



**MINUTES OF CAYMAN ISLANDS AIRPORTS AUTHORITY (CIAA) BOARD MEETING  
HELD AT BOARDROOM, ORIA, ON 25 MAY 2023**

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**BOARD MEMBERS**

**Present:**

Chairman:	Mr. Johann Moxam
Deputy Chairman:	Mrs. Marva Bodden-Reid
Director:	Mr. Nathaniel Tibbetts
Director:	Ms. Jacqueline Haynes
Director:	Mr. Roy Grant
Director:	Mr. Jonathan Edie
Director:	Mr. Charles Clifford
Director:	Mr. Stran Bodden

**Apologies:**

Director:	Mr. Alfred Thompson, Jr.
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**Others Present**

CEO/Secretary:	Mr. Albert Anderson
Recording Secretary:	Mrs. Carlene Logan

**1. WELCOME & OPENING REMARKS**

1.1. The Chairman called the meeting to order at 1:14 p.m. and welcomed everyone.

**2. REVIEW & CONFIRMATION OF MINUTES**

2.1. Minutes of 20 April 2023 were approved.

**3. MATTERS ARISING FROM ABOVE MINUTES**

[REDACTED]

S11(2)(c)

3.3. ORIA Advertising Program – this has been relaunched.

[REDACTED]

S11(2)(c)

**4. PRESENTATION OF 2024-25 BUDGET – Ms. Karen Baptiste, CFO**

The CFO highlighted the following assumptions that contributed to the significant increases in the budget:

Assumption 1: In alignment with DOT, assumed that passenger movements would return to the 2019 travel numbers. As such 100% of 2019 passenger movements were assumed in 2024 and 2025.

Assumption 2: The approved increase in Terminal Facility charge increases from \$1 to \$5 anticipated to be effective in Q2 2024.

Assumption 3: The new Airport Development Charge anticipated to be effective Q2 2024.

Assumption 4: New advertising revenue program to generate \$600K

Assumption 5: Personnel costs expected to increase by \$2M year on year due to increase in resources and potential salary performance increases.

**5. PRESENTATION OF STRATEGIC PLAN 2024-26 – EY**

CIAA undertook a strategic planning exercise to define the direction and roadmap for 2024-26. This included a strategic planning retreat with 22 CIAA managers and senior managers, 8 stakeholder sessions were conducted, 44 survey responses analyzed, 8 key themes identified, 21 initiatives prioritized with 59 Key Performance Indicators (KPIs), 6 revenue generators finalized, and 5 roadmaps created. Culture, vision, and mission statements to support customers were redeveloped and guiding principles of transformation to steer the journey over the next 3 years were agreed. Additional revenue generating measures were also brainstormed and prioritized. Quick wins to addressing key challenges head on were identified. The recommended next steps are to focus on revenue, pivot to execution, communicate and collaborate.

*Deputy Chairman, Mrs. Marva Boddan-Reid left the meeting at 2:58 p.m.*

The Board approved the Strategic Plan and expressed to the EY representatives of wanting the engagement to continue, requesting the CEO to dialogue further with EY on this extension and cost.

**6. ANY OTHER BUSINESS**

Update on Master Plan – Cabinet approval of scenario 4 is expected shortly. This includes GA Terminal, Hangar, and associated aircraft parking apron, ORIA runway extension into the North Sound, runway strip widening, and RESA works at CKIA, Air Traffic Management Surveillance System Project (includes Radar Tower, Gun Club and Fire Department relocations), approval of the introduction of a new \$15 per passenger Airport Development Fee.

*Deputy Chairman, Mrs. Marva Boddan-Reid returned at 3:55 p.m.*

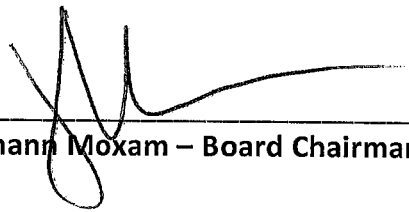
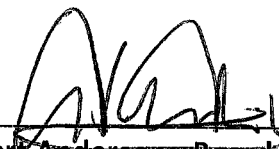
Additionally, a \$5M cash injection from the Ministry of Tourism (first quarter 2024) to develop an Environmental Impact Assessment for the Little Cayman Airport Relocation as well as the development of a conceptual plan for ORIA Terminal Expansion design.

**7. NEXT MEETING**

This will take place on Thursday, 29 June, 12:30 p.m.

**8. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:10 p.m.

  
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Johann Moxam – Board Chairman  
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Albert Anderson – Board Secretary