

## MINUTES – MEETING # 545

### AGENDA ITEMS

A meeting of the Board of Members for the Port Authority of the Cayman Islands was held on October 17, 2025, at 12:30 p.m., in the Port Authority Boardroom at 113 Seafarer's Way, George Town, Cayman Islands.

**1. WELCOME AND CALL TO ORDER**

The Chairman, Mr. Cline Glidden, welcomed the attendees and called the meeting to order at 1:12 p.m.

**2. QUORUM**

**IT WAS RESOLVED** that in accordance with Section 17(1)(g) of the Public Authorities Act (2020 Revision), a quorum of the Members who are entitled to vote was present, and business could proceed.

**3. PRAYER:** Mrs. Carilee Bolen gave a word of prayer.

**4. ATTENDANCE AND APOLOGIES**

**Members Present:**

- i. Mr. Cline Glidden - Chairman
- ii. Mr. Barry Bodden - Deputy Chairman (Zoom)
- iii. Paul Hurlston – Port Director
- iv. Mr. Dale Christian - Board Member
- v. Mr. Carlon Powery – Board Member
- vi. Mrs. Carilee Bolen - Board Member
- vii. Ms. Kristen Forbes Board Member (Zoom)
- viii. Ms. Irma Arch, JP - Board Member

**Invited Guest:**

- i. Mr. Don Hutchinson - Deputy Port Director - Finance
- ii. Mr. Brevan Elliott – Deputy Port Director - Operations

**Apologies:**

- i. Mr. Michael Nixon - Ministry of Finance
- ii. Mr. Bruce Smith - Cayman Islands Customs and Border Control
- iii. Ms. Joanna Shaw – Recording Secretary



### 5. NEW BOARD AGENDA

#### A. Introduction of new Members

The Members in attendance introduced themselves, highlighting their backgrounds. The Chairman then explained the board's mix of expertise. He expressed confidence in the board's ability to advance matters and make a meaningful contribution to the Port Authority's work during their term.

#### b. Review of budget and organizational chart

The Deputy Port Director - Finance provided an update on the Port Director's behalf. He gave an overview of the 2025-2026 budget, including the Port's long-term and immediate capital plans and the expected impact on cash flow. He highlighted that, given affordability constraints, limited capital spending is forecast. The Chairman pointed out that the Port Authority is restricted from external borrowing due to its impact on the debt levels set out in the Government's Framework for Fiscal Responsibility (FFR).

The Deputy Port Director – Finance further advised that the budget process usually involves a strategic workshop with the board to facilitate understanding of the assumptions and the workings underpinning the forecasts. The board ultimately decides on priorities and approves the budget.

In response to a Member's question about the government's withdrawal of funds from the Port, the board was advised that dividends have not been paid for some time. This is due to ongoing capital projects being funded from the Authority's cash reserves.

The discussion on the organizational chart was deferred to a future meeting.

#### c. Procurement Process

The Members were advised that the Port has been in prolonged discussions with the Central Procurement Office regarding their recent approval, then its retraction, for the procurement of container-handling equipment. The Chairman explained the difficulties encountered with the process and the likely challenges ahead, noting that most of the equipment in use at the Port was from one particular brand for several strategic reasons. This is at odds with the CPO, which appears to favor cheaper alternatives without adequate consideration of the myriad strategic and operational benefits the Port considers more valuable than a just lower-priced alternative that does not offer the added values and consistency. The Members were advised that the Port Lawyers were engaged to prepare a response. The board will see the response before it is dispatched.

#### d. Update on the progress of the crane acquisition

The Port Director provided an update on the progress of the crane purchase. He advised the Members that there had been delays in purchasing cranes in the past due to several factors, including discussions and activities related to cargo development. This left the Port in an uncertain position, as equipment acquired during this period would need to align with any proposed development plans. Notwithstanding, the Port conducted market research, identified the cranes most widely used in the region, assessed our needs, and, through the procurement process, determined the best fit for the Cayman Islands. The Port Director noted that three mechanics will be sent to Germany for factory-certified training on operating and maintaining the new crane before its arrival. The Port Director also advised the Members that 99% of the Port staff are Caymanian. The Port will also need to acquire additional cranes to service both Cayman and Cayman Brac operations.





The Port Director further advised the Members that, under the procurement process, purchases exceeding \$250,000 must be submitted to the Public Procurement Committee for approval. This process often does not align with the Port's operational requirements, as procurement and manufacturing lead times can exceed 2 years.

He noted that at a recent American Association of Port Authorities (AAPA) conference in Quebec, Canada, brand consistency in equipment was highlighted as a key pillar of success for Ports, and emphasized that industry experience showed that cheaper alternatives up front led to greater expenditure on the back end.

The Chairman informed the Members that one of the two current cranes at the Grand Cayman dock was out of service for an extended period, and that, due to the diligence and dedication of staff, there was no commercial interruption of cargo. This highlights not only the caliber of Caymanian staff at the Port Authority, but also the importance of supplier relationships to get spare parts promptly.

One of the RTGs has been inoperable for an extended period due to the unavailability of parts. The Chairman further explained that the current container trucks are not road-certified and have caused operator discomfort and potential health-related issues due to inadequate road suspension. As a result, these trucks will need to be replaced in the interest of operator health and safety. The Port is currently preparing a business case for the procurement of compliant trucks, with replacement planned for 2026.

The Chairman also reminded returning Members and informed new Members that port training in cargo and cruise operations is available in various forms, and encouraged Members to attend these sessions to become better informed about the port industry and better equipped to contribute to the board. He cited the cruise industry as playing an essential role in port operations, as it subsidizes cargo operations. Given this, it is vital to support the cruise sector by partnering with the cruise lines. A crucial part of this partnership is attendance at cruise conferences and other events, and holding discussions to refine the Port's understanding of the needs of the cruise lines and to determine how these can be accommodated, ultimately increasing passenger numbers to the Cayman Islands. In light of the government's decision on cruise berthing, the Port must pivot to enhance its cruise assets, increase current passenger numbers, improve passenger flow efficiency, and enhance the Port's aesthetics and experience from the cruise passenger's perspective.

**e. Update on new shading program and onshore screening process.**

The Deputy Port Director -Operations gave an overview of the initiatives. Both programs were designed to improve the overall passenger experience and reduce long lines in the sun as passengers return to the ships. The onshore security screening would move the security checks from the vessels to the RWCT, similar to the airport experience. This could reduce the current processing time. The Members were informed that cruise projections for 2025 were 1.1M passengers, which would increase to 1.5M passengers for the 2026-2027 financial years.

The Port Director advised Members that another project is underway to increase the dock height in sections of the RWCT. This would increase the number of tenders that could be accommodated, thereby improving the capacity and speed of passenger disembarkation and reboarding of cruise vessels.

A member questioned whether improvements can be made to the Spotts dock. The Port Director advised that, since the policy decision on the direction of cruise berthing infrastructure has been made, the Port must pivot to improving the existing cruise assets, so this will be revisited.





The Chairman informed Members that the board will make decisions on fine-tuning the projects and on possible fee increases in future board meetings. Alternatively, decisions can be made via a round robin if necessary.

**f. Update on Governance initiatives and workshop**

The Chairman informed the Members that over the last several years, the board has made significant improvements, including stabilizing the management structure, improving finances, and acquiring equipment. During the previous year, the board instructed that policies needed to be developed and implemented to give the necessary coverage to areas that didn't have them. To achieve this, the board requested that the Port Director allocate the resources needed.

During the presentation of some policies to the board, the Consultant, who was engaged to assist with policy development, enquired about the Port's governance framework. It was evident that there were deficiencies, which prompted the board to task the Port Director with procuring the necessary resources to develop the governance framework, standardize existing policies, and create new policies to close the identified gaps.

The Deputy Port Director - Finance provided an overview of the Governance Project's progress. He noted that the project was ahead of schedule and the governance manual was being finalized for presentation to the board. The board discussed the proposed date for the Governance Workshop and agreed on November 14 and 15, 2025, at a local venue to be decided by the project team.

**g. Appointment of new sub-committee Members**

The Chairman explained to the Members the importance of the board sub-committees and invited Members to volunteer based on their areas of expertise and interest. He then gave a brief outline of the role and functions of the existing sub-committees:

- **Audit and Risk sub-committee**  
This sub-committee works with the Deputy Port Director – Finance and the Financial Secretary's nominee to handle financial and risk-related matters.
- **The Importers sub-committee**  
This sub-committee coordinates with the Island's major importers to discuss fee increases, process improvements, and ongoing issues affecting the flow of cargo.
- **Royal Watler Cruise Terminal (RWCT) Tenants and Cruise Enhancement sub-committee**  
This committee works with the tenant's association and oversees the cruise concerns.

These sub-committees meet, perform their respective duties, and submit reports to the full board, where recommendations are considered for approval.



The following Members volunteered to serve on the sub-committees:

Audit and Risk – Kristen Forbes (Chair), Carilee Bolen, Michael Nixon. They will be supported by the Deputy Port Director - Finance, Don Hutchinson. **A motion was moved by Member Arch and seconded by Member Powery to appoint Member Carilee Bolen to the Audit and Risk sub-committee. The motion was moved by Member Arch and seconded by Member Bolen to appoint Kristen Forbes as Chair of the Audit and Risk sub-committee. Both motions passed unanimously.**

Importers sub-committee – Irma Arch (Chair), Carlon Powery. **A motion to appoint Irma Arch to the Importers sub-committee was moved by Member Powery and seconded by Member Bolen. A motion to appoint Carlon Powery to the Importers sub-committee was moved by Member Arch and seconded by Member Christian. The motions passed unanimously.**

RWCT Tenants and Cruise Enhancement sub-committee- the Chair advised Members of the requirement for a Chamber of Commerce representative on the board. Barry Bodden (chair) and Dale Christian. They will be assisted by Deputy Port Director – Operations, Brevan Elliot, and Cruise Manager, Roylee Moore. A motion to approve Member Barry Bodden was moved by Member Powery and seconded by Member Christian. A motion to approve Member Dale Christian was moved by Member Bolen and seconded by Member Powery. **The motions passed unanimously.**

The Chairman advised the Members that by Law, the board must meet at least once per month. To satisfy this, the Chairman recommended that the next meeting be held before the Governance Workshop begins on 14<sup>th</sup> November 2025. All Members agreed.

The Chairman advised Members that the Port Authority's remit includes adherence to international obligations, such as International Maritime Organization (IMO) protocols. While the IMO protocols are operational, the board is responsible for policy, so both works together, and the board has oversight. He used the example of the garbage disposal from cruise ships or passengers, which is subject to international protocols. The Port Authority was recently audited on this and is currently making changes in response to the recommendations issued at the conclusion of the audit.

### 6. PORT DIRECTOR'S UPDATES

The Port Director provided an overview of the recent IMO audit. He noted that a detailed inspection was conducted, and the following were the key takeaways:

- The Port is responsible for the maritime security and oversight of the Port area. This includes monitoring domestic vessel traffic for speeding and safety
- The Port needs detailed policies and procedures to cover this and other aspects of our operations
- The DEH needs to inspect garbage from cruise vessels and passengers
- The Port needs protocols for handling radioactive materials. This could be achieved through an MOU with another country with available resources and capacity. This is urgently needed. The Port is holding weekly meetings with the auditors to update them on the progress of implementing their recommendations.
- Given that the Cayman Islands is a UK territory, we must comply with the IMO obligations.





## PACI BOARD OF DIRECTORS MEETING

The Port Authority has other domestic, national, and international obligations that the board needs to be aware of. It is therefore crucial that Members avail themselves of training opportunities to enhance their knowledge and awareness of these matters.

The Chairman informed the Members of the proposed \$1M tariff by the US President for Chinese-made vessels entering the USA. This was deferred due to lobbying efforts by a coalition of shipping and interest groups in the Caribbean, Latin America, and the USA. The Port has to monitor this situation with the other ports in the region.

### 7. ANY OTHER BUSINESS

#### Christmas Party

The Chairman noted that the board was criticized for supporting a staff Christmas party last year that cost approximately \$40,000. This amounted to \$100 per person for each staff member and their spouse. The Deputy Governor recommended \$40 per head for Christmas party for the Civil Service entities. The Chairman opined that while that recommendation is noted, it is not a Law or a Regulation that the board must comply with. The previous board felt that they needed to show the staff appreciation for the hard work performed over the year. Discussions ensued about the Christmas party. Carilee Bolen made a motion to approve a maximum of \$50,000 for the 2025 Christmas party. This was seconded by Dale Christian.

**The motion passed unanimously.**

#### Legal claim by some staff

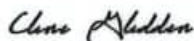
The Chairman informed the Members of the legal claim brought by some staff members for unpaid overtime and vacation leave. The matter is with the Port attorneys, who, together with management, provided responses and documentation to opposing counsel's queries. The previous board had authorized the Port Director to pursue the matter. The Chairman noted that this position should continue, as there are essential interpretations that need clarification, and that the outcome of this matter will set the precedent for future operations at the Port. The board unanimously agreed that the Port Director continue to pursue the matter.

#### Dredging

The Chairman noted that the cargo dock needs dredging to maintain the draft at an appropriate level, so that vessels can continue to berth without the base of the vessels touching the seabed. This will be discussed at a future board meeting. Maintaining the depth of the waterway is a key function of the Port Authority.

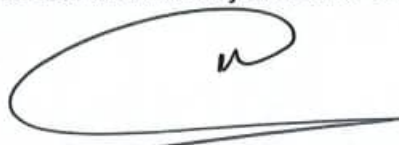
The Chairman advised Members that the board's work is challenging but vital to the future and the continued development and sustainability of the Cayman Islands. He wished the Members success in their term.

There being no further business, the meeting concluded and was adjourned at 3:46 pm. The next meeting was scheduled for November 14<sup>th</sup>, 2025.



Mr. Cline Glidden – Chairman

Date: 14 January 2026



Mr. Don Hutchinson - Recording Secretary

Date: 14 January 2026



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