
National Roads Authority
Minutes of the One-Hundred & Eighty-first Meeting
of the Board of Directors
held in
NRA Conference Room,
370 North Sound Road, George Town, Grand Cayman
Thursday 26th November, 2015 at 9:30 a.m.

In attendance were:

Donovan Ebanks	Chairman
Dane Walton	Director
Stanley Panton	Director
David Arch	Director
Kenross Connolly	Director
Paul Parchment	Managing Director – NRA
Edward Howard	Deputy Managing Director – NRA
Julie Campbell	HR Manager (Acting Executive Sec.) – NRA

Apologies:

Gary Clarke	Director
Tristan Hydes	Director Designate of Chief Officer, Ministry PLAH&I

1. Call to Order

The Chairman called the meeting to order at 9:45am

2. Minutes of Previous Meetings

- a. 29th October 2015 – confirmed but not signed
- b. 12th November 2015 – reviewed, confirmed but not signed
- c. 19th November 2015 (E. O. Meeting) – reviewed, confirmed but not signed

3. Administration

i. End October 2015 financials – Olsen Bush

The MD advised the board that the CFO had given his report at the previous meeting; upon checking the minutes the update was given during the 29th October meeting. The next report will be due at the next meeting for the financials as at the end of November.

4. Operations

4.i. Smith Road upgrade – status report (E. Jackson, Sr. Engineer & Project Manager)

Senior Engineer informed board members the project on a whole, was progressing on scheduled with the exception of a few items which he had to move by a few days. Board Members discussed issues surrounding property possession on Humber Lane and progress thus far. The Senior Engineer further advised the board paving for Smith Road was scheduled for the middle of October; however he would review the schedule and confirm to the board by the end of the day.

Director Clarke inquired about the costing for the project and the Senior Engineer advised they were on target; however attention to managing the crews was necessary to ensure they remained within budget. He would have a revised cost by the end of the day to send to the board.

Senior Engineer Edison Jackson advised board members that paving was scheduled for the week of 25 October. The curbing was due to be completed by Monday, 19 October and plans were in place to rip the asphalt from Anthony Drive to the 4 Way Stop the middle of next week. While there had been rain delays, other delays included LIME removal of their lines from CUC poles which ultimately delayed CUC with the removal of their poles.

The Senior Engineer assured the Board that Island Paving confirmed materials for the paving and was awaiting instructions from NRA to start paving.

Mr. Edison Jackson, Senior Engineer communicated to Board Members the update on matters concerning the Smith Road project. His update included paving schedule which he anticipated to begin on Saturday 31 October or Sunday 1 November with paving prep work continuing until that time. Crews were also working to finish up the islands as well as making repairs to a few Chip & Spray areas. They were also working on concrete works at Passadora Place which previously they were unable to complete.

Mr. Jackson further informed Board Members preparations were continuing for curbs works on Humber Drive; the East side was near completion with the West side remaining. The delay on the West side was the acquisition of a property where a well was slated to be installed. The Board was also advised once the road was paved it would be stripped by the Signs & Lines section.

As the Senior Engineer is on vacation the Chairman updated Board Members on the progress of Smith Road. He advised the road was completed on Monday afternoon the 9th November and with the exception of some minor changes in striping was now opened to the public. He further advised works were now moved to Humber Lane. The Chairman made mention that the Senior Engineer advised him there was a savings on the hot mix as the cost came in 15% less.

The Chairman suggested there should set aside a day or two half days for debriefing, to look at the different aspects of the project to ascertain what went well, what didn't and the changes to be made going forward on other projects.

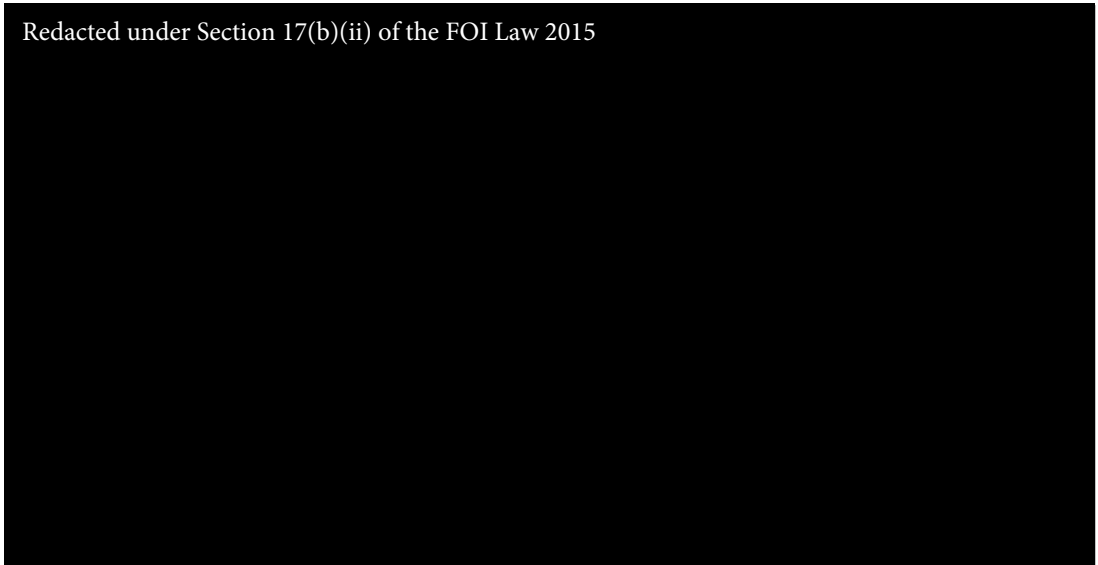
Members discussed the placement of the pedestrian crossing by the four way stop at Smith Rd and Hospital Rd and questioned whether it should be moved further East towards the church for safety purposes. Members agreed to look at it and discuss with management at the next meeting.

The MD advised the board the last house was demolished the day before and last drain is going into today. They were preparing for curbing on Humber from Dr. Foley's office to Walkers parking lot. The crew was disbursed to complete the works on Outpost Road and as soon as that was completed they would return to Humber to complete the Chip and Spray. The Chairman advised Board Members that it was recorded in the 12 November minutes there was a saving on the on Smith Road hot mix; however he had subsequently learned from the Supervisor there were tickets which were not presented at that time and therefore not accounted for in the final numbers. The Chairman stated that when the Senior Engineer returned from vacation there would be a more accurate update; however he wanted to keep Members abreast of the situation.

5. Planning

5.i. Linford Pierson Hwy widening – legal advise

Redacted under Section 17(b)(ii) of the FOI Law 2015



5.ii. Shamrock Dr/Red Bay round about connector

The Chairman requested Acting MD to present possible solutions at the first meeting in August.

The DMD presented the board with scenarios including video with illustrated the "queue jumping" which was the main issue at the intersection. After discussions the board requested the DMD take into consideration the option posed by Director Clarke, put together the proposals and send to members.

The Chairman advised that the drawing presented to board members did not incorporate the suggestions previously made by Director Clarke. The DMD advised he would work on the drawings and send out to Board members.

The DMD presented the revised drawing and the board advised the best plan of action would be to produce a more detailed drawing and implement the changes on a Sunday for the Monday morning traffic rush.

Due to the absence of the DMD no update was given.

Board members were advised the sign indicating 'No Left Turn' was placed in the junction and the police were intermittently monitoring the junction. They were further advised that Delroy Myles was currently working on the drawings illustrating the suggestions offered by Director Clarke.

Director Panton volunteered to observe the effectiveness of 'No left Turn' sign and report his findings to the board.

The DMD advised Board Members his team when out that morning to monitor the junction and he would be hearing back from them during the course of the day as to the sign effectiveness.

The DMD presented a video that was taken by his team who were monitoring the traffic at the Shamrock/Red Bay round-a-bout. Members observed the movement of vehicles, it was noted that during the first week traffic appeared to follow the markings; however it appeared that as soon as one vehicle broke out of the line others followed suit. The Chairman advised the DMD to continue to monitor and revert to the board on his findings.

5.iii. Traffic simulation/forecasting model

The Chairman advised board members the consultants would be arriving in Grand Cayman on 23rd September for meetings with the relevant parties relating to the traffic simulation/forecasting model. As such the board meeting scheduled for the 23rd September would be rescheduled for the 24th September; at which time board members could attend the presentation and then the board meeting.

The Chairman advised with the visit of the two consultants, they expected to gain a clearer picture of:

The timeframe in which the traffic simulation/forecasting model could be expected to be in place;

What would need to be done to accomplish this; and

The likely cost.

Deputy Managing Director informed the board that the team was in the process of getting data from different sources and this was proving to be more time consuming than anticipated; however the information was coming in.

The Deputy Managing Director advised Board Members that some areas information was more forthcoming than others, which made the process in those areas slower. He however stated the consultants would update him at the end of the week as to their progress.

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 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 advised 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.

5.iv. 2015/2016 Traffic count exercise

Reference was made to the memo circulated by the MD and the 2015-2016 budget which indicated the approved cost. The MD advised he wanted the board to be cognisant of the works being done. Director Clarke reminded the MD to be conscious of the budget.

No update given.

Deputy Managing Director advised that the invitation for bids was out with a return date of mid-November. There were four indications of likely responses thus far and one more was expected. The Chairman expressed the necessity to get this major count completed. He reiterated that going forward, the NRA

management would have to consider what was the best option to maintain the data and in particular the merits of developing that capability internally.

Board Members were advised by the DMD the closing for bids was 10 November and they were currently awaiting a date from the CTC as to when they would be reviewing them.

The DMD advised the board there were five companies who expressed interest; however only three bids were submitted. The bids came in at US\$256, US\$199 and US\$179, with the lowest from the Mexican company who they had previously worked with. The process was now to evaluate the bids and conduct a technical assessment of the bids and resubmit to them to CTC outlining the reasons for the organization chosen. The DMD explained the evaluation would be started the following day in anticipation of submitting to CTC next Wednesday or Thursday. The MD requested the evaluation be sent to him by the following Monday for review prior to it being sent to CTC.

5.v. Median Barrier, E-W Arterial – Red Bay to Prospect Roundabouts

The Chairman requested the DMD to revisit this in order to present board members with a proposed scenario.

The board discussed the different options available and was advised by the MD he was quoted \$85,000 for the 1422ft of guard rail. The Chairman instructed the MD to research the different options as discussed to present to the board for review. He advised the report should outline not only cost, but the pros and cons of each and suggested the DMD could work on this.

The MD presented scenarios to Board Members for discussions. During discussions Director Panton asked what was originally envisioned for the median and suggested the board look at what was originally planned. The Chairman asked if there was a cost associated to what was presented and directed the MD to send an illustration and cost to Board Members for review by mid next week.

As requested by the Board, the MD presented Board Members with the cost associated with the curbing and explained he had just received the estimates and therefore had not been able to review the figures. The Chairman requested the MD prepare drawings that would illustrate the cross section that will show the potential six lanes so that the board would be able to make a decision on the curbing.

As the MD was in training there was no update available; however the DMD presented cross section drawings and discussions were held regarding types of curbing, the slope of the road and drainage. Board Members agreed that the DMD send out a team to do spot levels on the road to confirm the slope and establish those portions of the road that actually would require type-F curbing.

The Chairman asked if the MD had an update on the spot levels to confirm the slope as requested in the last meeting and inquired if he had as built or what was supposed to be levels. The levels the Chairman noted would help to ascertain what section would need

Type F curbing for drainage. The MD advised he did not have update levels; however presented Board Members with cross sections and costing.

The MD commented on the cost he provided and indicated there was a cost savings as it was down from \$30 per ft. to \$22 per ft. This was based on using the Type F curbing where necessary and utilizing the straight curbing for the rest. The Chairman reiterated this is the reason Board Members wanted to ensure what the actual levels were; to ascertain which curbing could be used where. The Chairman asked the location in comparison to the 6 lanes. The MD showed an illustration regarding the 6 lane proposal and reminded Board Members that the project was not in the 2015/2016 budget and therefore funds would have to be re-allocated in order to do this project. He further advised the cost of the project would be in the \$171K range which would include demolition and paving. The MD suggested that it would be more feasible to complete the reduction of the round-a-bouts at both locations and complete the aprons; as the Police were able to monitor the aprons rather than the striping if the board were inclined to go that way. The Chairman advised to have the plans redesigned and identify the funds to do at least one side of the road. The MD advised there may be a possibility to take funds which are allocated to do the Jacques Scott roundabout to do one side; however as directed he would look into areas which could be placed on hold in order to fund this project.

5.vi. CNB/Mango Tree connector Alignment for the Ministry gazette consideration

The MD presented drawings and requested suggestions from the board prior to sending to the Ministry for gazette consideration. The Board discussed whether there was a distance from the centreline of the runway that the CIAA was comfortable with the road being constructed bearing in mind the possibility that the runway 'may' need to be extended to the west. The Board directed the MD to determine this and to revisit the alignment if necessary.

The Board also pointed out that if the road was to be built in the short-term, intersection provisions would need to be made with the existing Crewe Road and s.3 of the Roads Law used. On the other hand, if the intention was to preserve the opportunity at this time, s.26 would be more appropriate and the intersection arrangements with Crewe Road could be deferred for determination in the future if that section of Crewe Road was still in use.

Board Members reminded the MD to ensure contact was made with the Director to obtain all pertinent information along with the drawings and to determine the CIAA's restrictions and future intentions.

The Chairman advised Board Members the MD informed him that he had made contact with CIAA's Director; however they were unable to meet.

The Chairman enquired of the MD if he had met with the Director of CIAA, the MD advised he met with his representatives and they had come about a plan with the exception of guard rails. The MD advised he requested CIAA to produce a cross section for the board to look at. This cross section illustrated 66 ft. with 12 ft. lanes, a small median, a bicycle lane on one side and a sidewalk on the other. Once this is acceptable

by NRA it will be sent for gazetting. The MD confirmed that the CIAA officials were not sure as to when their plan would take place whether it would be one or five years. Board members discussed the drawings presented by the MD, the movement of the road and the type of curbing that was currently there. Director Walton asked if this was budgeted for this year or next fiscal year and the Chairman advised if they were going to do it should be done during the first quarter of the year. The MD advised the Board need to ensure they are comfortable with the design and advised this was one option. He asked Engineer to produce the other option; however it was not forthcoming by the end of the meeting.

5.vii. Crewe Road widening – revised drawing

The DMD presented the board with drawings which illustrated a standard 52ft (3# 12ft lanes; 2# 6ft. bicycle lanes and 2# 2ft type 'F' curb and gutter) from Navis Close to Tropical Gardens Rd. He advised from Navis Close to Jose's gas station would have to be reduced to 49ft as some areas could not accommodate 52ft.

Director Panton suggested where the road was already 49ft it could be striped to include the turning lane. The Chairman emphasised to need to do a sample which at the same time could be used as a model for proposal for the rest of Crewe Road. Board Members approved the alignment and asked the DMD to send the proposed drawings to Lands & Survey for land acquisition costs to bring back to the board.

Prior to presenting the cost the MD produced a drawing which illustrated the implementation of two lanes from Tropical Gardens to Kings Sports Centre and the board discussed boundary lines as well as cost. The MD advised in order to produce final drawings there was a limited amount of surveying to be done; however it would take quite a while for this to be completed. He further advised while they were waiting on this they could proceed with the work to Navis Close.

The MD presented the Lands and Survey land acquisition costs and also discussed CUC questions with regards to approaching home owners. The Chairman advised, as they did on Smith Road the NRA should have the conversation with property owners from Navis Close and Tropical Gardens to advise them of the plans and explain compensation so we could move the poles. The MD anticipated that this could be done by the first part of the following week so that it could be gazetted. Director Panton interjected to be mindful of the pole at the corner of Tropical Gardens as it was a main feeder for that area. The Chairman some thought be done to ensure there are some safety measures put in place to avoid collision into the poles.

6. Other Business

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

The Chairman referred to his e-mail to Members of the 03 November 2015 and reiterated his appreciation of their support. The Board was shown maps that

illustrated the proposed airport development and proposed airport connector road to the ET Highway.

The intention was to seek proposals from local firms to handle the procurement and management of the traffic study. While the NRA would fund it, the intention was to still make it a joint NRA/CIAA effort as the vehicular and pedestrian network and facilities within the airport site was just as important as the roads and intersections aspect of it.

The DMD advised 5 RFP were sent out and two bids were submitted from APEC and AMR submitted bids. \$10,000 separated the difference in the bids with the lower coming from AMR. AMR was previously involved with the airport project so they are familiar with the area. The MD advised the agreement was sent to AMR the day before and he was hopefully he would receive it back today; however the Chairman said that was unrealistic and that he should look for feedback on Fri with the possibility of signing Monday. The Chairman advised Board Members he would be attending a meeting with CIAA that afternoon with the intention of learning what they envision the airport would generate and what the roads will look like in the future.

6.ii. Compensation claim – Block 28C S.23(1) Update

Director Arch excused himself at this time

The Chairman briefed board members on the 'without prejudice' meeting held with the Representatives on the above claim. He indicated that he had reached out to Crown Counsel, Ms. Lewis to get her advice as to the way forward in order to ensure protocol was followed and documented should the Board be willing to entertain the outcome of the meeting.

Board Members expressed their satisfaction with the outcome of the meeting and commended the Chairman on his efforts towards bring closure of the issue.

The Chairman mentioned to Board Members the Representatives presented him with a letter received from the Attorney General's Chambers advising them that access to the E-W arterial would not be granted. He stated that he did not recall the Board taking this position. Board Members concurred with the Chairman that this was not a position that the Board had taken.

The Chairman advised the Crown Counsel expressed that while there were without prejudice meetings, she did not want to deal with the Executors of the property directly as she was obligated to deal with their lawyers. As such the Chairman provided a copy of the letter dated 12 November 2015, which was sent to the Claimant's lawyers terminating their services which was attached to the documents presented to Board Members by the Chairman.

The Board agreed to accept the settlement offered by the respective executors of the estates of [Redacted under S.23(1) of the FOI Law 2015] in their letter of 16 November 2015 to the Legal department namely:

- Payment to the claimants of \$395,000;
- The claimants assuming responsibility for all of their legal costs;
- The NRA affording of access to the E-W Arterial as previously offered in 2008; and

- The discontinuation of all proceeding before any court.

The Chairman advised he would communicate the decision to the Crown Counsel.

Director Arch returned at this time

6.iii. Compensation claim – Block 12D [Redacted under S. 23(1) of the FOI Law 2015]

The Chairman distributed and summarized the claim which he advised would be addressed at the Extra Ordinary meeting to be held on Thursday 19th November at 9:30am. He asked that Members familiarise themselves with the documents.

Following the distribution of the documents and the subsequent Extra Ordinary meeting on the 19 November; the Chairman discussed the correspondence between himself and [Redacted under S. 23(1)] Counsel regarding the changes to the Recital to include Board Members' decision if the matter had been sent to them for review. The reason for the inclusion the Chairman reiterated was to have on record the Boards' interpretation of the matter. The Chairman further advised he was unsure of her response as there was an apparent confusion in her emails. However he pointed out, regardless of the inclusion, it was recorded in our board minutes our Members' opinion on the matter.

The Chairman further advised once contact was made by [Redacted under S. 23(1)] Counsel he would update Members; however he did not want to hold up the agreement because the information was not included. The Board agreed.

6.iv. CIG/Dart/NRA Agreement – 3rd amendment

The Chairman explained this was following the Extra-Ordinary meeting on 19 November and shared a conversation he had with the Minister the previous Thursday. While he is open to the notion that we need to make provisions for 6 lanes and the need to provide a road that is comparable to the one between the Yacht Club and West Bay, he is eager to accelerate the process. The Minister advised him he was also taken aback by the figure of \$7.3 million and advised this warranted further investigation, as the agreement indicated a figure of up to \$7.3 million and not the actual figure of \$7.3 million.

The Minister expressed his gratitude as he felt the board had lobbied hard for Dart to construct the 4 lane extension of the Easterly Tibbetts highway from the Camana Bay round-a-bout to the Butterfield round-a-bout; however in the overall scheme of things they were comfortable with funding the roadworks from the airport connector back to town. The Minister indicated the Premier wanted to make an announcement regarding the agreement but would say it was nearing finalisation. The Chairman however was advised by other Board Members that such an announcement was made by Dart representative Mrs. Jackie Doak on the prior evening on the local television station. The announcement made reference to the fact the agreement was subject to the NRA board agreeing to certain terms within the contract.

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-a-bout 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.

7. Date of next meeting

The next regular board meeting is scheduled for 10 December 2015.

The meeting adjourned at 12:25pm.

Signature 
Chairman of the Board
Confirmation of minutes: 14 Jan.
Date: 14 Jan. '16

Signature 
HR Manager (Acting Exec. Secretary)
Seconded: Confirmation of minutes
Date: 14 Jan 2016