



**MEETING OF THE CAYMAN ISLANDS
NATIONAL ATTRACTIONS AUTHORITY BOARD
FRIDAY, OCTOBER 17, 2025 @ 10:00 AM
AT THE GOVERNMENT ADMINISTRATION BUILDING ROOM 3028**

MINUTES

1. Attendees:

Mr. Charles Clifford - Chairman

Mrs. Judy Powery - Member

Mrs. Sharon Hinds - Member

Ms. Watoya Stewart - SHRM, Ministry of Tourism and Trade Development

Mr. David Fawcitt - Ministry of Lands Representative

Mr. Patrick Thompson - Secretary/Director, CINAA

2. Welcome and Opening Comments:

The meeting was called to order at 10:03 a.m.

3. Absent:

None

4. Apologies:

Mr. Alex Hennings – Member

Ms. Tunisia Barnes - Ministry of Culture Representative

5. Review of the Minutes of the Previous Meeting:

A motion to accept the minutes of the Board meeting held on September 12 was approved by the members present at that meeting, subject to an amendment to Section 12, *Any Other Business: Negative Publicity*, to include the following statement: "The Board subsequently requested that the Director take no action based on the legal advice received because such action could prejudice the independent investigation/audit into the allegations which was about to be undertaken."

6. Matters Arising from the Previous Minutes:

Members discussed the contents of the minutes and how they could be improved. It was noted that the minutes did not capture sufficient detail; however, it was clarified and subsequently agreed that the minutes are primarily intended to record the decisions of the Board and operational matters reported to the Board by the Director, all in accordance with the Freedom of Information Act. Additionally, it was agreed that only the titles of individuals should be included in the minutes. The Chairman asked the Director whether the minutes were being published on the CINAA website. The Director responded that they were not and explained that a company had been contracted to redesign the websites of all CINAA entities. He noted that the new design of the CINAA website would include a feature allowing staff to publish minutes directly to the site, whereas doing so on the existing website would require more advanced technical skills. The Chairman requested that the contract for the new websites be circulated to members via email and that a date be set for a presentation of the websites to members prior to going live.

The Chairman confirmed that the Director had provided all items requested under Section 13 of the minutes of the September meeting. In relation to the marketing and advertising contracts submitted, members expressed concern

that the Authority was overspending (approximately \$36,000 per annum) and agreed that it would be more efficient to engage a marketing firm to manage marketing and advertising activities for all CINAA entities. The Board instructed the Director to issue a Request for Quotations (RFQ) to determine the cost of hiring a marketing firm. The Director reminded members that the marketing position was currently being advertised and sought clarification on whether the marketing firm would replace the position or be engaged only on an interim basis until the position was filled. Members agreed that the firm could be engaged concurrently with the post being filled for a period of six months to one year. Members also discussed the possibility of maximizing opportunities with the Department of Tourism and enhancing collaboration to meet the Authority's marketing needs. The Chairman requested that the representative from the Ministry of Tourism and Trade Development explore this potential collaboration.

In relation to the PSJ café lease, the Board discussed the upcoming expiration of the lease and requested that the Director review the existing agreement and present any recommended amendments. The Board further instructed the Director to confirm the tenant's intention to renew at least six months prior to the expiration of the lease.

In relation to the Code of Conduct for the Cayman Craft Market, the Board noted that there was significant room for improvement and requested that the Director prepare a document outlining his recommended amendments for the Board to review.

The Director confirmed that he received the NOIs for all members from the representative from the Ministry of T&TD.

The Board requested that the representative from the Ministry of T&TD provide terms of reference for the Audit and Risk Subcommittee.

7. Director's Presentation:

The Director reported on the months of August and September, as the August report had not been included on the agenda for presentation at the September meeting.

August Summary Report

During the month of August, the revenue generated by the CINAA group was \$89,433. This amount was 31% under budget. Total expenses were \$327,398 (\$347,589 including COGS). The net loss for the group (after output funding of \$165,000) was \$93,156. Over the past eight (8) months the group generated revenues of \$1,321,264, which represented an increase of 9% compared to the previous period. Total expenses were \$2,291,217 (\$2,672,440 including COGS), which represented an increase of 11% compared to the previous period. The net loss for the period (after output funding of \$1,320,000) was \$31,176. This amount corresponds to a decrease of 117% compared to the previous period.

The staff complement remained at thirty-seven (37) during the month. At the Botanic Park an Administrative Officer was hired and a part time Sales Clerk departed by mutual consent.

Throughout the month, both Pedro St. James and the Botanic Park showed mixed performance across their Instagram and Facebook pages. Both sites recorded steady follower growth and short-term increases in engagement compared to the previous period. However, while likes and interactions improved, overall engagement levels and reach remained lower than the previous year. In summary, both pages demonstrated positive recent activity but have yet to recover to last year's performance levels.

There were twelve (12) cruise ships in port during the month. Admission numbers at Pedro St. James decreased by approximately 34% compared to the same month in the previous year. At the Botanic Park admission numbers

decreased by 2% compared to the same month in the previous year. The decrease in visitor numbers at Pedro St. James resulted in a corresponding decline in admissions revenue of 34%. The Botanic Park recorded a 10% decrease in admissions revenue over the same period.

September Summary Report

During the month of September, the revenue generated by the CINAA group was \$45,169. This amount was 65% under budget. Total expenses were \$285,100 (\$298,068 including COGS). The net loss for the group (after output funding of \$165,000) was \$87,899. Over the past nine (9) months the group generated revenues of \$1,366,762, which represented an increase of 4% compared to the previous period. Total expenses were \$2,576,124 (\$2,970,304 including COGS), which represented an increase of 11% compared to the previous period. The net loss for the period (after output funding of \$1,485,000) was \$118,542. This amount corresponds to a decrease of 165% compared to the previous period.

The staff complement was reduced to thirty-six (36) during the month, following the conclusion of the fixed-term contract of the part-time Tour Bus Driver at Pedro St. James.

For the second consecutive month, both Pedro St. James and the Botanic Park exhibited mixed performance across their Instagram and Facebook pages. Both sites continued to record steady follower growth and short-term increases in engagement compared to the previous period. However, despite improvements in likes and interactions, overall engagement levels and reach remained below last year's figures. In summary, while both pages have shown consistent recent activity, they have yet to return to the performance levels achieved in the previous year.

There were eleven (11) cruise ships in port during the month. Admission numbers at Pedro St. James decreased by approximately 31% compared to the

same month in the previous year. The corresponding admissions revenue for Pedro St. James was however 7% greater than the same month in the previous year. At the Botanic Park admission numbers decreased by 13% compared to the same month in the previous year. The Botanic Park also experienced a corresponding 13% decrease in admissions revenue over the same period.

8. Operational Issues at Attractions:

Queen Elizabeth II Botanic Park

The Director reported that the repair works at the Park had been completed and that the facility was reopened for business on September 6, 2025. He informed members that the Manager had received correspondence from the Department of Environmental Health (DEH) confirming their satisfaction with the works completed at the Visitor Centre. The Chairman requested that a copy of the correspondence be circulated to members. The Board also agreed that the carpet on the second floor should be replaced with laminate flooring.

Hell Geological Site

Members discussed the condition of the boardwalk at the site and agreed that it was necessary to fast-track the repair works. The Director advised that the Operations Supervisor would be tasked with obtaining the required estimates, following which a contractor would be engaged to carry out the works.

9. Risks and Risk Management:

The Director reported that the primary risk faced by the Authority was natural disasters. He advised that a Continuity of Operations Plan (COOP) was in place to guide preparedness efforts, particularly in relation to hurricanes.

A member inquired about the value of the artifacts and whether they were insured. The Director explained that the artifacts were classified as Heritage Assets under the International Public Sector Accounting Standards (IPSAS) and,

in accordance with the previous standard, were not recorded on the books. He noted that the standard had since been revised to require the inclusion of such assets in the financial records. For insurance purposes, the overall contents insurance currently reflects the purchase prices of these items. With the change in standard, a government-wide exercise will be undertaken to determine the value of all government-owned heritage assets. Upon completion of this exercise, the insurance and financial records will be updated accordingly.

The Director further noted that other general risks included breakdowns in internal controls, monitored closely by the Financial Controller through the maintenance of proper segregation of duties, as well as staffing challenges.

10. Any other business:

i. Meeting with the Auditor General and Team

The Director informed members that the interim external audit had commenced and that the Auditor General and the audit team assigned to CINAA had requested a meeting with the Board. Members agreed to meet with the Auditor General and the audit team via Zoom on October 24, 2025, at 9:00 a.m. The Chairman requested that the Director arrange the meeting.

ii. Board Resolution - Changes to Bank Signatories

The Board resolved to remove the former Chairperson as a signatory on all CINAA bank accounts held at RBC and CNB and to add the new Chairman to these accounts. It was further resolved that the Deputy Chairperson be added as a second signatory once that individual has been appointed to the Board.

iii. Potential Changes to Banking and Accounting

The Director was asked to clarify the current signing authority for payments. He explained that the site managers of PSJ and BP are authorized to sign

jointly with either the Chairperson, the Financial Controller, or himself. A member expressed concern that it may not be appropriate for the Financial Controller to be a signatory on the bank accounts and further recommended that payment runs be processed in batches twice per month. The Chairman requested that the member prepare a document outlining these recommendations for review by the Board and an Accountant.

iv. Submission of 2026-27 Budget Documents

The Director informed members that the Chairman had approved and signed the budget documents, which were subsequently submitted to the CFO of the Ministry of T&TD. The Chairman noted that due to time constraints, it had not been possible to circulate the documents to members prior to submission. He therefore requested that the Director circulate the documents to members following the meeting.

v. Discussion on Merging of Administrative Roles and Secretary Appointment

Members discussed the advantages and disadvantages of merging the Human Resources Manager and Administrative Manager positions at the CINAA Administrative Office. Following deliberation, it was agreed that the roles should remain separate. The Director was requested to circulate the existing job descriptions to the Board for review, along with a copy of the current employee contract used by CINAA.

A member raised the matter of appointing a Secretary to the Board other than the Director. The Chairman requested that the representative from the Ministry of T&TD investigate the matter and report back to the Board.

vi. *Rescheduling of December Meeting*

The Chairman proposed that members meet earlier in December due to the festive season and the possible unavailability of members. All agreed to meet on December 5, 2025.

11. Action Items Summary:

i. The Director should:

- issue a Request for Quotations (RFQ) to determine the cost of engaging a marketing firm.
- circulate correspondence from DEH regarding their satisfaction with the remediation work that was done at the Park and replace carpet.
- circulate the existing job descriptions to the Board for review, along with a copy of the current employee contract template used by CINAA.
- prepare the Board Resolution for signing and subsequent submission to the bank.
- arrange meeting with the OAG via Zoom for October 24, 2025, at 9:00 a.m.
- circulate the 2026-27 budget documents to the Board.
- prepare a document outlining recommended amendments to the CCM Code of Conduct for the Board to review.
- prepare a presentation on the new website prior to going live and send a copy of the contract by email.
- confirm the tenant's intention to renew the café lease at PSJ at least six months before the lease expires and provide recommendations for any amendments.

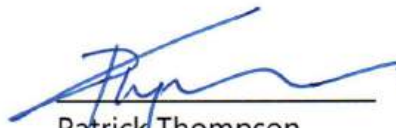
- ii. The representative from the Ministry of T&TD should:
 - investigate the matter of appointing a Secretary to the Board.
 - investigate the possibility of collaborating with DOT to improve CINAA's marketing.
 - provide terms of reference for the Audit and Risk Subcommittee.
- iii. The member that suggested the potential changes to banking and accounting should prepare a document outlining their recommendations for review by the Board and an Accountant.

12. Adjournment:

The meeting was adjourned at 12:42 p.m. The next meeting is scheduled for November 14, 2025, at 10:00 a.m.



Mr. Charles Clifford
Chairman



Patrick Thompson
Secretary