



**CAYMAN ISLANDS AIRPORTS AUTHORITY (CIAA) BOARD MEETING MINUTES
HELD AT OWEN ROBERTS INTERNATIONAL AIRPORT CONFERENCE ROOM
ON 19th December, 2018**

BOARD MEMBERS

Present:

Chairman:	Mr. Thom Guyton
Deputy Chairman:	Mr. Joel Jefferson via SKYPE
Director:	Mrs. Vanessa Godfrey-Banks
Director:	Mr. Nathaniel Tibbetts
Director:	Mr. John Meghoo
Director:	Mr. Roy Grant
Director:	Mr. George Hunter
Director:	Mr. Charles Clifford

Apologies:

Chief Office/Director: Mr. Stran Bodden

Others Present

Chief Executive Officer/Secretary: Mr. Albert Anderson
Recording Secretary: Mrs. Martha Bush

1. WELCOME

1.1. A quorum being present, the Chairman called the meeting to order at 11:40am and thanked all Directors for attending.

2. CONFIRMATION OF MINUTES

2.1. The minutes of the meeting held on 28 November 2018 were approved with minor amendments.

3. MATTERS ARISING FROM PREVIOUS MINUTES

- 3.1. **RFFS LOA:** Revised document was sent to CAA- no reply received to date.
- 3.2. **Little Cayman:** Documents relating to Master Plan sent to Ministry. CEO to prepare a draft Board Paper.
- 3.3. **Temporary Departure Tent:** To be re-advertised at a lower price in the New Year.
- 3.4. **Rubis/Sol:** Response from Rubis/Sol reiterated request for 10 years. Board voted in favour of granting a 10-year lease. CEO to check on level of fuel through-put fees that CIAA receives and to review annually.
- 3.5. **Land Purchase:** CIAA to submit proposal on terms of purchase.
- 3.6. **New Employee Policies Handbook:** Scheduled for presentation and employee training in February.

- 3.7. **IATA Collection Framework:** Discussion with IATA still pending.
- 3.8. **CUSS (Common User Self Service Kiosk):** Still working through issues with some airlines.
- 3.9. **AVSEC:** CEO reported that Chief Security Officer Shane Bothwell has resigned. The vacancy will be advertised in January. In the meantime Chad Yates, Security Manager will be acting in the role.
- 3.10. **CAL Meeting Update:** CEO spoke with the Minister and Chief Officer requesting a meeting on the outstanding debt and will be following up with them each week.
- 3.11. **Dividend Payment Request:** Letter received from Financial Secretary that CIAA (among other entities) would be exempted from paying dividend for 2018.
- 3.12. **Brand Refresh:** After discussion on the recommended logo change, the decision was deferred.

Deputy Chairman Joel Jefferson joined the meeting by SKYPE

4. REVENUE GROWTH PROGRAM PRESENTATION — Mr. Cueme Parker - Deloitte

4.1. Project Overview:

The Board was advised that the object of the model is to forecast revenue for the next 3 years with a 3-phased approach being:

- 1) Data Gathering – includes review of CIAA’s historical data, interviews with stakeholders and consultation with comparable airports on fee structure and charges;
- 2) Revenue Assessment - Conduct workshop and Develop Model;
- 3) Board Presentation.

4.2. Project Status Update:

- Phase 1 complete
- Phase 2 – conducted workshop to identify and develop methodology for assessing which opportunities would be most advantageous for enhanced revenue for CIAA. Design of the model is scheduled for completion by January 18, 2019.
- Phase 3 – Interim presentation now. Final presentation on completion (TBA).

*Director Roy Grant was excused at 1:45pm
and Deputy Chairman Joel Jefferson signed off*

5. MONTHLY FINANCIAL REPORT – CFO Ms. Sheila Thomas January – November 2018

5.1. Executive Summary:

- 5.1.1. YTD Revenues up 9% YOY while expenses increased by 14% YOY but still within budget;
- 5.1.2. Net operating results have surpassed YTD budget;
- 5.1.3. Financial indicators remain strong;

5.2. Statement of Financial Position:

- 5.2.1. Significant amount of cash still on hand.
- 5.2.2. Receivables a bit up over previous month but still much better than the year before.
- 5.2.3. Property, Plant and Equipment continues to grow;

5.2.4. **Past Service Liability:** About to engage Mercer to do the next valuation. Mercer to be requested to provide projected costs going forward;

5.2.5. The process to move PFCs to reserves on the Balance Sheet has commenced.

5.3. Statement of Performance:

5.3.1. November was better than YOY and better overall;

5.3.2. Flight Activity was the same but Passenger Movement was slightly up;

5.3.3. Utilities costs are slightly up and personnel costs are slightly up as well;

5.3.4. Overall YOY marginally better than last year – \$3.2m ahead of budget (\$2.9m excluding PFCs) so generally we continue to meet expectations.

5.4

[REDACTED]

S21(1)(b)

5.5. Other:

5.5.1. An Aged Receivables Report for 3rd Party contractors was also requested.

5.5.2. It was suggested that invoices be sent to each government entity advising that this is being done in the absence of an official directive.

5.5.3. BFC members to develop a list of reports they wish the CFO to provide.

The Board thanked the CFO for her presentation

6. AIRPORT REDEVELOPMENT– Snr. Project Manager – Mr. Roy Williams

6.1. Construction Update: Now at 98% complete

a) Window glass, landscaping and airside canopies ongoing

b) Interior finished ceiling at 80%; flooring and stairs at 50%

c) Aluminum standing seam roofing at 60%; window system on lower level at 70%

d) Landscaping has started

e) Both Airside and Landside Canopy ongoing

f) New arrivals exit/bag room to begin early January

6.2. Current Issues:

a. Ongoing identification of cost distributions

b. Sourcing 3rd Party Auditor

c. Maintaining Schedule – opening scheduled for February 26th

d. RSH additional fees

e. Wind tunnel resolution

f. Concessions buildout

g. Administration area furniture

h. Departure Hall seating – scheduled for delivery in February

i. Baggage Arrivals Canopy installation

j. 2nd level VIP Lounge decision and interim usage. Board made decision to install air changers (a/c) and Lori is liaising with Lounge providers.

6.3.

[REDACTED]

S21(1)(b)

S21(1)(b)

6.4. Concession Update:

- a) Island Companies is now open
- b) Jacques Scott scheduled to open first week in February
- c) Tortuga Rum opening December 20
- d) Last Chance Souvenirs – construction scheduled to start this week
- e) Brew Hut anticipated opening mid-February
- f) Wendy's – application in BCU
- g) Subway - scheduled opening first week in February
- h) Churchill Cigars 33% design submitted and under review

6.5. Airside Projects Update:

- a) 100% design drawing submittal received and under review.
- b) Runway work: Tender period scheduled to begin mid-January; expected project award in April; contractor mobilization projected for June; work scheduled to commence in August.
- c) Approval from Ministry on runway extension options pending.

The Board thanked the Senior Project Manager for his report

7. OPERATIONAL UPDATE – CEO ALBERT ANDERSON

7.1. ATC Manning: Recruitment efforts of experienced ATCs ongoing. Jamaica advised they do not have anyone to send but Dominican Republic still sounds positive and now awaiting approval from their Director General. Talks continuing with other islands and interviews being set up for individual applicants from other countries in response to our regional advertisement.

8. AOB:

- 8.1. Landscaping:** The Board voted all in favour and the resolution was signed.
- 8.2. Runway Project:** The Board approved the "Board Paper". NRA to be requested to look at the proposal for any feedback.
- 8.3. Baggage Claim Directional Signage:** Decision was made to leave information screen as is for the time being.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 4:00 pm.



Thom Guyton-Chairman



Albert Anderson-Board Secretary