

MEMBERSHIP**Total Membership income (includes renewals, new members and upgrades)**

YEAR	MEMBERSHIP TOTAL	TOTAL DUES INCOME \$CI
2014 (as of January 3)	34 (32 corporate; 2 associate)	\$10,880
2013 (unaudited)	665 (604 Corporate; 61 associate)	\$319,519
2012 (audited)	693 (616 Corporate; 77 associate)	\$319,399
2011 (audited)	695 (617 Corporate; 78 associate)	\$328,307
2010 (audited)	710	\$330,451
2009 (audited)	742	\$350,638
2008 (audited)	706	\$349,030
2007 (audited)	680	\$332,371
2006 (audited)	699	\$319,682
2005 (audited)	644	\$275,884
2004 (audited)	632	\$269,653
2003 (audited)	626	\$270,702
2002 (audited)	644	\$264,635
2001 (audited)	703	\$274,763
2000 (audited)	631	\$203,277

Total Membership renewal income

YEAR	\$ INVOICED	\$ RECEIVED	RETENTION RATE
2014 (as of January 3)	\$339,190	\$10,880	3.21%
2013 (unaudited)	\$332,774	\$309,023	92.86%
2012 (audited)	\$329,899	\$303,706	92.04%
2011 (audited)	\$339,411	\$316,258	93.18%
2010 (audited)	\$350,272	\$316,054	90.23%
2009 (audited)	\$355,644	\$328,467	92.36%
2008 (audited)	\$336,109	\$318,451	94.75%
2007 (audited)	\$326,697	\$313,755	96.04%
2006 (audited)	\$290,437	\$275,909	95%
2005 (audited)	\$275,355	\$245,504	89.16%
2004 (audited)	\$274,965	\$255,904	93.07%

**Membership totals do not include honorary and membership exchanges as approved by the Council.*

As of January 3rd there have been 34 member renewals (\$10,880) and 0 new members (\$0). Total membership now stands at 34 Members (32 Corporate, 2 Associate) with total membership income of \$10,880 inclusive of upgrades and joining fees. This is a 3.21% retention rate. Membership Update:

- Membership dues were increased by 5% for 2014. This is the first increase in dues since 2006. The increase can potentially bring in an additional \$16,000.
- 665 Invoices were sent via surface mail on December 20, 2013.
- 2014 discount cards and decals were delivered the week of January 2, 2014.
- 2014 desktop calendars were delivered December 20, 2013.

New Membership Applications approvals (2013)

Company Name	Type	Beneficial Owners
1. Lorna's Texaco	Corporate	Osbourne Bodden
2. Pro Sec Secretarial & Administrative Services	Corporate	Khadine Moodie
3. Junk Ltd.	Corporate	Dave Connolly, Mark Connolly
4. Rubis Cayman Islands Ltd.	Corporate	Mauricio Nichols
5. Damon Hardie Design	Corporate	Damon Hardie, John Michael Foster
6. DDL Studio Ltd.	Corporate	Brian Eccles
7. Greentech Ltd.	Corporate	James Whittaker
8. Cayman Doctors Ltd.	Corporate	Dr. Caroline Quartly, Dr. Else Christofferson, Arek Joseph
9. Cayman Islands Protective Services Ltd.	Corporate	Laura & William Bodden
10. Precision Industries (Cayman) Ltd.	Corporate	Sean Reid
11. Nicola Williams	Associate	N/A
12. Big Panda Ltd.	Corporate	Caroline Key
13. Cayman Bodytalk Services	Corporate	Stephanie Grizzel
14. Risk Consultancy Services Ltd.	Corporate	Julius Jacky/Patrick Thompson
15. Utopia Home Inspections	Corporate	Valentino Salvi
16. Chatterbox Ltd.	Corporate	Deanna Charlton-Jones
17. Insight Global Holdings	Corporate	DM Trust
18. Fusion Fabrication	Corporate	Mike Hare & Martin van der Touw
19. St. Georges Bank & Trust	Corporate	Promerica Financial Corp.
20. Cayman Music Therapy	Corporate	Julianne Parolisi
21. Bberrys2Go	Corporate	Deana Hutchinson
22. Tomlinson Furniture Ltd.	Corporate	Jacqueline Tomlinson-Smith
23. Mandala Beauty Spa	Corporate	Sharon Roulstone
24. Elite Security Ltd.	Corporate	Owen Lattie/Lolieta Curbelo
25. HSM Chambers	Corporate	Hew Moses, Derek Jones, Nicolas Joseph
26. Global Imaging Consultants	Corporate	Christopher & Deborah Gill
27. Wine & Glass Ltd	Corporate	Martin & Charmaine Richter
28. The Bootcamp Cayman	Corporate	Dax Foster
29. Babylove Newborn Photography	Corporate	Renee Donaldson
30. 100% Math	Corporate	Roy & Marion McKenzie
31. XQ's Ltd.	Corporate	Alvaro Quintas, Cleveland Dilbert
32. Life Extension Sports & Fitness Ltd.	Corporate	David Berry
33. Seven Mile Medical Clinic	Corporate	Dr. Sook Yin Eccles
34. Diamond Marquise	Corporate	Keith High
35. Blue Dragon Tatoos	Corporate	Sean Dobson & Carole Mayer
36. Proforma Graphic Printsources	Associate	Linda Martinelli
37. Tea Time in Cayman Ltd.	Corporate	Kadi Merren, Kelli Dawson
38. Wave Consulting (Cayman) Ltd.	Corporate	Pierre Lafontaine/Simon Tomkins-Lafontaine
39. Island Taste	Corporate	Graham and Virginia Thompson
40. Revolutions Indoor Cycling	Corporate	Cathy and Jerome Ameline
41. Integrity Technology Services Ltd.	Corporate	James Bovell

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42. 8 G Health and Technology	Associate	Gene and Sonam Hill
43. United Airlines	Associate	
44. Burger Holdings Ltd.	Corporate	Gary and Angel Rutty
45. The Islands Club	Corporate	Strata Plan #30
46. Urquhart Design	Corporate	Sandy Urquhart
47. Masters of Languages	Corporate	Jelleka Wellington, Maria Gonzalez, Shaun Tracey
48. *K9 Security Services Ltd.	Corporate	Sterling & Penny Rivers (*NOTE: Membership check bounced-no reply received from emails/phone calls)
49. George Carvalho Beauty Salon	Corporate	George Carvalho, Delbert Bolton
50. McGann MD Whorms Psychometrics Ltd.	Corporate	Merle & Kevin McGann
51. I Read for Life	Corporate	Vinnette & Charles Glidden
52. Para De Sol Ltd.	Corporate	Helene Anziska, Mr. Rutty
53. Intec Research (Cayman) Ltd.	Corporate	Steve Bramwell, Michael Muirhead
54. Cayman Business & Sales Academy	Associate	Chuck Bauer
55. Cayman Sports Ltd.	Corporate	Warren Urquhart

FINANCIAL POSITION (as at 3rd January 2014)

US\$ Fixed deposit: US\$228,766.24 (fixed until February 3, 2014)
 CI\$ Fixed deposit: CI\$66,992.48 (fixed until January 16, 2014)
 CI\$ Savings: CI\$3,694.37
 CI\$ Chequing: CI\$17,610.88
 US\$ Chequing: US\$27,110.04
 US\$ Savings: US\$9,186.88
TOTAL BALANCES: CI\$305,600.48 or US\$372,683.51

ACCOUNTS:

- A/R stands at \$4,105.50 for Training and \$1,780 for Programmes & Events. All outstanding amounts have been followed up on.
- All chequing accounts have been reconciled as at the end of November 2013.
- 2014 budget is being drafted.
- Auditors, PKF completed the 2012 audit. This was presented and approved at the Annual General Meeting held December 17, 2013.

YEAR	INCOME	EXPENSES	NET INCOME
2014 (as of January 3)	\$65,725	\$377.40	\$65,438
2013 (unaudited)	\$835,734	\$859,369	-\$23,635
2012 (audited)	\$892,904	\$919,612	-\$28,585
2011 (audited)	\$814,997	\$758,908	\$56,089
2010 (audited)	\$867,199	\$852,976	\$14,223
2009 (audited)	\$808,383	\$761,781	\$46,602
2008 (audited)	\$985,564.58	\$952,521.15	\$33,043.43
2007 (audited)	\$845,266	\$746,254.14	\$99,011.86

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2006 (audited)	\$754,086	\$735,582	\$18,504
2005 (audited)	\$609,016	\$599,278.61	\$9,737.39
*2004 (audited)	\$455,436.50	\$576,915.60	-\$121,479.10

Hurricane Ivan*BUDGET ATTAINMENT (as of December 31, 2013)**

PROGRAMME/EVENT/SERVICE	\$ INCOME	2013 BUDGET	% OF BUDGET ATTAINED
New Members	\$8,120.39	\$13,000	62.46%
Renewals	\$309,198	\$306,150	101%
Website advertising – caymanchamber.ky	\$2,200	\$10,000	22.00%
Website advertising – futureofcayman.ky	\$0.00	\$9,000	0.00%
Website Advertising – showmethemoney.ky	\$0.00	\$2,500	0.00%
EVENTS			
Career Expo	\$21,701	\$19,220	112.91%
Earth Day	\$37,000	\$38,000	97.37%
Golf Classic	\$33,596	\$34,000	98.81%
CayShop	\$57,450	\$56,650	100.52%
Candidates Forums	\$19,500	\$19,500	100.00%
Business After Hours	\$7,000	\$10,000	70.00%
Business Excellence Awards			
PROGRAMMES			
Leadership Cayman	\$69,412	\$78,570	88.34%
Mentoring Cayman (2012-2013)	\$12,926	\$8,000	161.58%
Golden Apple Awards	\$46,100	\$63,000	73.17%
Business Coaching Cayman (2013-2014)	\$11,750	\$13,000	87.04%
Professional Development and Training Centre	\$85,795	\$108,150	79.33%
ADMINISTRATIVE			
Rental Income	\$51,581	\$46,839	110.12%
Publications & Mailings	\$19,684	\$24,750	79%
Salaries/Pension/Insurance (expense)	\$334,428	\$332,895	100.46%

OPERATIONS UPDATE**OFFICE:**

- Office renovations have been completed, giving the Chamber 2 leasable office spaces and 2 store rooms.
 - Bankers' Association has been relocated to rear office (right-hand side) at rental rate of CI\$1,200.00 monthly.
 - YMCA has signed an annual lease the 2nd rear office (left-hand side) as of December 1, 2012. Rental rate CI\$250.00 per month.
 - Junior Achievement is compensating the Chamber for office rental as of December 1. Rental rate of CI\$250.00 monthly.
 - Chamber Pension Plan remains in current office space at \$1,328.25 monthly.

STAFF:

- Tara Ebanks, Communications Manager, submitted her resignation. Final day was October 31, 2013.

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- Alex Pineau, Communications Assistant, submitted his resignation. Final day was November 1, 2013.
- Leanna Jarvis, Events Manager, submitted her resignation. Final day was December 20, 2013.
- Joanne Diaz-Berry was hired as General Manager of the Chamber. Starting date was November 1, 2013.
- Recruitment is underway to hire a Membership and Sales Coordinator.

PROGRAMMES

PROFESSIONAL DEVELOPMENT & TRAINING CENTRE

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	\$ NET	BUDGET ATTAINMENT
2013 (unaudited)	461	\$85,795	\$55,917	\$29,878	\$108,150 (79.33%)
2012 (audited)	664	\$104,556	\$57,581	\$46,975	
2011 (audited)	592	\$95,735	\$50,754	\$44,981	
2010 (audited)	759	\$135,279	\$79,339	\$55,940	
2009 (audited)	501	\$70,296	\$45,903	\$24,395	
2008 (audited)	457	\$72,866	\$44,912	\$27,953	
2007 (audited)	416	\$54,056	\$29,603	\$24,454	
2006 (audited)	296	\$49,150	\$27,458	\$21,691	
2005 (audited)	368	\$46,611	\$25,965	\$20,646	

Eight out of 16 courses scheduled for October through December occurred. There were 461 course participants for the full year ending December 31. Features were included in the bi-weekly e-newsletters and training e-blasts continued. Compass quarter page black and white ad was placed in October and November but not in December.

Courses held October, November, & December:

Time Management & Productivity
Intro to Project
CAPM
PMP
Basic Grammar & Writing Part 1
Basic Grammar & Writing Part 2
Operations Management
The New Supervisor

LEADERSHIP CAYMAN (LC)

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	NET
2014 (as of January 3)	21	\$45,940	\$1,692	\$44,248
2013 (unaudited)	25	\$69,417	\$38,157	\$31,260
2012 (audited)	25	\$80,225	\$47,451	\$32,774
2011 (audited)	18	\$59,062	\$34,621	\$24,441
2010 (audited)	24	\$70,900	\$41,249	\$29,651

Planning 21 members form the 2014 LC class, 2 of which received partial sponsorship of \$1,000 each stemming from surpluses of the programme in 2013 and 2012. Sponsors to date: Major Sponsors: Dart \$5,000, Cox Lumber \$4095.08;

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Media Seminar sponsor: Tower Marketing, \$1,500

Executive Planning Committee:

Steve McIntosh – Chair; Lillian Bush – Chair-Elect; Faramarz Romer – Class Project; Sandy Cram – Recruitment; Vacant position – Alumni (Lauren Langlois has resigned this post as of December 2013 due to other commitments. Interest has been expressed by one other alumni); Lynne Byles – Sponsorship & Promotions.

Dates:

• 7 October 2013 – Thursday	Planning Committee Meeting DONE
• 14 October 2013 – Monday	LC Orientation 1 of 4 – 5:30 – 6:30 DONE
• 16 October 2013 – Wednesday	LC Orientation 2 of 4 – 5:30 – 6:30 DONE
• 24 October 2013 – Thursday	LC Orientation 3 of 4 – 5:30 – 6:30 DONE
• 28 October 2013 – Monday	LC Orientation 4 of 4 – 5:30 – 6:30 AND Project RFP's DONE
• 1 November 2013 – Friday	Applications Due
• 4 – 8 November	Prepare score materials & schedule Interview days DONE
• 13 November 2013 – Wednesday	Interview Day 1 - 5:00 – 9:00 pm (Training Room & Wil's Office)
• 14 November 2013 – Thursday	Interview Day 2 – 5:00 – 9:00 pm (Training Room & Wil's Office)
• 15 November 2013 – Friday	Interview Day 3 – 5:00 – 9:00 pm (Training Room & Wil's Office)
• 16 November 2013 – Saturday	Planning Committee Meeting (9:00 am – 12:00 noon)
• 18-19 November 2013 – Monday	Decision Letters DONE
* 25 November 2013 – Monday	PC and Mentors Meeting DONE
• 4 December 2013 – Wednesday	Orientation Dinner 6 pm – 10 pm DONE
• 6 December 2013 – Friday	Class Project Proposals should be in
• 16 January 2014 – Thursday	Set-up – Opening Retreat IN PROGRESS
• 17-18 January 2014 – Fri-Sat	Opening Retreat – Class Project presentation
• 4 February 2014 – Tuesday	Seminar 1 – Media In our Community
• 18 February 2014 - Tuesday	Seminar 2 – Criminal Justice
• 4 March 2014 - Tuesday	Seminar 3 – Education & Workforce Development
• 13 & 14 March 2014 - Thurs & Friday	Seminar 4 – Sister Islands Perspective FLIGHTS IN PROGRESS
• 25 March 2014 - Tuesday	Seminar 5 – Immigration
• 5 April 2014 - Saturday	Mid-Year Retreat (9 a.m. – 2 p.m.)
• 8 April 2014 – Tuesday	Seminar 6 – Cayman Islands Government
• 22 April 2014 – Tuesday	Seminar 7 – Human Services & Health Care
• 6 May 2014 - Tuesday	Seminar 8 – Financial Services
• 10 May 2014 - Saturday	Class Project Work Date
• 20 May 2014 - Tuesday	Seminar 9 – Stayover & Cruise Tourism
• 3 June 2014 – Tuesday	Seminar 10 – Infrastructure & The Environment
• 17 June 2014 – Tuesday	Seminar 11 – Culture & Heritage
• 20 June 2014 - Friday	Closing Survey prepare
• 28 June 2014 – Saturday	Graduation Dinner – The Reef TBC (6:00 pm – 9:00 pm)

MENTORING CAYMAN

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	NET
2014	0	\$100	\$0	\$100
2013 (unaudited)	51	\$12,926	\$8,802	\$4,124
2012 (audited)	46	\$11,585	\$7,471	\$4,114

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2011 (audited)	0	\$0	\$0	\$0
2010 (audited)	43	\$16,637	\$7,906	\$8,731
2009 (audited)	58	\$15,690	\$5,086	\$10,604
2008 (audited)	48	\$17,000	\$12,306	\$4,694
2007 (audited)	55	\$19,120	\$9,343	\$9,777
2006 (audited)	0	\$0	\$3,332	\$-3,332
2005 (audited)	0	\$0	\$0	\$0
2004 (audited)	37	\$10,000	\$1,094	\$8,906
2003 (audited)		\$14,205	\$10,436	\$3,769
2002 (audited)		\$2,500	\$4,173	\$-1,673

Dates have been delayed for training, orientation and reception and subsequent first visit.

- Mentor Training 1: Friday, 6 December, Chamber of Commerce - 9 am—11:00 a.m. (Mentors only)
- Student/Parent Orientation: Tuesday 10 Dec, Chamber of Commerce Conference Room, 5:30 pm— 6:30 pm (Students and parents only)
- Mentor Training 2: Monday, 16 December, Chamber of Commerce - 9 am-11 a.m. (Mentors only)
- Opening Reception: Thursday, 9 January, Westin Resort TBC, 6:00 pm—8:00 pm (Parents, Mentors & Students)
- Work Place Visit 1: Monday, 14 January
- Work Place Visit 2: Monday, 4 February
- Work Place Visit 3: Wednesday, 26 February Plus Guest Speaker Luncheon with Shomari Scott
- Work Place Visit 4: Monday, 10 March
- Work Place Visit 5: Monday, 14 April
- Work Place Visit 6: Monday, 5 May Catamaran Cruise (Mentors & Students)
- Work Place Visit 7: Tuesday, 11 June
- Closing Reception/Recognition: Wednesday, 12 June TBC, Governor's Residence, 6:30 pm—8:00 pm (All Mentors, Students & Parents are invited)

BUSINESS COACHING CAYMAN

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	NET
2013/14 (as of January 3)	12	\$11,750	\$7,043	\$4,707
2012/13 (unaudited)	13	\$15,000	\$11,689	\$3,311

In progress with full class of 12. Sole sponsor: Fidelity (\$1,000). Programme dates: Oct 3 – Opening, Nov 12, Dec 10, Jan 14, Feb 11, and Mar 7 – Graduation. Programme dates forwarded to Communications for desktop calendar and photo scheduling. Contract is to be drafted.

CHAMBER DISCOUNT – CAYSHOP CARD

“Discount of the week” promotion continues.

GOLDEN APPLE AWARDS FOR EXCELLENCE IN TEACHING

YEAR	\$ INCOME	\$ EXPENSE	NET
2013 (unaudited)	\$46,100	\$29,852	\$16,248
2012 (no event scheduled)	\$0	\$0	\$0

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2011 (no event scheduled)	\$0	\$0	\$0
2010 (audited)	\$49,084	\$31,344	\$17,740
2009 (audited)	\$70,119	\$43,645	\$26,474
2008 (audited)	\$113,426	\$71,614	\$41,812

The gala awards took place successfully on November 30, press release written and summary report complete with recommendations for future awards. Sponsors for the event were: **Lifetime Achievement Award (CI\$12,000)** Maples and Calder; **Partner in Education (CI\$10,000)** Dart Enterprises. Ltd.; **Reception Sponsor (CI\$7,500)** KPMG; **Gift (CI\$3,500)** Rubis Cayman Islands Ltd., Conyers Dill & Pearman, Deutsche Bank, The Westin Grand Cayman Seven Mile Beach Resort & Spa; **Supporting (CI\$2,000)** Scotiabank & Trust (Cayman) Ltd., Foster's Food Fair, Caribbean Utilities Company (CUC), INTEC Research Production Services; **In-Kind and other support** Cayman Distributors Group, LIME Stingray Kisses Ltd., The Ritz Carlton, Grand Cayman, University of the West Indies, Open Campus, Courtney Platt Photography, Dolphin Discovery; **Video sponsor** CML TV

The awards recipients were:

- Primary School Teacher in a Private School – Denise Orosa of Montessori by the Sea;
- Primary School Teacher in a Public School – Heather Williams of The Lighthouse School;
- High School Teacher in a Private School – David Rennie of Cayman Prep & High School;
- High School Teacher in a Public School – Kirkpatrick Clarke of Clifton Hunter High School; and
- Principal in a Private or Public School – Samantha Tibbetts of Hope Academy
- Lifetime Achievement – Janilee Clifford

EVENTS

CHAMBER OF COMMERCE BUSINESS EXCELLENCE AWARDS – 10th May 2014

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of January 3)	\$9,000	\$0	\$9,000

The Chamber of Commerce Business Excellence Awards will take place on Thursday, 28th November. Digicel Cayman and Caribbean Publishing Company have confirmed at the signature sponsors for the event (\$7,500). Nominations opened in September. Other sponsors confirmed include Foster's Food Fair, Pestkill and CEL Distributors. A panel of distinguished business leaders will be identified to serve on the judging panel to assess the nominations. The committee is now evaluating whether to make this into a black tie event with table sponsors.

CAREERS, EDUCATION, TRAINING AND JOBS EXPO

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of 3 January)	\$4,250	\$200	\$2,950
2013 (unaudited)	\$21,701	\$17,616	\$4,085
2012 (audited)	\$20,750	\$10,292	\$10,458
2011 (audited)	\$17,550	\$11,050	\$6,500
2010 (audited)	\$18,200	\$9,566	\$8,634
2009 (audited)	\$25,936	\$7,896	\$18,040
2008 (audited)	\$21,400	\$20,850	\$550
2007 (audited)	\$0	\$0	\$0
2006 (audited)	\$0	\$0	\$0

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2005 (audited)	\$0	\$0	\$0
2004 (audited) (<i>Hurricane Ivan</i>)	\$0	\$1,788	\$-1,788
2003 (audited)	\$18,619	\$16,044	\$2,575
2002 (audited)	\$19,300	\$14,910	\$4,390
2001 (audited)	\$0	\$265.37	\$-265.37
2000 (audited)	\$16,680	\$16,146	\$534

The Careers, Education and Training Expo will take place on Friday, 14th March at the UCCI auditorium. It will not include a job section this year since another event will be planned to focus on jobs in 2014. In 2013, the event was held on February 8 and featured 33 sponsors and attracted almost 1,500 attendees. Cayman 27, The Caymanian Compass and CML TV all covered the event.

BUSINESS AFTER HOURS

YEAR	Number of Events	\$ INCOME	\$ EXPENSE	NET
2014 (as of 3 January)	1	\$1,000	\$0	\$1,000
2013 (unaudited)	7	\$7,000	\$12	\$6,988
2012 (audited)	5	\$5,000	\$11	\$4,989
2011 (audited)	10	\$10,250	\$1,035	\$9,215
2010 (audited)	12	\$12,750	\$1,234	\$11,516
2009 (audited)	10	\$10,250	\$75	\$10,175
2008 (audited)	14	\$13,239	\$1,222	\$12,017
2007 (audited)	14	\$14,475	\$934	\$13,541
2006 (audited)	16	\$14,640	\$222	\$14,418
2005 (audited)	12	\$9,670	\$28	\$9,642
2004 (audited)	7	\$6,210	\$122	\$6,088
2003 (audited)	12	\$9,950	\$12,821	\$-2,871
2002 (audited)	7	\$3,850	\$808	\$3,042
2001 (audited)	13	\$7,150	\$1,943	\$5,207
2000 (audited)	10	\$7,600	\$2,254	\$5,346

EARTH DAY ROADSIDE CLEANUP

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of January 3)	\$0	\$0	\$0
2013 (unaudited)	\$37,000	\$17,603	\$19,397
2012 (audited)	\$40,500	\$19,078	\$21,422
2011 (audited)	\$28,250	\$9,154	\$19,096
2010 (audited)	\$34,035	\$9,797	\$24,238
2009 (audited)	\$36,708	\$16,553	\$20,155
2008 (audited)	\$31,073	\$16,807	\$14,266
2007 (audited)	\$16,984	\$10,958	\$6,026
2006 (audited)	\$14,000	\$8,014	\$5,986
2005 (audited)	\$6,626	\$0	\$6,626
2004 (audited)	\$7,400	\$5,875	\$1,525
2003 (audited)	\$2,850	\$2,440	\$410

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2002 (audited)	\$2,400	\$2,633	\$-233
2001 (audited)	\$3,605	\$2,025	\$1,580
2000 (audited)	\$30,625	\$24,784	\$5,841

As per the Council's recommendation, there will be two community roadside clean-ups planned for 2014 one to be held to mark Earth Day and the other to take place prior to the busy holiday period. It will be called the Chamber Christmas Cleanup to be held in late November. Sponsorship forms are now being developed for distribution to the membership.

BUSINESS EXPO (CAYSHOP)

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of 3 January)	\$0	\$0	\$0
2013 (unaudited)	\$57,450	\$19,577	\$37,873
2012 (audited)	\$54,200	\$25,873	\$28,327
2011 (audited)	\$55,658	\$40,979	\$14,679
2010 (audited)	\$52,035	\$40,555	\$11,480
2009 (audited)	\$69,666	\$44,770	\$24,896
2008 (audited)	\$100,300	\$72,139	\$28,161
2007 (audited)	\$96,842	\$69,916	\$26,926
2006 (audited)	\$97,475	\$59,953	\$37,522
2005 (audited)	\$55,035	\$25,233	\$29,802
2004 (audited) (Hurricane Ivan)	\$0	\$0	\$0
2003 (audited)	\$52,691	\$29,854	\$22,837
2002 (audited)	\$42,015	\$28,673	\$13,342
2001 (audited)	\$66,888	\$39,313	\$27,575
2000 (audited)	\$83,220	\$38,257	\$44,963

The CAYSHOP Expo was held on 24-26th October at the Arts and Recreation Centre in Camana Bay. It was opened by Her Excellency the Governor Helen Kilpatrick, Premier Hon. Alden McLaughlin Jr. and Commerce Minister Hon. Wayne Panton. Director of Commerce and Investment Ryan Ramkumarsingh and Chief Officer Dax Basdeo also attended. The event was sold out with two Caymanite sponsors, LIME and Logic. In total, 46 booths were sold inside and another 10 businesses were positioned outside in the cottage industries section.

LEGISLATIVE LUNCHEON

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of 3 rd January)	\$0	\$0	\$0
2013 – September 25 (unaudited)	\$22,691	\$18,567	\$4,124
2011 – July (audited)	\$11,750	\$9,537	\$2,213
2009 – July 23 (audited)	\$7,960	\$7,445	\$515
2009 – January 28 (audited)	\$7,080	\$6,952	\$128
2008 (audited)	\$3,870	\$3,904	\$(34)

DISTRICT CANDIDATES FORUMS

YEAR	\$ INCOME	\$ EXPENSE	NET
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2013 (unaudited)	\$19,500	\$18,232	\$1,268
2009 (audited)	\$9,000	\$20,184	-\$11,184

Annual General Meeting – 17th December 2013

More than 60 persons (including 45 members) attended the meeting. Special guests included the Hon. Wayne Panton, Minister for Commerce, Ryan Rajkumarsingh, Director of Commerce and Investment and Mario Ebanks, Director of Labour and Pensions. President Chris Duggan offered his apologies due to a medical issue and PE Johann chaired the meeting. The membership elected the following Council members for 2014: Colin Reid, Vice President, Wayne Cowan, Treasurer, Natalie Urquhart, Secretary and Councilors Lucy Tibbetts, Paul Byles and Steve McIntosh. PE Johann and VP Barry presented the 2013 Chamber Champions to 34 businesses in various categories. VP Barry presented the President's report and CEO Wil Pineau, CCE presented the activities report for the year. Treasurer Wayne Cowan presented the audited financial statements for 2012 prepared by PKF (Cayman) Ltd. The membership approved the statements and agreed to appoint them for 2013. Members of the media will also in attendance.

The 2014 Council includes:

- President-Johann Moxam
- President-Elect Barry Bodden
- Vice President Colin Reid
- Treasurer Wayne Cowan
- Secretary Natalie Urquhart
- Katie O'Neill, second year, Councilor
- Paul Pearson, second year, Councilor
- Roger Ponce, second year, Councilor
- Lucy Tibbetts, first year, Councilor
- Paul Byles, first year, Councilor
- Steve McIntosh, first year, Councilor

FUNDRAISING**REMAX/Chamber Charity Golf Classic**

YEAR	\$ INCOME	\$ EXPENSE	NET
2013 (unaudited)	\$33,596	\$17,901	\$15,695
2012 (audited)	\$30,029	\$19,003	\$11,026
2011 (audited)	\$44,351	\$21,159	\$23,192
2010 (audited)	\$49,397	\$20,840	\$28,557
2009 (audited)	\$43,645	\$34,412	\$9,233
2008 (audited)	\$49,503	\$30,785	\$18,718
2007 (audited)	\$39,537	\$18,285	\$21,252
2006 (audited)	\$31,409	\$24,923	\$6,486
2005 (audited)	\$0	\$0	\$0
2004 (audited) (Hurricane Ivan)	\$28,815	\$23,536	\$5,279

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2003 (audited)	\$24,967	\$8,978	\$15,989
2002 (audited)	\$15,887	\$2,756	\$13,131
2001 (audited)	\$21,701	\$8,136	\$13,565
2000 (audited)	\$29,471	\$12,296	\$17,175

The Golf Tournament is finally coming together and the committee seems to be working harder. The planning committee, volunteers and myself are working together to bring in more sponsorships. A list of targets for individuals on the committee to reach out to has been prepared and distributed. There are 21 teams in the afternoon (sold out) and 4 teams in the morning signed up so far to this date. 14 more spaces remain to be filled in the AM

There are 10 confirmed sponsors for the event and some additional prize sponsors.

- Title sponsor CI\$5,000 – limited to one company – Re/Max
- Major sponsor \$2,300 – Mourant Ozannes, United Airlines and Elite Marble & Granite
- Hole in one sponsor \$1,500 – limited to 2 companies – GT Automotive, Campbells
- Supporting sponsor \$1,000 – Kirk Freeport
- Award sponsor sponsors \$800 – Davenport Development
- Associate sponsor \$400 each – limited to 2 companies – Corporate Electric and Kellet and Company
- Awards were issued for the 1st Place Team, 2nd Place Team, and 3rd Place Team. In addition, there were individual prizes for Longest Drive Male and Female, Closest to the Pin, as well as a host of other spot prizes as follows:
 - Closest to the pin male US\$100 gift certificate from the North Sound Club
 - Closest to the pin female: US\$100 gift certificate from the North Sound Golf & a Gift Basket from Tea Time in Cayman.
 - Longest drive male US\$100 gift certificate from the North Sound Golf Club
 - Longest drive female Beyond Basics Gift Basket & US\$100 gift certificate from the North Sound Golf
 - Spot Prizes courtesy of the following companies: Kirk Freeport, Caribbean Canvas and HSM Chambers.
 - 1st place team was Fidelity and they received an award and US\$150 gift certificate for each player to the North Sound Golf Club, Bottle of rum sponsored by Cayman Spirits and United Airlines tickets to any destination the airline travels..
 - 2nd place team Scotia Bank. Each player received an award, \$US75 gift certificate to North Sound Club and a case of beer.
 - 3rd place team Kirk Freeport. And they received an award, \$50 gift certificate to North Sound Club and a case of beer.
 - Longest Drive Male winner was Neville Hicks, Team Conyers Dill & Pearman, Longest Drive Female winner was Beth Biega, Team Moore Stephens Decosimo Cayman Ltd, Closest to the Pin Female was Jen Thomson, Team Rawlinson & Hunter, Closest to the Pin Male was Jason Lovelock, Team Titan Development.
 - Best Dressed Team was won by The Cayman Yellow pages and they received a \$200 gift certificate from Lobster Pot

COMMUNICATIONS

The main focus for the communications strategy will be to update www.showmethemoney.ky with scholarships, commence the redesign the Chamber's main website, www.caymanchamber.ky, and to update the Future of Cayman website www.futureofcayman.com. The development of Employers and Employees Pocket Guides are also planned. Since the July Council meeting the following activities were undertaken.

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Website Development: Significant progress has been made with the rewriting and redesign of the main Chamber, website, www.caymanchamber.ky. There is still some work to be done with testing the site. It is anticipated that the new site will be ready for launch in the first quarter of this year.

MEETINGS & CONFERENCES

Membership meetings: The CEO began a series of face to face membership meetings on 7th August to engage the membership and to receive feedback on the reasons they joined the Chamber and what the Chamber can do to work more closely with their business and to get them more involved in the Chamber's activities. Member businesses participating in the face to face meetings include: Island Paving, Kirk Office, Kirk Home Centre, A L Thompson's Home Depot and CML Offshore Recruitment.

Rubis Cayman: The CEO was invited to attend a focus group discussion with Rubis Cayman on 23rd August to learn about the new company that had acquired the assets of Chevron/Texaco in the Cayman Islands and throughout the region.

CHAMBER APPOINTED REPRESENTATIVE REPORTS

Work Permit Review Committee – Alan Brady

Allow me to share some of the information happening on the WP Committee, please note that we have not formally met for some time due to Eric Bush's scheduled. Remember the Immigration Department's focus is: Protection of Caymanians.

- I. Subcommittees formed and will meet moving forward
- I am heading up the Temporary Work Permit (TWP) Subcommittee and participate on the Work Permit Process (which includes the advertising requirement).
- As part of the TWP my smaller committee was given the following questions to respond to – see our responses below:

Questions:

- **When does NWDA get involved in the temporary work permit process? (Initial stage or later?)**
 - NWDA would not get involved in the "pure" Temporary Work Permit
 - Advertisements may be included in the TWP packet, especially TWP to GOL
 - Jobs must be posted with NWDA in a GOL
- **When should there be advertisements? (Can linking this to NWDA's employment website suffice?)**
 - Advertisements should be included with the TWP when desiring a GOL in future
 - Alternative needed to Compass advertisements, would like a *rebranded NWDA* (remove the stigma or perception associated with NWDA) for the purpose of attracting Caymanians
- **What is a temporary work permit's purpose? And when is it applicable?**
 - Two types of Temporary Work Permit needs exist
 - True Temporary need (3-6 months process works, no extension)
 - *We suggest to eliminate the need for a Police Clearance*
 - Used during busy season within Hospitality / Tourism sector if an employee has resigned with limited notice and there is insufficient trained or able replacements. **(Again the need for a fast response is necessary and the reason the temporary is used.)** *Especially important for the smaller business operator with limited staff and resources.*
 - Due to time delays and lengthy process for Permit approvals, the temporary is used.

- Or when the process of Immigration goes long or the need is urgent, the TWP is used to bring the person to the Island to meet the business demand, then the business will file a GOL to extend the person's employment
 - **If there was a time guarantee of 3-4 weeks, many TWP would be eliminated**
- **Suggest that the Seasonal – 8 month, there is a need for a longer period (9-11 months) for contract labor or certain expertise**
- **With the diversity of businesses and industry on the island, can the temporary work permit process be based upon industry needs? (See the option above to lengthen for special contracted labor such as specialized IT or in the medical field.)**
 - A longer 'seasonal' permit would be warranted and utilized in many industries in order to bring in the expert for less than 12 months. (See suggestion above re. 9-11 months)
 - The restriction or need for the contractor to depart for 3 months would be maintained
- **Consider a 'baseline' or 'threshold' of unemployed in the industry-specific field and position listed with the NWDA – such as, certified (CPA) accountants for banking – if 5 unemployed and willing & able Caymanians listed with the NWDA then the potential employer must review and interview before obtaining a permit.**
 - In theory, this would work if it is connected to a faster process of permits
 - Industry would need to be involved in setting the threshold and identifying 'competency' or 'skill levels'
- **Should it be mandatory that all businesses post all open positions (non-temporary) with the NWDA?**
 - Yes, again by *rebranding NWDA's* site this would attract more people to post and link with their own websites.

REMINDER:

- II. NWDA Waiver Letters (as shared prior)
- Currently only Lois Kellyman may issue and sign a waiver letter
 - Takes as long as 2 weeks to obtain
 - Used by the Boards as a sign that NO CAYMANIANS are available
 - Is almost a guarantee of permit approval – this is an issue for CIO and NWDA as this is not how it was designed
- Future – no more waiver letters
 - NWDA is considering changing to "Letters of Referral" – this is now happening for some companies but not all, but it is the future.
 - These letters would list the names of all Caymanians, Married to Caymanians and PR holders who were referred to the business
 - Your cover letters will have to address the issue of appropriate skills, experiences and abilities to do the job or not
 - If there were no referrals from NWDA the letter will read "no deferrals were made"
 - Reminder if you receive this type of letter to:
 - Double check all names on the letters to ensure you actually received the names
 - Verifying skills, experience and abilities
 - Be certain to include in your cover letters if applying for GOLs (and you may consider this step with TWP)

We do not meet at a 'whole committee' until January, per an email received on Friday. There are a few other subcommittees working on topics such as: Accreditation/Business Staffing Plan; Ability to Set Standard Review (NWDA); and Relationship w/ Immigration and other Government Departments (including NWDA and Ministry of Education)

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which is a point Nigel has pointed out with transportation services. In addition, Tasha Ebanks-Garcia has formed a committee to review the NWDA practices and what is working /what is not.

Vendors Policy Committee: - President-Elect Barry Bodden

The first meeting of the committee is scheduled for 15th January. The main task of the committee will be to draft the following:

1. Public Market Policy
2. Law Amendments – Enforcement Clauses
3. Public Market Management Procedures

Future meetings are scheduled for 12th February, 12th March, 9th April, 7th May, and 11th June.

Cayman Turtle Farm – CEO Wil Pineau, CCE

Three meetings of the CTF Board (24th October, 13th November and 11th December) have taken place since my last report. Management accounts were presented at each meeting for the previous month. The decline in cruise passengers in 2013 has affected the income for the CTF but management expects this to change in 2014 when the number of cruise ship calls will increase substantially. The increase in cruise passengers is expected to pick up from mid-December.

The Auditor General and his Deputy, along with the audit team from KPMG attended the October meeting to present the CTF's audit report for the period 1st July 2012 to 30th June 2013. Minister for Tourism, the Hon. Moses Kirkconnell and Chief Officer Dalton Watler also attended this meeting.

Copies of the draft financial statement together with the audit debrief of the audit team's findings were distributed. The representative from KPMG explained that they had been appointed in 2010 as joint auditors to support the office of the Auditor General. At that time CTF was four years behind in their audit but with collaborative efforts with the Auditor General's office and the CTF management team, the audits were brought up to date and since then the audits have been completed and presented on time.

The representative from KPMG said the financial statements present a true and fair picture of the company from 1st July 2012 to 30th June 2013. There were three qualification points that deal with property, plant, equipment and exhibits, pensions liability and contributed capital. The management letter was also introduced. It was noted that when KPMG first started the audit processes with the CTF there were 35 points in the management letter, however, having worked with the management team to resolve some of them, there were only 6 points remaining this year. Those points included fixed asset register, impairment testing for property, plant and equipment and exhibits, title deed not in company's name, discharge permits, pension liability, government payables and accruals, advances from shareholder and biological assets.

A management response was prepared and presented to the Board. It addressed the discharge permit (the Water Authority has issued a new two-year marine discharge permit from 1st November 2013). Every six months there will be a review of the progress on reduction of water material in the discharge water.

Contributed capital: US\$5 million of US\$6,022,064 relates to an old payable to the Cayman Islands Government and that amount is in relation to insurance coverage over the past number of years. The audit opinion is to consider the US\$5 million as an equity injection rather than a payable so it could be reclassified from Accounts payable to Shareholder's Equity. This change would have to be supported by the Government and is outside of the control of the CTF management who have written to past Ministers of Tourism about this. It has also been raised with the current Minister

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for Tourism. CTF started paying the insurance premium for the last financial year. The amount outstanding was accumulated over a number of prior years.

The Board approved the CTF management's response.

Other matters discussed at these Board meetings included:

- Renovations to the roof at Schooners Restaurant will be completed in December. A tented, paved area had to be created between the restaurant and the freshwater lagoon to accommodate guests in the dining area in the interim. This location will become the kids playground.
- A security assessment was conducted by a private firm for the CTF and details shared with the Board for review.
- Rescue ladders at the Turtle and Breakers Lagoons were being costed for installation and various products were being reviewed for splash zone at the park.
- Subsequent to the price reduction on 1st September, weight of turtle meat sold had risen by 48% for September and October (comparing the same two months from 2012 to 2013) bringing the revenue up by 17%.
- The CTF annual turtle release, which usually takes place as part of the Pirates Week national festival, was postponed as the farm is implementing new health screening procedures for turtles released. Following an independent inspection of the CTF's operations in December 2012 by a panel of internationally recognised scientists and sea turtle experts, the Farm committed to developing a more rigorous quarantine and health check procedure prior to releasing turtles into the wild.
- A Marketing Strategy and Product Development Plan was presented to the Board at the December meeting.

Upcoming meetings of the Board take place on 15th January, 19th February, 19th March, 16th April, 14th May and 18th June.

Public Authorities Review Team – President Johann Moxam

A statement in the Legislative Assembly on 26th June 2013 by the Premier said the government would be “critically examining the various statutory authorities and government-owned companies to see how to improve their financial performance.” In November the Cabinet approved the setting up of a review team and asked if a Chamber representative could help with this important project. The first meeting for the team is expected to be called by the Deputy Governor in early 2014.

Review of Public Services – Phase 5 - Cutting Red Tape/Digital by Default – CEO Wil Pineau, CCE

The Chamber organized a series of focus groups in late November with members from various industry sectors. Members were asked to identify the best Government agencies to deal with and the most difficult and were asked to recommend solutions. The results showed that the Immigration and Customs Departments were the areas that needed the top focus.

Chamber Pension Plan –Eduardo DaSilva

Governance issues

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- All trustees identified during the drive conducted in August 2013 (Marla Gibbs, Alex Nolan and Jennifer Cowdroy) resigned before their names were submitted to ratification by the AGM scheduled for 13th November 2013. The second trustee appointed by the Chamber Council, Angelyn Hernandez, also resigned. The AGM scheduled for 13th November was postponed after discussions between the remaining trustees and the Acting Superintendent of Pensions, Mr. Mario Ebanks.
- A meeting was held on 10th December with Mr. Ebanks and the National Pensions Office's staff, when the following was agreed:
 - An intensive and inclusive campaign would be launched to invite members of the Plan to volunteer to be elected trustees, representing the industries as prescribed on the Trust Deed as reviewed in 1999 (this campaign has started and the deadline for replies is 15th January 2014);
 - A review of the files of the Plan would be conducted by the Plan's COO Bill Fleury and by Randal Fisher of the NPO to identify and rectify gaps in the registration of amendments to the trust deed approved after 1999 (the first meeting has been held and actions are being implemented);
 - The trustees and the NPO agreed to meet in early January to review progress and decide on next steps.

Press Releases coming up

- Ads and communications in regards to the trustees' identification campaign.

Junior Achievement – PP James Tibbetts, PP Angelyn Hernandez, CEO Wil Pineau, CCE

The Company Programme started mid-October with 14 companies and had some really great selling events at Camana Bay and Governor's Square up to Christmas. A round of new classes at John Gray with the year 11 students who took the JA Career Success programme was completed. The response from the teachers is that this programme is really fantastic and covers a broader area of workforce readiness skills than the previous Career Success and Business Ethics which are now both retired by JA Worldwide. The Economics for Success programme at John Gray year 9 students was also completed.

Due to a lack of volunteer response Economics for Success will be taught by the year 9 teachers at Clifton Hunter High School, the logistics of the school location is the largest obstacle. Our volunteer core is based in George Town and along Seven Mile Beach and as such the time to travel plus the programme course work would take almost 3 hours out of the volunteer's day. The programme will be supplemented with guest speakers and some additional interactive activities that relate to work force readiness skills and also assist the students in selecting their core subjects by providing an online JA career assessment for the students to take that will help them to find course choices that suit their desires along with their skill set.

The Programme Director attended the Caribbean Summit in ST Lucia in late September and the regional Company of the Year Competition in Cancun Mexico (Funded by Rotary Central) in early December. Both attendances are focused on working more closely with our Caribbean partners and the region, identifying new ways to increase the student experience in each programme delivered, work on collective projects regionally for the betterment of all our programme development and to more closely connect with the regions financial partners to hopefully provide more financial sponsorship within each country that is partnered elsewhere within our region.

Of note is the invitation for our JA President Paul Byles to join the regional operational board. Moving into 2014 more classroom programmes will be introduced, the beginning of the Awards process for the Next Generation Leadership conference, completion of the Company Programme by the end of March and our annual Governor's visits and the cocktail reception in April.

Special Economic Zone Authority – IPP David Kirkaldy**September 2013**

Special Economic Zone Authority (SEZA) – ISU conducted four (4) due diligence investigations this month for applicants. The SEZA Secretariat processed a total of four (4) applications for Trade Certificates and 11 applications for Employment Certificates. The Secretariat also processed payment for one (1) EC annual payments. In addition, seven (7) companies approved-in-principle submitted their corporate documents. During the month of September, the Secretariat received various Immigration and other queries.

October 2013

Special Economic Zone Authority (SEZA) – ISU conducted three (3) due diligence investigations this month for applicants. The SEZA Secretariat processed a total of three (3) applications for Trade Certificates and 11 applications for Employment Certificates (EC). The Secretariat also processed payment for three (3) EC annual payments. In addition, five (5) companies approved-in-principle submitted their corporate documents, one (1) EC cancellation and two (2) EC amendments were processed.

November 2013

The Secretariat conducted two (2) due diligence investigations this month for applicants. The SEZA Secretariat processed one (1) application for Trade Certificates and seven (7) applications for Employment Certificates (EC). The Secretariat also processed payment for five (5) EC annual payments. In addition, three (3) companies approved-in-principle submitted their corporate documents.

During the period September – November 2013 the SEZA Board looked at:

- Wording for the Cayman Science and Technology Park
- FOI Request
- Enterprise Cayman
- SEZA IMSS Process
- ISIC Code Issues
- Approval of Zone companies

Over the period September – November 2013 CEC provided an overview of the following:

- Impact of the Zone
- Temporary Space
- Campus
- Client pipeline
- Marketing Initiatives / Business Development Trips
- Data Centre
- Enterprise Cayman
- Miscellaneous (Intellectual Property Protection and Client Portal)

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The Special Economic Zone Authority Law states that appointments are for 2 years with no automatic renewal or extension. Re-appointments or new appointments are now needed. Technically, Marcus, Glen and I are not able to conduct any board business while awaiting news from the Ministry.

National Workforce Development Agency Task Force – Stephanie Wight

The National Workforce Development Agency Review Committee has held eight meetings since my appointment in July of last year. Dr. Tasha Ebanks-Garcia chairs the meetings and she is assisted by some members of the Ministry. The committee includes 16 representatives from Government and the private sector. It is a large committee which presents some challenges. In addition, in my view, the committee lacks specific direction on its ultimate purpose. Is the intention to completely reform the agency or is it to introduce stop gap solutions that will only partially improve the situation. A fundamental question is whether a reformed NWDA will be responsible for the granting of work permits as part of their mandate rather than just providing the Immigration Department with a list of available Caymanians that are registered with the agency. In my view the committee has good intentions. Without clear direction, however, its work will not produce the desired results of fundamental reform that will address the challenges of identifying, assessing and then placing available Caymanians and legal residents who are seeking employment.

Port Authority – Gerry Kirkconnell

The Port Authority has been involved with a number of meetings over the past two months. As a Statutory Board we are required to attend a fiscal responsibility meeting. This meeting was conducted by the Attorney General's Office and the Police Commissioner. A follow up meeting will be set for some time in January.

There was a briefing by the committee set up to do the environmental impact study concerning the cruise piers. What was covered in this meeting was presented to the public at a meeting at Mary Miller Hall.

The Port Authority also met with the Steering Committee for the development of the port. We were briefed on the progress so far, and advised that they were looking to put together a public/private partnership with the cruise lines. This would involve several cruise lines, in an effort to ensure that the cruise lines participating have a vested interest in it's future.

At the Steering Committee Briefing, the Port Authority were also advised that a proposal had been received from the Florida Cruise Ship Association for the cruise lines to take over and run the dock area. This would mean the shops/tenants in the dock area would not be leasing from the Port Authority but from the cruise lines. Please find attached a letter that I have personally written to the Steering Committee in this regard. The Port Authority is also looking for feedback on this proposal from any Chamber Merchants operating in the George Town area, so I would be very grateful to receive member views on this subject.

The Port Authority is now in the process of reviewing and developing policy directives which will include issues such as spending, pay raises, and the general management of the port. This review will take a few months to complete, and the directives will be fine-tuned as we go along.

The Port Authority is also still looking at ways to cut expenses and improve efficiency, and these matters are currently being reviewed by sub-committees.

Finally, we have been asked by the RCIPS to obtain feedback from George Town Merchants on the road closure that took place on the 26th December 2014. We would welcome any comments from Chamber Members on this matter.

