



**CAYMAN ISLANDS AIRPORTS AUTHORITY (CIAA) BOARD MEETING MINUTES  
HELD AT OWEN ROBERTS INTERNATIONAL AIRPORT CONFERENCE ROOM  
ON 20<sup>th</sup> March, 2019**

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**BOARD MEMBERS**

**Present:**

Chairman: Mr. Thom Guyton  
Deputy Chairman: Mr. Joel Jefferson  
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:** None

**Others Present**

Chief Executive Officer/Secretary: Mr. Albert Anderson  
Recording Secretary: Mrs. Carlene Logan

**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 27<sup>th</sup> February, 2019 were approved.

**3. MATTERS ARISING FROM PREVIOUS MINUTES**

3.1. **RFFS LOA:** Revised document sent to CAA- no reply received to date. CEO will be preparing an addendum to the Agreement and writing back to the Ministry, copying CAA.

3.2. [REDACTED]

S11(2)(c)

3.3. **New Employee Policies Handbook:** Received from Tower Marketing. Revisions made and sent back to Tower Marketing. We are hoping to have the Handbook returned to us by Friday, 22<sup>nd</sup> March and looking to roll out by the end of April.

3.4. **IATA Collection Framework:** IATA charges a fee for these collections. CEO to analyse IATA fees vs the fees we are not collecting.

3.5

S21(1)(b)

**4. REVENUE GROWTH PROGRAM**

**4.1.** CEO met further with Taron Jackman of Deloitte. The updated model provides more cost/benefit analysis and sensitivity analysis capability. Now usable. The discussion was for CIAA to prioritize whatever is on the table to go out and collect e.g. Ground Handling. Deloitte also suggested that there is an opportunity to earn revenue from WIFI.

**5. MONTHLY FINANCIAL REPORT – CFO Ms. Sheila Thomas**

**5.1. Revenues**

Revenues 9% below budget and 2% behind 2018 outturn.

Primary driver -Lease income of \$400k in 2018

**5.2 Expenses**

21% better than budget but 9% higher than 2018

Contracted services the primary driver

Aggregate cash down \$12.1m compared to Jan 2018

Net worth increased by \$31.8m

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

**Current Major Issues**

- Financial – Establishing a Third Party Quantity Surveyor
- [REDACTED] S11(2)(c)
- As Built Drawing Set – Occupancy Certificates
- Financial Closeout
- Final CPMs to be processed
- Concessions build out ongoing day to day issues
- CIAA FFE procurement:
- CIAA Administration Furniture
- East End - Baggage Arrivals Canopy – new concept not valid
- Play Area Equipment not procured
- 2<sup>nd</sup> level Airline Lounge Design Concept
- Closing out Project
- Metal Cladding not on island – materials have been shipped

**Construction Update**

- Phase 4 North – Landside:
- Striping ongoing

- Hungry Horse shutdown – Short Term Parking Enlarged – end of week
- Phase 4 South – Airside:
  - Lower level complete
  - Upper Level 50% - material delivery issues
  - External canopies on hold while work above is complete
- Phase 5 – Duty Free Mall/Gates 6 and 7:
  - East Departure Hall expanding on the 19<sup>th</sup> March
  - Opening completed departure hall on the 26<sup>th</sup> March
  - Additional seating around gates 6 and 7 areas
- 2<sup>nd</sup> Level offices:
  - Ongoing – main focus on the lower levels
- Additional Work:
  - New arrivals exit and airline bag room on hold until after “Visit”
  - Sir Turtle Lounge Room Bare shell construction complete
  - Landscaping 90 % complete – airside on hold

**7. OPERATIONAL UPDATE – CEO ALBERT ANDERSON**

**7.1.** CKIA and ORIA Aerodrome Manuals and draft ATS Exposition accepted by CAACI.

**7.2.**

S11(2)(c)

**7.3.** CNS Exposition and majority of manuals accepted by CAACI.

**7.4.** ORIA/CKIA Manual of ATS & Training Plans – target 31st March 2019 submission.

**7.5.** SMS Manual – Updated and accepted by CAACI.

**7.6.** Airport Emergency Plan revisions continue

**7.7.** Airside Vehicle Operators Manual - requires QMS re-formatting before submission

**7.8.** Apron Management and Procedures Manual – pending

**7.9.** Wildlife Hazard Management Program submitted to CAACI.

**7.10.** CAP updates submitted to CAACI 15 Mar. per 60-day cycle.

**7.11.**

S11(2)(c)

**7.12.** ATC Manning - Four new local ATCTs embedded in orientation training  
Additional local trainee recruitment to be done.

Four contract ATCO's started work on Monday. Fifth to arrive by 31st March.  
In negotiations with DR regarding an additional four contract ATCOs.

**7.13.** Projects - Revised agreement with CIFS addressing CAACI concerns completed and signed by both parties. Submitted to CAACI Dec. 2018. Addendum to be drafted to include CIAA role in ARFFS operations.

**7.14.** GA Consultancy – WSP finalizing business case. Date for completion requested.  
Crosswalk remediation project – Final installation of lights in front of terminal completed, pending commissioning.  
ORIA West Apron Paving – ESTAR completed and signed off by EPC. Must now go to PPC.

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GAT Improvement Works – In progress. Completion due end April 2019.

CEO shared with the Board a Presentation made to Caucus on Monday, 18<sup>th</sup> March regarding airfield upgrades.

**8. AIRPORT REDEVELOPMENT PROJECT:**

**8.1. Runway Project:** Board Paper now with Chief Officer Stran Bodden.

**9. BUSINESS CASE – AIRPORT LOUNGE**

**9.1** CCO gave a presentation to the Board on CIAA managing the Lounge. Following the presentation, a decision was taken for no further action at this time.

**10. CEO's EVALUATION**

**10.1.** A letter from the CEO to the Chairman, requesting the CEO's contract be renewed for another 5 years, was presented to the Board. The Recording Secretary will draft a letter to Minister Kirkconnell, copying CO, Stran Bodden, on the terms agreed by the Board.

**11. AOB**

**11.1.** **Carts:** Awaiting re-quote.

**11.2.** [REDACTED]

S21(1)(b)

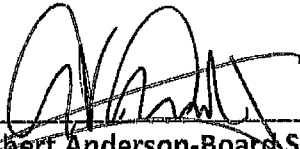
**11.3.** **RCIPS at CIAA:** CEO to follow up with Commissioner Byrne on ORIA having its own airport police. No progress to date.

**11.4.** **Purchase Enquiry:** CEO received an enquiry on whether CIAA would be interested in purchasing land north of ORIA which had initially been purchased from Andy's. CEO requested a price. Nothing has been forthcoming.

**12. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:30 pm.

  
Thom Guyton-Chairman

  
Albert Anderson-Board Secretary