



GRAND CAYMAN
& GEORGETOWN REGION

MOBILITY FRAMEWORK

[CREATED BY RPI CONSULTING | 2022]



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INTRODUCTION

Traffic congestion directly impacts both citizens and businesses.

Families spend less time together, businesses waste time and energy moving goods and services. Cayman is not immune to the global challenges presented by congestion. Thankfully, jurisdictions are finding solutions to the congestion problem.

RPI intends to focus on Cayman productivity through the lens of traffic reduction starting in the Georgetown area. We will evaluate and present established transportation options that have the potential to exponentially improve commuting options for Caymanians thus providing for improved lifestyle choices for work and play. Established transportation options will include – but are not limited to – walking and bicycling to higher level mass transit such as electrified buses or grade separated automated people movers.

RPI is a Canadian Corporation that has been providing an array of focused solutions to clients since 2011. It is through RPI's collaborative process with our Subject Matter Experts (SMEs) that we are able to provide in-depth traffic reduction strategies, best practices, and implementation solutions to Cayman Islands Government.

We trust the following provides the Cayman Islands Government with sufficient information to further investigate the potential for RPI to complete a Feasibility Study on mobility and traffic reduction initiatives.

MO•BIL•I•TY & OTHER IMPORTANT TERMINOLOGY

noun, the ability to move or be moved freely and easily

CONGESTION

There is no lack of local discourse about the case for change in road infrastructure in and around Georgetown. Whether in the public eye or desired government policy, there is a broad recognition that traffic is costing Cayman citizens quality-of-life and productivity.

CARBON FOOTPRINT/GREEN HOUSE GASES

Unsurprisingly, fossil fueled vehicles, sitting in traffic have a negative impact on the environment and quality-of-life. Cayman recognizes the need for change most evidenced by recent Request for Information re: converting energy generation from diesel to Liquefied Natural Gas (LNG). Expansive networks of wide roads also contribute to degradation of the natural environment.

RPI proposes in the following pages to assist the administration to bring expertise and focus to move solutions forward to mitigate the above challenges:

PLANNING POLICY

There is a global sea change happening when it comes to urban planning. Following we define several terms used throughout that improves the life styles of citizens and enables economic growth.

ALTERNATE MOBILITY OPTIONS INCLUDING MASS TRANSIT

Mobility options are being implemented in urban areas that enable sustainable opportunities for municipalities to grow responsibly. RPI proposes to engage with the government, local business and community leaders to find the best fit for Cayman's needs.

UR•BAN SPRAWL

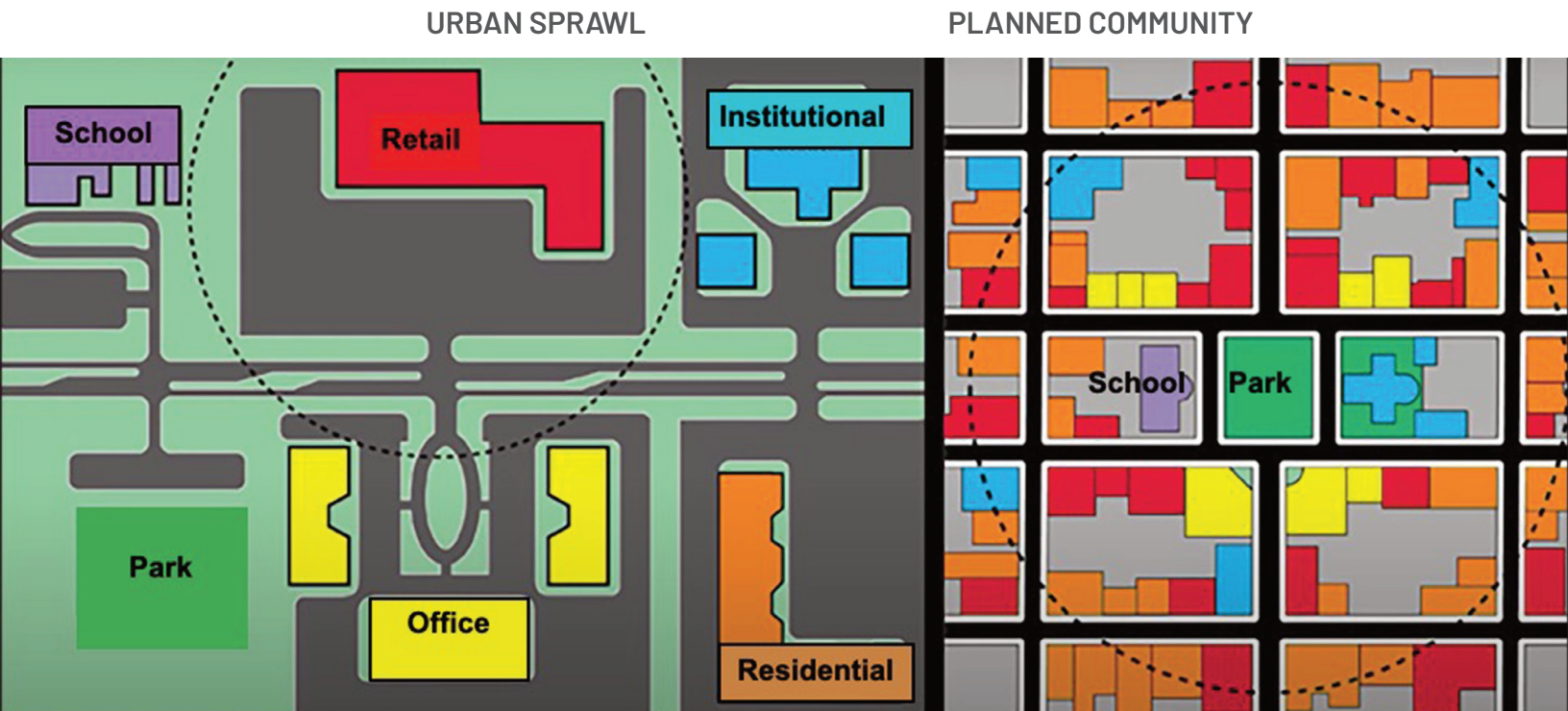
noun, the uncontrolled expansion of urban areas. Typically characterized by low-density residential housing, single-use zoning and increased reliance on private automobiles.

NEIGHBORHOOD PLANNING

Neighborhood planning is a form of urban planning through which professional urban planners and communities seek to shape new and existing neighborhoods. ... City planners have used this process to combat a range of social problems such as community disintegration, economic marginalization and environmental degradation. [wikipedia.org](https://en.wikipedia.org)

TRANSIT ORIENTED DEVELOPMENT (TOD)

A transit-oriented development (TOD) is a type of compact development that brings together and integrates residential, commercial and other uses in an urban setting, with seamless walking and cycling connection between them. In addition, it offers easy access to public transport which connects riders to the rest of the city and opportunities and resources beyond the local community. *Iris Tam, osler.com, 2020*



The dashed circles represent 'an easy walk', typically 15minutes. As can be seen in the Urban Sprawl scenario, someone can not get much past the parking lot without driving. The roads represent 'pinch points'.

Alternatively, in the planned community, there are many options for living, working, shopping and entertainment. Notably, there is more than one option to arrive at any given destination.

EXECUTIVE SUMMARY

Development on the western half of Grand Cayman has benefited the nation as a whole becoming a global destination for Finance and Luxury Tourism. With all the success, the Island now has a productivity problem caused by road congestion limiting the movement of people and goods further hindering future development and growth.

There are limited opportunities to expand existing road infrastructure given geographic restrictions. Additionally, *The Paris Accord* (2015) sets Global targets to reduce society's carbon footprint and environmental impact. Cayman Islands benefit from some of the most beautiful, and sensitive, natural resources in the world which mandate protection for the near term and future generations. A big step was taken with the authoring of *The National Energy Policy 2017-2037, Cayman Islands*, with a focus on long term sustainability. Reducing vehicular traffic has the benefits of permitting easier movement of goods and services without expanding existing roads whilst moving to a greener economy.

Existing solutions enabling ease of movement around urban areas are proven in other jurisdictions and can be applied to this problem using sound Urban Planning and Project Management Principles.

In this paper we begin the process of discovering relevant delivery models of modern mobility solutions, technologies and the supporting Infrastructure. It is understood a next step would be the commissioning of an in-depth **Feasibility Study** addressing the transition from the current to a future state in a responsible and sustainable way ensuring opportunity for generations of Caymanians and the preservation of irreplaceable beauty enjoyed by citizens and visitors alike.

OBJECTIVES AND GOALS FOR A MOBILITY SOLUTION IN CAYMAN



HOW WE LIVE

“ The vision in this plan is to enhance the quality of life. A big part of the quality of life is obviously not sitting in traffic for an hour. ”

RICHARD MILEHAM

Planning Assistant in the Department of Planning, Cayman Compass, 2020, re: *National Planning Framework*, 1997

It has been theorized that suburbs as we know them today began during the Industrial Revolution. As factories and mills spewed pollution, carbon and other toxic elements into the environment it began to affect the surrounding population's health. The solution of the day was to segregate industrial and residential areas. Couple this with the rapid acceptance of the personal automobile and you create a suburb.

This was a profound departure from the cities, towns and villages of old. In fact, many European urban areas still exhibit what is now considered to be the gold standard of urban planning. Citizens could leave their front door and walk a relatively short distance to provide their employment, shopping, education or entertainment needs. Should you need to travel – outside a comfortable walking distance – to another town for work, family or opportunity, you use a bicycle or take a form of networked mass transportation or both.

As populations have grown, development has marched forward and travel requirements seem to rule daily lives, the modern headache called congestion has become a higher order societal issue. What we now know as **urban sprawl** has resulted in:

REDUCED PRODUCTIVITY

A visceral result of sprawl can be seen and felt with commute times. Whether you are a citizen or a business, time spent in a vehicle, is wasted time. Studies have shown suburban drivers drive twice as many miles as urban dwellers. Negative impacts can be felt with family and friends or with delayed movement of goods and services. With physical land becoming a more valuable commodity, parking for single family vehicles can now be considered an opportunity cost, in fact, wasted (valuable) space.



HEALTH IMPACTS

Aside from the obvious physical results of sitting in a vehicle for several hours a day there have been links to increased anxiety and mental health risks. Simply put, sprawl separates people, physically and emotionally.

INEQUALITY

There is published evidence that sprawl exacerbates income inequality and job insecurity. Owning and operating a personal vehicle can be an expensive proposition for a large percentage of the population. Additionally fragmenting land ownership diminishes the ability of smaller communities to offer services and opportunity to the lives of their citizens.

CITY & TOWN DEGRADATION

Single use zones tend to impact the general health of a city. An excellent example might be an area solely attributed to office space. These spaces and the services within them are only used in the typical 9 to 5 workday. On weekends and evenings these areas can be devoid of all life. This results in an inefficient use of valuable space. Vibrant cities are those that offer citizens personal and professional opportunities no matter the time of day or year.



ENVIRONMENTAL DEGRADATION

Sprawl results in a loss of green spaces and natural habitat. In Cayman one could argue well planned development is of paramount importance. There is a finite amount of land that is under the heightened threat of climate change.

SUSTAINABILITY & THE ENVIRONMENT

The Cayman Islands are as vulnerable to the impacts of Climate Change as any country. Being a relatively small Island Nation, citizens are exposed to a finite amount of livable land mass along, or surrounded by a sensitive and vulnerable shoreline.

Additionally, Cayman derives all its energy needs through the importation of fossil fuels. There are no guarantees as to the availability and costs associated with fossil fuels in the near term, let alone in decades. What is known, is that the fossil fuel industry is in a volatile and transitional state. Nations around the world are in a race to reduce their citizen's dependence on fossils fuels. Clearly this has transformational implications on the broader fossil fuel market.

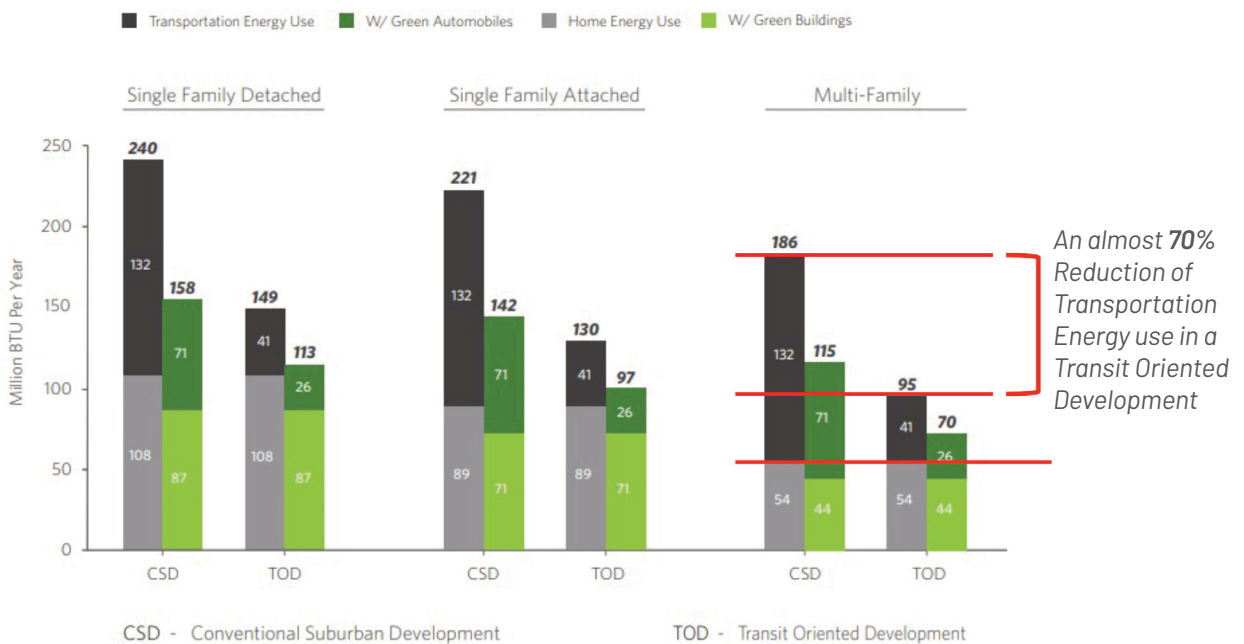
As previously mentioned, Cayman initiated a **National Energy Policy 2017-2037 (NEP)**. This is a 'living' policy that requires continuous adjustments and updates as domestic needs, global events and technologies dictate and allow. The NEP's stated vision: *"Enhancing and embracing*

a sustainable lifestyle through responsible and innovative energy supply and consumption.”

The free Georgetown (GT) Shuttle was a pillar within the NEP, “Leave your car, we’ll get you there,” with the stated goal of reducing vehicular traffic within GT. Although innovative, the Shuttle operated within the confines of existing infrastructure and was therefore utilized by a small portion of the population in specific circumstances.



In the chart below, the US Environmental Protection Agency (EPA) measured British Thermal Unit (BTU) consumption by various types of households in conventional sub-divisions typified in urban sprawl and denser living in a Transit Oriented Development. There is a significant drop in transportation energy used between the two. Location efficiency, or the less a household has to travel to meet its typical needs has the single largest impact on their environmental footprint.



As part of the **Feasibility Study**, RPI will address the supply and consumption parts of the energy equation as it relates to reliable mass transit solutions.

- › Energy required to operate a mass transit solution.
- › The potential sources of energy for mass transit.
- › The opportunity to address the Transportation Sections of the NEP at the consumption level.

A POSITIVE IMPACT ON THE FUTURE

Peter Calthorpe published *The New American Metropolis* in 1993 through which he is credited with organizing and systematizing the concept of **Transit Oriented Development**. Although a relatively new term in the lexicon of urban planning, many modern western cities have embraced what it means for its citizens into the next century.

Walkable and transit-oriented mobility is now planned into newly developing urban areas. Clearly public policy and forethought into citizens needs are much more easily implemented in a green-field development. In big cities standards are applied to building setbacks, number of parking spaces, width of sidewalks and green spaces as a condition of development approval.



Legacy development presents another set of challenges for urban planners. Many City Councils have taken obstacles head on. The image above is taken from *Downtown 21 Master Plan*, the City of Mississauga, Ontario. It is a striking visual of a suburban shopping mall parking lot transforming into what the city considers to be a vibrant mixed-use downtown where citizens can live, work and play. Today, Mississauga exemplifies urban sprawl. The future is planned to be entirely different.

Governments typically also find it more cost effective to deliver and maintain services in denser and mixed-use areas. Fire and ambulance services can be more strategically located as can schools or community centres.

Another enabler that has been adopted by many is the concept of the **Smart City**. Essentially a Smart City is one that uses connected technologies to measure and adjust many aspects of life, including transportation. Innovative services optimize a coordinated approach to a smarter use of different modes of transportation. Autonomous vehicles utilizing 5G networks are expected to enable more informed and safer options available based on needs. Health monitoring of systems provide more reliable infrastructure to keep things flowing.



WiFi networks monitor traffic patterns to control traffic flow. Public transportation and emergency services can be given priority. Cameras provide real-time observations of routes and situations requiring immediate attention.

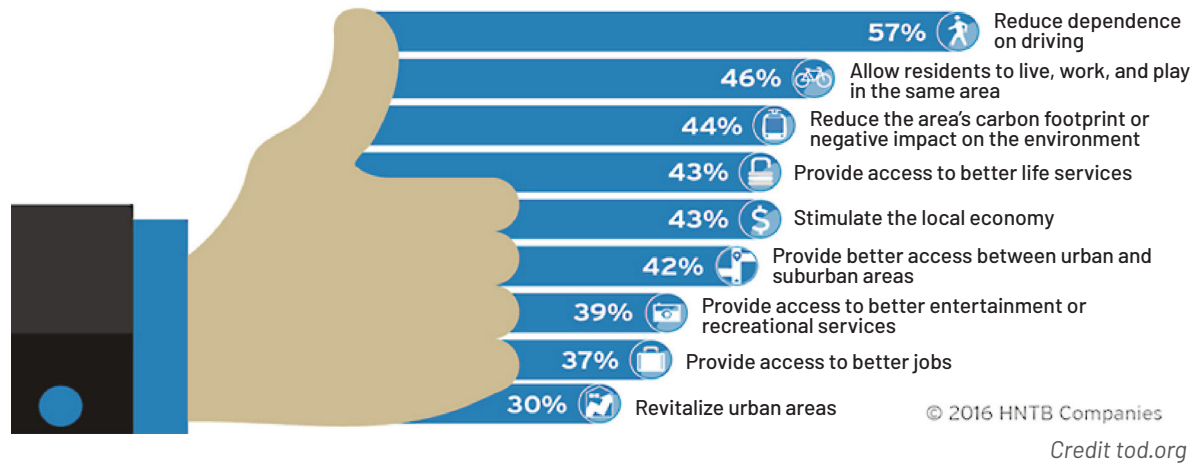
TRANSIT ORIENTATED DEVELOPMENT (TOD)

Urban planners have realized for some time the synergies accomplished by collocating mass transit and higher density development. This has more recently evolved under the banners of sustainability and a modern lifestyle known as the '15 minute' radius. City planning now attempts to orient itself around transit stations as a 'hub' or regional 'node' and the cornerstone of a walkable neighborhood.

In its purest form, citizens can walk 15 minutes (1/2 a mile) to a transit station and have access to their residence, their workplace, any services such as medical needs and access to food and recreation. Benefits are obvious in terms of overall lifestyle, but also increased opportunity and living in a sustainable way. Personal vehicle use can be greatly reduced, if not eliminated thus contributing to a greener society and in many cases, reducing annual consumer costs – vehicles, fuel, maintenance, insurance, etc.

BENEFITS OF TRANSIT ORIENTED DEVELOPMENT

Americans believe transit oriented development provides an array of benefits ranging from lifestyle to environmental to economic.



Building a transit system is not an in-expensive proposition. It is therefore important to use every opportunity to leverage every dollar invested in that investment.

Developers and businesses also frequently seek out proximity to transit networks and nodes. It is not uncommon for high density developments (residential or commercial) to subsidize stops/stations within their projects.

COMMERCIAL OPPORTUNITY

- › Attract and retain the next generation workforce.
- › Increased productivity (employee wellbeing, less time commuting, access to other businesses).
- › Attract new and diversified commercial verticals, particularly in the technology sectors.
- › Access to customers and patrons (retail, restaurant, entertainment).
- › Municipal government opportunity to reduce infrastructure servicing costs, delivery of electricity, power, sewage, etc.

RESIDENTIAL OPPORTUNITY

- › Enhance value of existing development.
- › Connect affordable housing development with broader economic opportunity.
- › Local resident owned businesses provide community based economic opportunities.
- › Municipal government opportunity to reduce infrastructure servicing costs, delivery of electricity, power, sewage, etc.

TOD is another component to a longer-term sustainability plan. Urban sprawl is inefficient and unsightly.

NOTHING IS EASY

It took years for the City of Mississauga to recognize and act on the need to change development objectives.

The City had grown very successfully for decades. New residents and businesses had been attracted by many factors, however, the City found it was increasingly challenged to provide a healthy and inclusive region. Population growth and unrestricted development was creating urban sprawl and all the challenges associated with it.

A new challenge presented itself – competition. Mississauga was finding it harder to attract new businesses. Companies and the modern workforce were being lured to city’s that were planning and investing in planned neighborhoods. They were able to attract the workforces they needed to meet their own growth objectives. Newer generations are not as attracted to personal vehicles and the associated conditions that come with them. They are more interested in a quality of life where an increased focus on one’s personal time coupled with access to work and recreation opportunities dovetail with environmental stewardship. The COVID pandemic has only amplified these socio-economic trends.

Frequently, growth is now facilitated by innovation hubs that include partnerships between educational institutions and technology or science-based businesses. There is stiff competition to provide the political, economic and physical locations that attract and enable these economic accelerators.



Mangroveactionproject.com Cayman Mangrove Rangers

MOBILITY OPTIONS

Urban planners are rethinking how to best provide mobility options for their citizens that mitigate challenges around productivity losses and environmental concerns. Developing a network of options that provide a safe, cost effective and convenient solution with maximum flexibility to meet citizens quality of life needs is possible in nearly all urban environments.

MOBILITY OPTIONS	CONTEXT	CAPITAL COST
WALK	Desired primary mode in a walkable neighborhood. The cheapest and most effective method.	\$ ↓ INCREASING ↓ \$\$\$\$
BICYCLE	Secondary in a walkable neighborhood.	
BUS	A popular option. Need to balance operating costs (diesel or electric and operator). Challenges with operating in mixed traffic. Typically, accessible options available for persons with disabilities.	
CAR/VEHICLE	Dedicated high occupancy vehicle (HOV) lanes encourage car pooling. Preferences are also given to shared options such as taxis and buses.	
BUS RAPID TRANSIT BRT	Bus operating in dedicated right of way, oftentimes grade separated. Not subject to traffic conditions. Typical to use articulated busses for higher capacity. Options possible for point-to-point express service. Right of way can also be used for Emergency Services (Fire, Ambulance, etc.)	
LIGHT RAIL TRANSIT LRT	Typically require tracks and catenary (overhead wires). Can operate in dedicated right of way, in mixed traffic or a combination of both. Benefit over a bus is higher capacity and more doors – quicker loading and off-loading allows for shorter headways (distance between vehicles). Still has the cost of an operator.	
AUTOMATED LRT/APM (BELOW)	Always operates in a dedicated right of way, grade separated. Can be rubber tired or steel wheeled. Stations require platform doors for maximum efficiency and safety. Allows for maximum person throughput. No operator.	
FERRY	Many options available. Can carry many people with multiple ferries operating with only 2 berths. Frequently provides scenic routes that are fun and destination (entertainment) oriented.	

RPI will investigate the feasibility of all the transportation modes indicated above.

AUTOMATED PEOPLE MOVER (APM) credit Bombardier/Alstom



Passenger capacity flexibility is achieved by linking up to 6 cars together, the limitations typically being station platform lengths.

APM's popularity are driven primarily by:

- › **MODULARITY**

The cars can be configured in any number of styles to accommodate seating, bicycles, standing room, luggage, etc. They can also be linked together (train sets) of varying length allowing for different passenger loads, measured in 'peak passengers per hour in peak direction'.

- › **AUTOMATIC TRAIN CONTROL (ATC)**

Operations are optimized through the route along the guideway. Acceleration, braking and operating speeds are optimized for passenger safety and comfort and energy efficiency.

- › **EFFICIENCY**

Cars typically have several wide doors allowing for fast and efficient boarding and disembarking. ATC provides for precise stopping at stations allowing options for door operations on both sides of the car when coordinated with station platform doors. Accessibility for disabled people, seniors or strollers is designed in at the platform level safely.

› **GUIDEWAY APM**

Guideways enable their construction within existing infrastructure. Beside stations and maintenance facilities, the footprint is typically reduced to piles/plinths supporting the guideway deck allowing for existing roads, waterways, or other existing infrastructure to operate undisturbed below. Guideway deck construction can either be 'cast-in-place' or, 'pre-cast' and lifted into place. Long spans may also warrant steel 'tub' girders.

› **STATIONS**

Stations can also be constructed at the guideway level to further reduce the system footprint.

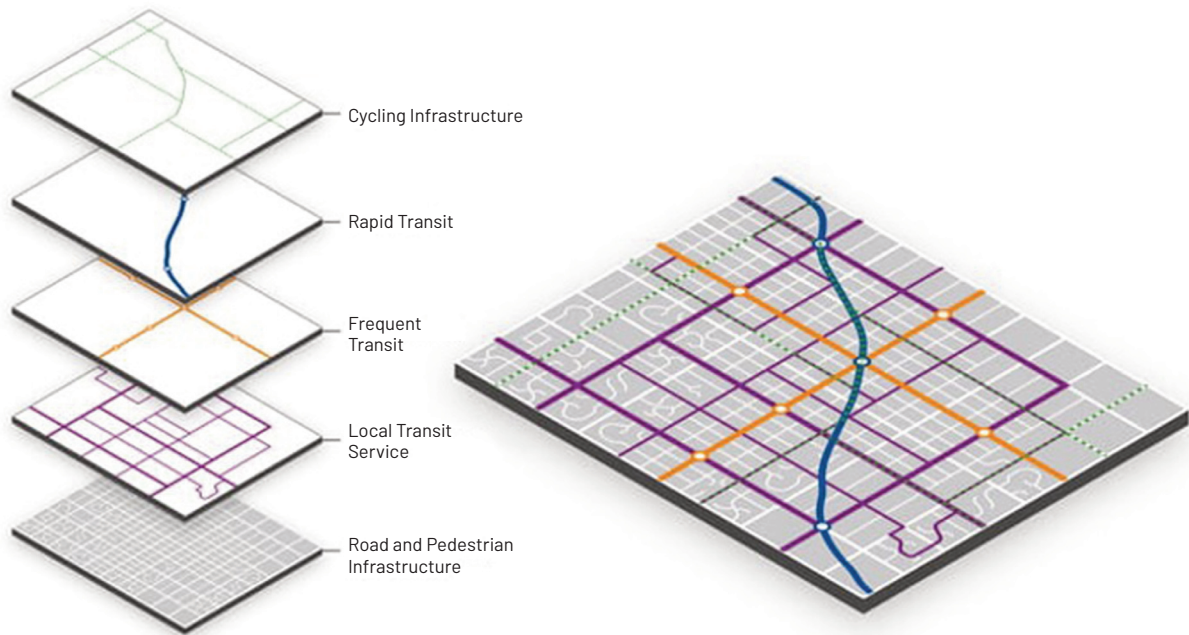
ELEVATED GUIDEWAY AND STATION, NOTE PEDESTRIAN AND BICYCLE FEEDER ROUTES credit reddit.com



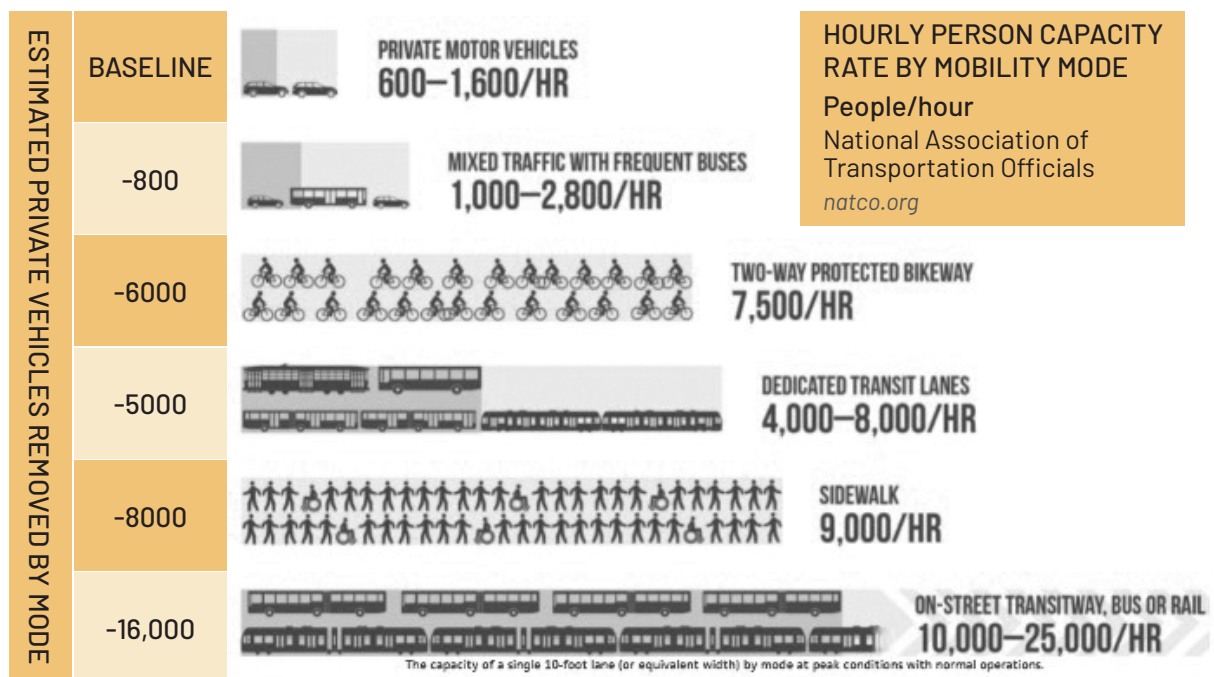
'Feeding' the APM 'spine' of the transit network would involve planning stations connecting to existing or new transportation modes such as vehicle, bus, bicycle, pedestrian or water (ferry/taxi).

Clearly, one of the benefits of looking at a network approach and the modularity of an APM technology is the ability to plan and construct the network in manageable phases.

LAYERS OF CONNECTED OPTIONS IN A TRANSIT NETWORK credit Translink



Legacy planning in urban areas has focused on building roads. Recently however, planners have come to realize that more roads typically means more cars and more congestion through a concept called 'Induced demand'. In planning walkable neighborhoods narrower roads that also provide for bicycles and sidewalks that are more connected actually increases the number of people that can move around a given area, safely.



WHAT MIGHT TRANSIT ORIENTED DEVELOPMENT LOOK LIKE?

Here we hypothesize that planning policy for the Savannah and West Bay communities has embraced multi-use zoning and density benchmarks. Residents can walk or bicycle easily to provide their work, shopping and entertainment needs. A new grade separated transit route enables residents of either community to safely and reliably transit from one to the other.

A ferry from The Shores area to Water Cay opens up additional areas for seamless mobility between communities.

REALIZED BENEFITS

- › Personal vehicle – Vehicle miles travelled (VMT)- use is reduced or eliminated.
- › The cost of owning a vehicle is reduced or eliminated allowing increased flexibility in household budgets.
- › Community economies have developed around providing services for local residents.
- › A greater sense of community is fostered resulting in civic pride and increased opportunity for marginalized people.
- › Green spaces are preserved – or even developed – for either public enjoyment or for preservation of indigenous wildlife and fauna.
- › Residents are healthier through exercise and reduced fossil fuel emissions.

Inevitably, Caymanians are being forced further east on the Island as the western side is developed and becomes more expensive. As residences are moved further east away from employment zones on the west, the congestion pinch point in the Grand Harbour area is amplified. Implementing a mobility plan for Georgetown and the surrounding communities will provide opportunities for all Caymanians to live, work and play into the future.



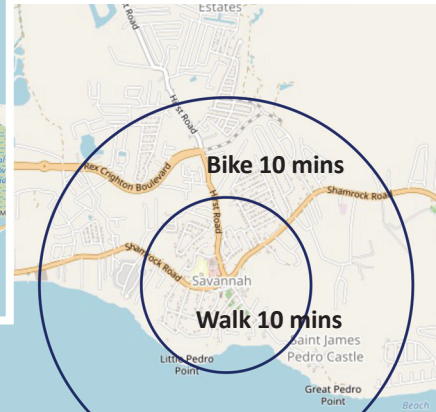
CONNECTED NEIGHBORHOODS

2 walkable communities connected with Mass Transit.

Stops along 7 Mile Beach allows resort employees convenient access to work and home.

WiFi provides passenger schedule information.

A ferry opens up the North Side.



- ▶ A bus with integrated bicycle rack allows cyclists to travel greater distances. In many cities, this combination has supplanted private vehicle ownership.



- ◀ Bicycle and scooter sharing are becoming more prevalent as an option. Iterations include electric versions and administration through WiFi in the Smart City.

- ▶ The Vancouver Aquabus successfully moves people around the city. Note it is bicycle friendly.



OPERATIONS & MAINTENANCE (O&M)

Building transit infrastructure is just the beginning.

These assets typically have generational lifecycles (the London Underground was commissioned in 1863, with steam locomotives!).

Although many large urban cities operate and maintain their own transit infrastructure, smaller jurisdictions find this impractical. The onset of technology has made outsourcing operations and maintenance easier and more important.

Several companies specialize in operating and maintaining transit networks on behalf of municipalities which can be delivered using Public Private Partnerships (P3's), a topic further expanded in the next section.

As an example of one of the largest O&M providers, Bombardier/Alstom maintains or operates in 34 countries globally and is responsible for over 18,000 vehicles, Bombardier/Alstom built, or not. Modern asset lifecycle management now focuses on system reliability (imperative for rider adoption) through modern condition-based maintenance practices. Sensors (Internet of Things, IoT) provide big data on infrastructure, vehicles and equipment to monitor health and performance of systems increasing reliability and reducing costs.



First Transit, based in the US, has provided bus operations to cities and municipalities since 1955. Today it has over 19,000 employees and operates and maintains over 49,000 vehicles. Services range from smaller shuttle bus operations to entire city transit networks.

OPPORTUNITY IN CAYMAN

There is obviously employment opportunity through the infrastructure build, but, the long-term opportunity for Caymanians will span years.

Modern transit technologies have embedded systems and processes that offer new training and skillsets for local employees.

Passenger management is another burgeoning technology field whether it be route planning, passenger loading information or fare management. Information and entertainment are delivered via train line WiFi networks (which also deliver real-time system health indicators for operations).

A SAFETY CULTURE

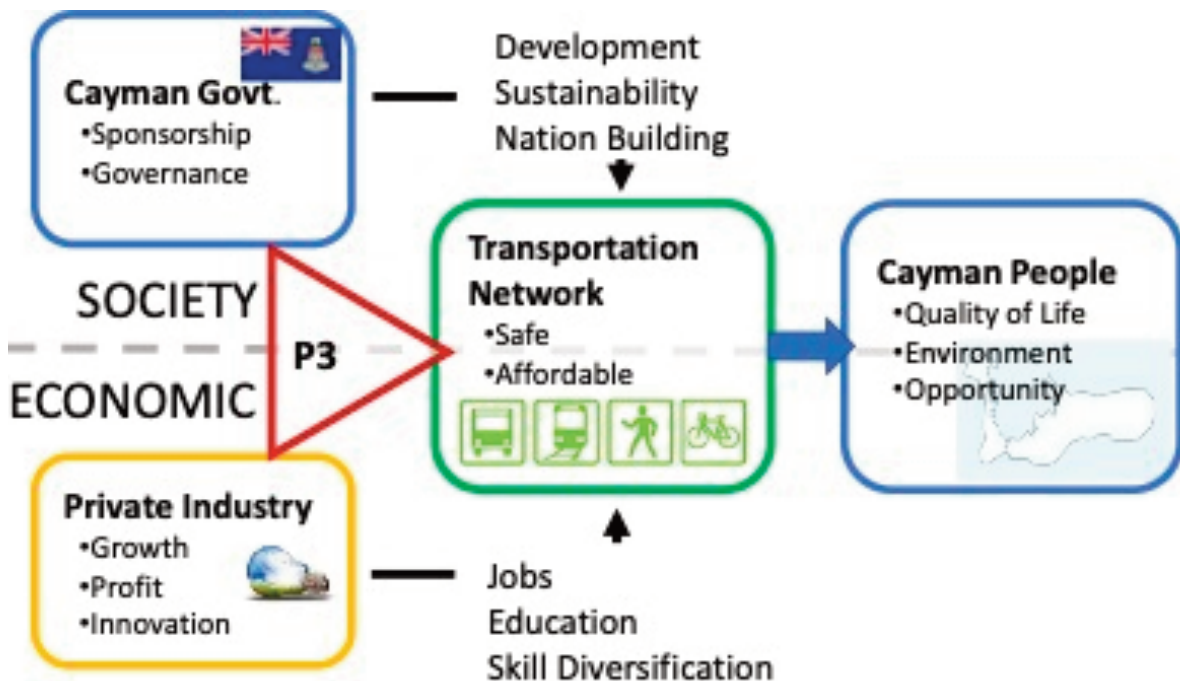
It is important to recognize that safety is perhaps the most important element to consider in operations and maintenance. A robust Safety Management System (SMS) allows for:

- › Transparency
- › Sharing of Best Practices
- › Managed Liabilities (lower costs)

INFRASTRUCTURE DELIVERY MODELS

PUBLIC PRIVATE PARTNERSHIPS – P3'S OR PPP

Public Private Partnerships (P3's) are a proven methodology used within the western world to deliver large infrastructure projects. Within a P3, the public and private sectors collaborate to deliver solutions leveraging the strengths of each partner while mitigating project risks.



P3 models are designed to address the specific needs and capabilities of both the Public and Private partners. The **Feasibility Study** will include a suggested P3 model for consideration. Following is a shortened list of likely P3 models that would be utilized to deliver the Grand Cayman Mass Transit Solution.

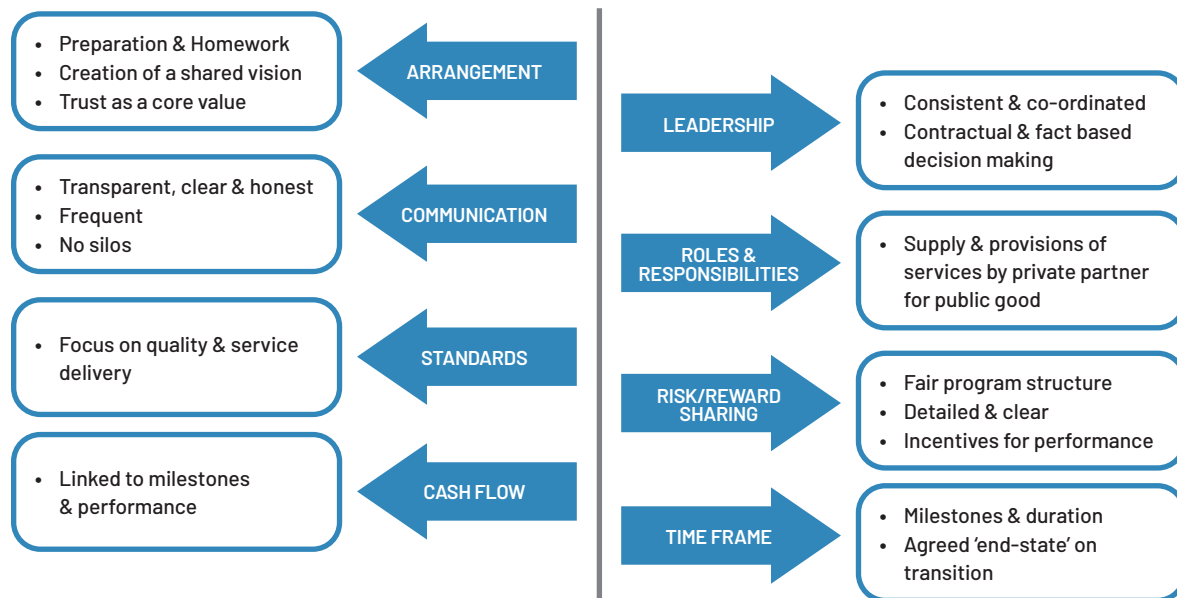
DESIGN – BUILD – FINANCE – OPERATE (DBFO)

DESIGN – BUILD – FINANCE – OPERATE – MAINTAIN (DBFOM)

These variations are typically used where a consortium of Private Partners delivers a project utilizing each of the consortium’s areas of expertise as they relate to Financing, Engineering, Construction and then Operating and Maintaining the subject asset (i.e., Mass Transit). The Public Partners leverage the skills and expertise in complex and ‘large scale’ infrastructure builds of the Private Partners thus transferring the risks associated with required resources and diverse skillsets to the Private Partner consortium.

Typically, these projects have very long life-cycles (25-30 years, plus). The Private Partners leverage the Public Partners sponsorship and the longevity of these projects to mitigate their risk.

CONDITIONS AND PRINCIPLES FOR P3 SUCCESS



OPERATE – MAINTAIN (O&M)

In this model, the Private Partner operates and maintains a Public asset. These arrangements are typically measured and remuneration paid based on a contracted Service Level (SLA) including asset condition expectations at the end of the contract term. Frequently, these arrangements come with an extension period(s) exercised at the Public Partners discretion based on the success of the Partnership. The Private Partners are typically paid a fixed amount

over the term of the arrangement with the potential to earn incentives when performance milestones or metrics are met. Likewise, the Public Partner has recourse for non-performance through methods such as Liquidated Damages (LD's), performance bonds, or more drastically, termination.

Perhaps the largest benefit of an O&M arrangement is the ability to leverage a specialized skill-set provided by the Private Partner. Increasingly, leading Private Partners are investing in Technology to solve traditional challenges and deliver improved service levels. No Public Partner of Government typically has the scale or ability to innovate to the extent a Private Partner can.

As part of the Feasibility Study RPI will build a model that meets the objectives of the Cayman Government. Critical elements of a typical transit model are:

- › Limit Public Partner funding while providing acceptable returns to the Private Partners.
- › Affordability for the transit users, encouraging network use.
- › Alternate revenue streams such as advertising, development fees, etc. will be investigated.

A key principle in these projects is recognition of the opportunity benefits that are realized. To be viable and sustainable, the opportunity must obviously justify the cost, but there is also typically a cost of not doing the project, or opportunity costs. These costs typically compound over time and eventually present an insurmountable hurdle for a government to finance or justify to its constituents in the long run. Net Present Value (NPV) of cash inflow and outflow are important considerations in a P3 arrangement involving a large upfront capital investment.

NOT STARTING FROM SCRATCH

Local governments and councils globally have paved the way to implement well planned, walkable and connected communities.

All jurisdictions navigate legacy land use, special interests, finances and a lack of understanding to take the leap and drive change. Although there are lots of reasons to maintain the status quo, there are more concrete reasons to plan for and start implementing change.

Luckily for Cayman, there are many urban areas to look to for inspiration. There are as many examples of what not to do as there are of successes. There is much to learn and iterate from others. RPI will facilitate a look at best practices implemented in similar situations.

In the first image on the cover of this document it is easy to focus on the gridlock. There is, however, a different perspective. A lone cyclist bypasses fellow commuters in an empty bicycle lane. Cayman has started the journey to build cycling infrastructure. The question is, can we build more of it and can we encourage their use?

RPI proposes to provide the expertise and focus required to begin the journey to a new future for Cayman prosperity through further mobilizing its citizens and workforce.



Buffered Bike Lane Parking off the curb FDOT planning

Credit FDOT planning

RPI DELIVERABLES

With the proposed Feasibility Study, RPI will provide tangible evidence and plans for the administration to succeed in moving Cayman forward in solutioning existing infrastructure problems while concurrently addressing much needed sustainability challenges.

RPI will use Project Management Principles by leading subject matter experts (SME's) in the following disciplines:

- › Infrastructure Delivery using the most appropriate P3 model(s)
- › Project financing (including capital and operational costing and offsetting revenue opportunities)
- › Urban planning and demographics (including phased potential transit network buildout and alignment)
- › Civil Engineering
- › Environmental and sustainability planning
- › Cayman stakeholder management (Communications, citizens and businesses, government offices i.e., policing, fire, etc.)
- › Heavy construction (including Cayman opportunities)
- › Transportation network planning (multi-modal, vehicular, transit, cycling, etc.) as previously discussed starting on page 12 with estimates of efficiencies gained.
- › Operations and Maintenance (O&M)
- › Transit Oriented Development Potential (TOD) for citizens and commercial operations.

RPI will engage the local Cayman business community to complete as much work as possible and where practical on the Islands.

We understand that in stakeholder engagement, the local people know the Islands the best and that having the opportunity to develop **their** plan will turbocharge buy-in and implementation of the chosen policies and solutions.

RPI will deliver a comprehensive report that will differentiate itself by outlining tangible plans including deliverables and anticipated results. RPI commits to transparency, focus and milestone-based progress reports to the designated lead(s) within the administration.

The discussion above coupled with the commitment of the government to create a responsible and environmentally sustainable nation will solidify the government's commitment to life-style equality for its citizens by addressing the significant traffic congestion in and around Georgetown.

RPI believes Cayman have already started the discussions required to solve these issues and in fact bring a new era of growth and opportunity for Caymanians. We are as passionate and excited as you are about what is to come.

