Projects.

4. Annual Staff Review

The Chairman queried as to the date that staff appraisals were last done.

MD Howard reported that an abbreviated version of annual appraisals was mostly completed in 2020 however he noted that there were still a small number that were delayed due to the high work demand experienced in the third and fourth quarters of 2020.

The Chairman noted that training programs should be implemented at all levels of the NRA and that all staff should be trained at minimum to meet or exceed the expectations of their job description.

MD Howard noted his concerns about the disparities that have been identified between supervisors and some managers in terms of their levels of supervisory management training and in turn their abilities to conduct performance reviews or enforce disciplinary action. MD Howard further noted that he recently solicited a proposal from local management training consultant that would be aimed at providing both initial assessment followed by actual training for supervisors and managers using the globally recognised DISC system. The Chairman requested MD Howard to share the information from the consultant to the Board and suggested that the NRA also seek to gain proposals from other local consultancy firms.

MD Howard noted that the CHRO was nearing completion of the mid-year HR Report which would provide the Board with more information on the broader spectrum of HR matters at the Authority. The Chairman requested a separate meeting be held with the CHRO at a later date, to discuss training, appraisals, and job descriptions.

5. Update on review of Roads Act and NRA Act

The Chairman proposed a subcommittee of three (3) persons to review the proposed amendments to Roads Act and NRA Act. It was resolved that Director Peccarino, Director Panton and a third Director (to be determined before the next meeting on the 18th August 2021) would make up the law review subcommittee.

The Chairman noted that all other proposed amendments aside, the most important quick win for the NRA would be to have Section 19 of the NRA Act amended to remove the \$10M revenue cap on the NRA's operations budget. Another potential option suggested by the Chairman would be to enact Regulations that would introduce additional revenue measures.

6. Stormwater Management Plan

MD Howard noted that, beyond implementation of drainwells and public roads, the NRA has no legal remit when it comes to comprehensive Stormwater Management (SWM) on Grand Cayman.

MD Howard further noted that many of the issues the island currently experiences with flooding today stem from poor site planning and a lack of understanding of how the depletion of natural storage basins (grasslands, wet ponds, etc) changes the topography of the island and forces stormwater runoff into the lowest lying developed areas.

MD Howard noted that in 2003, a special committee comprised of multiple government agency representatives produced a report on the status of stormwater management in Grand Cayman and gave recommendations for the resolution to current flood prone areas but more importantly for the enactment of guiding legislation on stormwater management.

MD Howard noted that in 2009, renewed interest in SWM led to the creation of a joint Central Planning Authority/NRA "Guidelines on Stormwater Management" aimed at promoting alternative options for capture and control of stormwater on individual sites. MD Howard noted that despite the guidelines most developers of large plots of land continue to emphasize vertical drain wells as the primary option for SWM.

MD Howard further advised that at the behest of Minister Johany Ebanks a new SWMC has been established. The SWMC held an introductory meeting on the 29th June, 2021 to lay the framework for an updated study and report on stormwater management for 2021 and beyond. MD Howard explained that the SWMC would seek the assistance of a stormwater consultant to provide expert guidance with developing a new SWM report for Grand Cayman.

7. Gazette Notices

MD Howard noted that BP 615 – Linford Pierson Highway (LPH) is the only new pending gazette. DCO Hydes at PAHI will advise on when the plan is expected to go before Cabinet.

8. Current status of major projects

a) MD Howard reported that the major projects for the remainder of 2021 are:

- The Airport Connector – Culvert installation and continued baseworks on the roadway to make section 1 drivable by January 2022.
- East-West Arterial/Hirst Road to Woodland Dr – Basework will continue on this ½ mile section of the E-W including partial buildout of the Hirst-Shamrock connector road.
- East-West Arterial/Woodland Dr to Lookout Gardens – The NRA will work with DOE and the Environmental Assessment Board (EAB) in developing terms for the EIA for the entire section of the EW between Woodland and Frank Sound. A more detailed hydrological assessment and road design will be developed for the planned section of roadway between Woodland area and Lookout Gardens (approx. 2.1 miles)
- Shamrock Road 6 Lane Expansion - Installation of the 3rd westbound lane opposite Grand Harbour is now fully underway. The NRA expects to have this

third westbound lane between Red Bay RAB and Grand Harbour RAB fully completed on or before December 31, 2021.

- CUC RAB to Grand Harbour RAB Eastbound Lane. Detailed design of an upgrade to the CUC RAB is now underway. Relocation of CUC poles and telecoms is planned for early 2022. Full completion of the eastbound lane by the Lions Centre is likely April/May 2022.
- Eclipse Drive (Eastern Ave). This small project off Eastern Avenue involves approximately 500 ft of road upgrades in the form of new sidewalks, drains and new asphalt. The project is expected to start at the end of August 2021 and finish in early to mid-November 2021.
- Academy Way/Olympic Way Connector Concrete Works. This small project includes new drains by the Truman Bodden Sports Complex and new sidewalks and crossings to match the entrance way and pickup/dropoff areas for the new John Gray High School Campus.

It was noted that the Ministry was in agreement with a project consultant to manage capital works and especially to oversee the EIA/hydrological assessment activities associated with the proposed E-W Arterial Woodland to Lookout Gardens, in Bodden Town.

9. New Claim notices received

No new claims were noted.

Prompted by discussions about the South Sound Bypass the Chairman requested copies of the Section 26 long term road corridors be circulated to all Directors.

Director Peccarino suggested that the newly proposed 'Tarpon Alley Trail' be reviewed in conjunction with the South Sound Bypass which was gazetted back in 2005.

10. Proposed settlements and actual settlements

No new settlements were noted.

11. Litigation

The Board heard from MD Howard that there were five (5) matters of litigation currently being addressed

12. Any other business

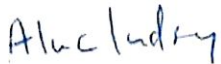
Board members gave their feedback on matters pertaining to the specific districts:

- General request from the Board – Request that the Board be updated on training, equipment needs, etc.
- Chairman – Would like to see a stronger emphasis on public awareness and educating the public via videos and NRA's social media platforms
- Director Panton– Advocated for Works Manager, Fleet Manager et al to give periodic in person updates to the Board on matters pertaining to their respective units.
- Director Panton – Reported that he had a resident reach out to him and asked if the NRA could be hired to spray n chip a privately owned roadway. Director

Panton noted that provided there were no legal impediments, he saw it as a means in which the NRA could generate additional revenue. Director Panton is to forward the email from the landowner with more details of his request on the chip and spray matter.

Next meeting: August 18th – regular board meeting

There being no further business, the meeting was adjourned at 3:15 p.m.



Signature
Chairman
Confirmation of minutes



Signature
Executive Secretary
Seconded: Confirmation of minutes

