

CHAMBER DASHBOARD

(as at 6th February 2014)

- **Membership renewals:** 304 (280 corporate, 24 associate) 50.05% renewal rate
- **New members:** 4 (3 corporate, 1 associate)
- **Total account balances:** C\$437,425.36 or US\$533,445.56
- **Staffing:** recruitment underway for Administrative Assistant and Sales associate
- **Upcoming events:** BAH at Picture This on 20th February; BE INFORMED session on Tuesday, 25th February; BAH at Agricultural Grounds, Lower Valley on 3rd March; Careers, Education and Training Expo on 14th March at UCCI
- **Advocacy matters:** Minimum Wage survey under development; Sunday Trading position statement under development; Memorandum of Understanding (MOU) under development with Ministry of Financial Services, Commerce and Environment, Department of Commerce and Investment and Ministry of Education, Employment and Gender Affairs
- **Upcoming meetings:** Hon. Wayne Panton, Minister for Financial Services, Commerce and Environment
- **Projects:** new website development for caymanchamber.ky and Chamber Salary and Benefits Survey

MEMBERSHIP

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

YEAR	MEMBERSHIP TOTAL	TOTAL DUES INCOME \$CI
2014 (as of February 6)	304 (280 corporate; 24 associate)	\$170,956
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 February 6)	\$339,190	\$169,763	50.05%
2013 (unaudited)	\$332,774	\$309,023	92.86%
2012 (audited)	\$329,899	\$303,706	92.04%

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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.*

Membership Update:

- 387 30-day renewal notices being distributed week of February 10, 2014

New Membership Applications approvals (2013)		
Company Name	Type	Beneficial Owners
1. Cayman Islands Crisis Centre	Associate	N/A
2. Legal Chambers Cayman Ltd.	Corporate	Noel Webb
3. Adult Disease Specialist Medical Clinic	Corporate	Dr. Olayinka Adedayo
4. Missing Link Self Development, Training & Support Services	Corporate	Catherine Tyson

FINANCIAL POSITION (as at 6th February 2014)

US\$ Fixed deposit: US\$228,766.24 (fixed until February 3, 2014)
 CI\$ Fixed deposit: CI\$67,015.87 (fixed until April 16, 2014)
 CI\$ Savings: CI\$3,694.37
 CI\$ Chequing: CI\$139,327.03
 US\$ Chequing: US\$39,348.88
 US\$ Savings: US\$9,187.11
TOTAL BALANCES: CI\$437,425.36 or US\$533,445.56

ACCOUNTS:

- A/R stands at \$3,580.00 for Training and \$440.00 for Programmes & Events. All outstanding amounts have been followed up on.
- All chequing accounts have been reconciled as at the end of December 2013.
- Work is underway to prepare the audit binder for 2013.
- 2014 budget is in the works.

YEAR	INCOME	EXPENSES	NET INCOME
2014 (as of February 6)	\$233,325	\$52,693	\$180,632
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

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2008 (audited)	\$985,564.58	\$952,521.15	\$33,043.43
2007 (audited)	\$845,266	\$746,254.14	\$99,011.86
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*PROGRAMMES****PROFESSIONAL DEVELOPMENT & TRAINING CENTRE**

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	\$NET
2014 (as of 6 February)	37	\$4,500	\$2,400	\$2,100
2013 (unaudited)	403	\$85,795	\$55,917	\$29,878
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

LEADERSHIP CAYMAN (LC)

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	NET
2014 (as of February 6)	21	\$44,357	\$8,095	\$36,262
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

MENTORING CAYMAN

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	NET
2014 (as of February 6)	0	\$400	\$0	\$400
2013 (unaudited)	51	\$12,926	\$8,802	\$4,124
2012 (audited)	46	\$11,585	\$7,471	\$4,114
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

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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

BUSINESS COACHING CAYMAN

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	NET
2013/14 (as of February 6)	12	\$11,750	\$7,043	\$4,707
2012/13 (unaudited)	13	\$15,000	\$11,689	\$3,311

EVENTS**CHAMBER OF COMMERCE BUSINESS EXCELLENCE AWARDS**

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of February 6)	\$9,000	\$0	\$9,000

CAREERS, EDUCATION, TRAINING AND JOBS EXPO

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of 6 February)	\$10,950	\$200	\$10,750
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
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. President Johann released a message encouraging all businesses and industry sectors to consider participating in the event. His comments were reported in the media.

BUSINESS AFTER HOURS

YEAR	Number of Events	\$ INCOME	\$ EXPENSE	NET
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2014 (as of 6 February)	2	\$2,000	\$0	\$2,000
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 & CHRISTMAS ROADSIDE CLEANUPS

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of February 6)	\$3,000	\$0	\$3,000
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
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 response has been positive.

BUSINESS EXPO (CAYSHOP)

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of 3 February)	\$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

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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

LEGISLATIVE LUNCHEON

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of 6 February)	\$2,000	\$0	\$2,000
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)

GOLDEN APPLE AWARDS FOR EXCELLENCE IN TEACHING

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (no event scheduled)	\$0	\$0	\$0
2013 (unaudited)	\$46,100	\$29,852	\$16,248
2012 (no event scheduled)	\$0	\$0	\$0
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

FUNDRAISING**REMAX/Chamber Charity Golf Classic**

YEAR	\$ INCOME	\$ EXPENSE	NET
2014 (as of 6 February)	\$0	\$0	\$0
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

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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
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

COMMUNICATIONS**WEBSITE STATISTICS:****UNIQUE VISITS TO WWW.CAYMANCHAMBER.KY**

Month	2009	2010	% change from 2009	2011	% change from 2010	2012	% change from 2011	2013	% change from 2012	2014	% change from 2013
January	8,335	9,814	17.74%	8,299	-15.44%	8,672	4.49%	7,970	-8.10%	7,093	-11.00%
February	9,368	9,996	6.70%	7,620	-23.77%	7,779	2.09%	6,632	-14.74%		-100.00%
March	10,290	10,592	2.93%	7,862	-25.77%	8,127	3.37%	6,223	-23.43%		-100.00%
April	8,474	7,990	-5.71%	6,625	-17.08%	7,529	13.65%	7,691	2.15%		-100.00%
May	8,531	7,686	-9.91%	7,229	-5.95%	8,321	15.11%	6,339	-23.82%		-100.00%
June	7,453	6,851	-8.08%	7,323	6.89%	7,028	-4.03%	5,325	-24.23%		-100.00%
July	7,212	6,732	-6.66%	7,009	4.11%	8,801	25.57%	5,260	-40.23%		-100.00%
August	6,624	7,423	12.06%	7,937	6.92%	7,320	-7.77%	5,297	-27.64%		-100.00%
September	7,640	6,818	-10.76%	7,677	12.60%	8,341	8.65%	6,046	-27.51%		-100.00%
October	8,824	7,300	-17.27%	8,690	19.04%	7,406	-14.78%	6,320	-14.66%		-100.00%
November	7,792	7,764	-0.36%	8,599	10.75%	7,044	-18.08%	6,864	-2.56%		-100.00%
December	7,824	6,638	-15.16%	6,409	-3.45%	6,829	6.55%	6,330	-7.31%		-100.00%
TOTAL BY YEAR	98,367	95,604	-2.81%	91,279	-4.52%	93,197	2.10%	76,297	-18.13%	7,093	-90.70%

CEO Wil and GM Joanne will meet with Councilor Katie on Thursday, 13th February to review and develop the Chamber's communications strategy for 2014.

MEETINGS

Notes from a meeting with representatives from Ministry of Financial Services, Commerce and Environment and the Department of Commerce and Investment on 22nd January 2014.

Attending:

- Johann Moxam, President, Cayman Islands Chamber of Commerce (CoC)
- Dax Basdeo, Ph.D., Chief Officer, Ministry of Financial Services, Commerce and Environment
- Ryan Rajkumarsingh, Director, Department of Commerce and Investment (DCI)

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- Wil Pineau, CCE, Chief Executive Officer, Cayman Islands Chamber of Commerce

Apologies:

- Hon. Wayne Panton, Minister, Ministry of Financial Services, Commerce and Environment

The meeting convened at 10:15 a.m. Mr. Basdeo offered apologies for the Minister who was unable to attend due to illness. He agreed to brief the Minister about the highlights from the meeting and to arrange another meeting in the near future.

Mr. Moxam thanked the Ministry for arranging the meeting and for attending the Chamber's Annual General Meeting in December 2013. He noted that it was the first time in several years that the Minister and the Director for the Commerce and Investment attended the AGM and he expressed the Chamber Council's appreciation. This show of support demonstrated the start of a positive working relationship between the Chamber Council and the Ministry and the DCI. He acknowledged the progress that has been made by Mr. Rajkumarsingh and his department's team to improve the operational systems and the relationship with the Chamber of Commerce through the work of the Small Business Committee, Chairman Len Jackson and the Chamber CEO. The goal is to continue to develop the relationship and to produce a mutually acceptable actionable agenda that will address the collaborative priorities expressed by the Chamber membership and the Ministry in order to maximize resources and to achieve results.

He said he intended to shift the focus and attention from the office of the President and the person who occupies that position to the elected Chamber Council and the wider membership. For far too long the relationship between the Chamber with past Governments and Ministers had been based on the relationship between the President and the Government rather than the agenda of the Chamber Council and membership. He intended to shift the agenda from one of confrontation and convenience to one of collaboration and action and maximizing resources to achieve wins.

Mr. Basdeo and Mr. Rajkumarsingh welcomed the meeting and looked forward to continuing with the development of an even closer working relationship with the Chamber. They expressed frustration over the lack of resources to conduct the work of the Ministry and the Department mainly caused by budget cuts. In fact, they pointed out that the investment promotion budget for the DCI had been slashed this year and that much of the financial services industry promotion was being funded by the private sector. They noted that the structural reform of the DCI was continuing with the goal of combining all licensing functions coordinated by the DCI under one system and department. There were six pieces of legislation that were considered priority matters. These included: the Trade and Business Licensing Law and Regulations, the Local Companies Control Law and Regulations, the Sunday Trading Law and Regulations, the Cinematography Law and Regulations, The Liquor Licensing Law and Regulations and the Special Economic Zone Authority Law and Regulations. The Ministry was also working to introduce Copyright legislation and update existing Trademark Legislation.

There was a general discussion about the purpose of implementing a Memorandum of Understanding between the Ministry and the Chamber. As the largest and most representative commerce based association with members from across all major industry sectors it was only fitting to define the working relationship between the Ministry and the Chamber. For far too long the relationship has been informal and sporadic rather than working collaboratively with a defined action agenda. There have been successes in the past such as trade missions and consultation on important pieces of legislation but it was hoped that the relationship could be better defined so that regular meetings can be scheduled with progress reports delivered on the agenda items agreed as important.

It was agreed that a draft framework for a Memorandum of Understanding would be developed for review by the Minister to include:

- a. Small business development policies and strategies
- b. Enhancements to commerce legislation

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- c. Marketing and Promotion of the jurisdiction
- d. General commerce strategy for economic growth and diversification
- e. Fair trade/enforcement in support of a level playing field for local businesses
- f. Legislative drafting
- g. The consultation process
- h. Inward investment policies and strategies
- i. Business development policies and strategies
- j. Economic development and diversification

It was agreed that the Chamber would draft the framework for review at the next meeting with the Minister.

To assist the Chamber with presenting proposals for consideration by the Ministry of Commerce, Mr. Basdeo agreed to share templates for the standard format for submission of proposals and the caucus paper template. This will assist the Chamber with submitting documents in the acceptable formats for consideration.

Mr. Moxam thanked Mr. Basdeo and Mr. Rajkumarsingh for arranging the meeting and looked forward to confirming the next meeting with the Minister once the draft framework had been developed.

The meeting concluded at 11:45 p.m.

Notes from a meeting with Auditor General, Alastair Swarbrick on 29th January:

Attending:

- Johann Moxam, President, Chamber of Commerce
- Barry Bodden, President-Elect, Chamber of Commerce
- Colin Reid, Vice President, Chamber of Commerce
- Wil Pineau, CCE, Chief Executive Officer, Chamber of Commerce
- Alastair Swarbrick, Auditor General

Mr. Moxam welcomed Mr. Swarbrick and thanked him for accepting his invitation to meet with members of the executive committee. He offered the Chamber leadership's full support and wanted to help the AG's office to achieve success by promoting the adoption of the recommendations contained in the AG's reports. He requested the meeting to ensure a better flow of information between the AG's office and the Chamber leadership and to establish a solid working relationship between the new Council and the AG.

The President said the Chamber Council is unable to confirm if the national budget situation in the Islands is improving based on the financial reports that are released to the public. Mr. Swarbrick confirmed that the financial reporting from many departments and statutory authorities is improving but there are still some systemic issues that had to be addressed. There has been a change of tone in the Government and the Deputy Governor has the will to change. He is attempting to change systems but this is a gradual process.

The AG admitted that the Government continues to struggle with producing a consolidated financial statement to confirm the position of the Government's finances. There are issues with leadership and strategic direction within Finance, and there are capacity and capability issues among the financial departments in Government. There is also a need to develop a more robust debt management strategy and to address some of the bullet bond loans and other debt that will be coming due over the next five years.

Mr. Bodden asked if the AG had any evidence to confirm if Government was seriously considering privatization, outsourcing and the elimination of Government competition with the private sector. Mr. Swarbrick said there were clear opportunities for examining privatization or outsourcing services, including back office functions such as

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accounting and transactional based activities. Whilst these have been discussed he was not yet clear where the Government intends to go with this agenda.

Mr. Swarbrick believed that there was a need for a strong financial leader in the public sector. He felt that the administration of government accounting functions should fall under the Deputy Governor's office with clearer defined roles for the financial officers. There also needs to be effective performance management, with appropriate action taken where there is poor performance.

When asked what he regarded as the five key messages that the Chamber should focus its advocacy efforts, the Auditor General identified the following items which he has already referenced in many of his past audit reports:

1. **Rationalisation of Government entities.** There are opportunities to reduce the number of entities for example you could potentially have one utilities regulatory authority covering water, electricity and information and communications; one overarching cultural organisation (there are currently three separate boards).
2. **Simplification of Government.** Costs can be reduced throughout government by simplifying processes and procedures, particularly in core government services.
3. **Shared services.** The development of shared services for common back office services such as IT, Human Resources, Accounting and any other appropriate function. Why does each government department and Ministry have its own transactional structure? This could be also implemented for statutory authorities and government companies
4. **Strategy.** What does the Government want to deliver for the money that is collected and spent? Is spending achieving the results that is intended to meet the national goals and objectives?
5. **Affordability.** Purchases and services may be regarded as "value for money" but can we afford them?
6. **Values and Ethics.** Competency issues in the public sector need to be addressed. The performance management system needs to be used effectively.

Mr. Swarbrick recommended that the Council reads the report "Time for Change" which outlines many of the issues noted above.

President Johann thanked the AG for attending the meeting and he asked if he would be willing to meet with the full Council at a future meeting. He agreed and a meeting date will be confirmed in the future. The meeting concluded at 4:30 p.m.

Notes from a meeting with Hon. D. Kurt Tibbetts, Minister for Planning, Lands, Agriculture, Housing and Infrastructure on 5th February 2014.

Attending:

- Johann Moxam, President
- Barry Bodden, President-Elect
- Colin Reid, Vice President
- Wil Pineau, CCE, CEO
- Tristan Hydes, Deputy Chief Officer, Ministry of PLAHI

Mr. Moxam thanked Minister Tibbetts for agreeing to meet with Chamber representatives. The Future of Cayman economic development initiative and a proposal to host an infrastructure conference that will address the George Town landfill and George Town revitalization were the main topics for discussion. The Minister said his Ministry was already at work with developing a draft plan to revitalize George Town. The Government was also working to address the solid waste challenges facing the Islands and he assured the representatives that the solution would not take as long as two years as had been discussed in the press. He welcomed the involvement of the Chamber with the George Town revitalization project and another meeting would be arranged in the near future to discuss this project. He noted that

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the Ministry was working to hold an energy conference in 2015 and he felt that this conference could be a good partnership with the Chamber. Tristan would keep the Chamber informed about the conference. The Minister also supported the five drivers in principle and supported the idea of developing a national infrastructure plan but felt that that would require special resources to get that done. He said there could be collaboration with the Chamber on this aspect of the Future of Cayman initiative and asked the Chamber to produce a proposal that could be considered by his Ministry.

Meeting with Tristan Hydes, Deputy Chief Officer, PLAHI and Kenneth Ebanks, Senior Policy Advisor, PLAHI on 10th February at the Ministry.

Attending:

- Johann Moxam, President
- Barry Bodden, President Elect
- Wil Pineau, CCE, CEO

Tristan welcomed the Chamber representatives and thanked them for agreeing to meet to discuss the revitalization of George Town. He provided an update on the Ministry's actions to date.

- Kenneth is preparing a draft list of ideas for GT downtown revitalization to Cabinet on Monday, 17th February;
- He is also working on a national development plan to be completed by the end of March;
- Both reports are to be completed by the end of March
- Timeline for the implementation of the GT downtown revitalization plan will correspond with the cruise berthing facility timeline of 2017;
- The GT downtown revitalization project is not just about beautifying the town. It will also encompass road development, planning regulations, pedestrian and traffic flows and beautification initiatives;
- Businesses in George Town will be consulted; Chamber is being asked to play a role in the consultation process;
- Meetings have already taken place with the National Roads Authority and the Cruise Berthing Facilities Committee;
- Past reports are being reviewed as part of the process;
- Concepts such as mixed use zones, car parking, parking arrangements and shuttle services are being examined as well as traffic flows

President Johann said the Chamber will assist by contacting members in George Town to seek their views on revitalization and will share their views with the Ministry. The Chamber would also be prepared to host a series of consultation meetings for the membership when the Ministry is ready to share their initial ideas.

CHAMBER APPOINTED REPRESENTATIVE REPORTS***Work Permit Review Committee – Alan Brady***

The last two meetings of the committee have been cancelled. Overall, the committee has held only 30% of the scheduled meetings. There is no further update apart from what I submitted previously. The last communication from Government stated that they would be in touch when another meeting was to be scheduled.

Vendors Policy Committee: - President-Elect Barry Bodden

The Vendor Policy Committee had its first meeting on 15 January 2014, followed by subsequent meetings on 23 January, 30 January and 6 February. The VPC is tasked to (a) draft a Policy Document required to manage Public Market Vendors, (b) Have the Policy Document ratified by Cabinet, (c) Request Legal Drafting to update relevant Enforcement clauses for The Towns and Communities Law, The Penal Code, The Trade and Business Law and The Public Health Law, and (d) review and make proposals in regards to the Management Procedures of Public Market Vendors at various locations across the island. The following items were suggested and agreed by all attendees as contribution towards the final draft of the Public Market Policy:

- a) Establish the full function of Heritage Sites in each district of Grand Cayman;
- b) Review and establish the criteria required to engage Heritage Committees to manage vendors at Heritage Sites via an open and transparent system;
- c) Engage and establish agreement with the Public Transport Unit to have tour busses and taxis establish scheduled visits to Heritage Sites;
- d) Remove and prohibit all current street vendors from trading along roadsides, with the exception of those that are granted a Trade & Business License;
- e) Define and establish the necessary vendor service required at Public Beaches and Parks;
- f) Tender and issue specific vendor licensing to those wanting to operate at Public Beaches and Parks;
- g) Establish Public Market Sites in George Town Central for multi-type vendors; and
- h) Review and establish the criteria required to engage a GT Public Market Committee to manage vendors at George Town Public Market Sites via an open and transparent system.

The Draft Trade & Business License Law (2012 Revision) was discussed. The revised law will permit the T&B Officers, through relevant enforcement clauses, the right to issue tickets (similar to parking tickets) to vendors in breach of the law.

It was agreed by all attendees that interim amendments to the following laws are required in order to allow powers of enforcement to be carried out with immediate effect:

- a) The Towns and Communities Law;
- b) The Penal Code;
- c) The Trade and Business Law; and
- d) The Public Health Law

It was agreed to invite a representative from Legislative Drafting to seek guidance and advice on how to proceed with establishing relevant enforcement clauses of these laws. The LDD procedure for amending relevant laws for the Vendor Policy was outlined as follows:

- a) The outline objective of the law amendment must be approved by Cabinet as the first step;

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- b) The Ministry of Tourism, quoting the extract of the Cabinet approval, will then inform the LDD via letter confirming that work can commence on the draft amendments;
- c) A draft of the Bill is then sent to Cabinet from the LDD for final review;
- d) Once approved by Cabinet, the draft Bill is then sent to the Legislative Assembly (LA) via a scheduled date for debate amongst MLAs;
- e) Once the draft Bill is passed by the LA, it is then sent to the Office of the Governor for assent; and
- f) Following the Governor's assent on the Bill, it is then published in the gazette and becomes law.
- g) This process can take 12 to 14 months.

The LDD can engage/assist the VPC with the drafting of the relevant enforcement clauses required, once step a) & b) mentioned above have been completed. The VPC agreed on the following as an overview when developing the amendments in regards to enforcement clauses:

- 1) **The Penal Code and the Towns and Communities Law** – the RCIPS requires the power of enforcement to remove vendors that are trading in the streets and on public beaches;
- 2) **The Trade and Business Law** - T&B Enforcement Officers require the power of enforcement to remove vendors/businesses in contravention of the T&B Law; and
- 3) **The Public Health Law** – DEH Enforcement Officers require the power of enforcement to process cases regarding food sale vendors/businesses operating without T&B.

Administrative fines or a form of ticketing was discussed as an immediate alternative to the standard court procedure timeframe. It was agreed that the "Public Place" definition should be amended where applicable in each particular law to allow consistency.

Cayman Turtle Farm – CEO Wil Pineau, CCE

A meeting of the Board was held on 15th January. The Chief Financial Officer presented the monthly accounts that showed the farm was ahead of budget and was expected to continue to improve with the anticipated increase in cruise ship passengers in 2014. Management was planning a special offer during National Heroes' Day to attract residents to visit the Farm. Adults would be charged \$5.00 admission and children, \$2.00. The blue building on the property is in a bad state of repair. The Chief Infrastructure Officer has been instructed to give an opinion of the building, especially if a second floor can be added. The Chief Marketing Officer presented the Farm's marketing and product development strategy. The CEO also discussed a special workshop that all directors were required to attend about a code of conduct and register of interest. A draft Code of Conduct was distributed for review. All directors also completed the register of interests form. The Board also discussed the release of Economic Impact study for the Cayman Turtle Farm that had been completed in May 2013 and was scheduled to be tabled in the Legislative Assembly during the January session. The Board agreed to release the report which assesses the overall contribution of the CTF to the Cayman Islands economy prepared by PWC. The next Board meeting takes place on 19th February. Future meetings are scheduled for 19th March, 16th April, 14th May and 18th June.

Public Authorities Review Team – President Johann Moxam

The Deputy Governor wrote to President Johann on 6th February providing him with the date for the first meeting of the committee on Thursday, 20th February. He also provided the terms of reference for the committee.

Improved Performance of Statutory Authorities and Government-Owned Companies

Terms of Reference

1. Background

The original design of the public sector reform model contained three components that were to be supported by three pieces of legislation. Laws were passed to cover the personnel and financial aspects of the model but the governance part was never introduced.

In recent reports, the Auditor General has highlighted a number of governance issues pertaining to public authorities. A number of these issues have been played out in the media, in terms of appointment to boards and conflicts of interests. A statement in the Legislative Assembly on June 26th, 2013 by the Hon. Premier said that the government would be ***“critically examining the various statutory authorities and government-owned companies to see how to improve their financial performance.”***

2. Aims of the Review

The purpose of the review is to develop legislation to improve the governance and performance of the statutory authorities and government-owned companies.

3. Scope

The review will cover all statutory authorities and government-owned companies. The primary objectives of the review team are two-fold:

- a. To improve the governance of statutory authorities and government-owned companies.
- b. To improve the financial performance of statutory authorities and government-owned companies.

The Review Team will be required to:

- c. Review the existing draft legislation and update it where necessary.
- d. Review the Auditor General’s Reports on Governance, and where appropriate, incorporate those recommendations.

4. Project Structure

Governor-in-Cabinet

Review Team

- **Franz Manderson**, Deputy Governor (Chairman)
- **Peter Gough**, Office of the Deputy Governor
- **Gloria McField-Nixon**, Portfolio of the Civil Service
- **Ronnie Dunn**, Ministry of Finance & Economic Development **Ormond Williams**, Cayman National Bank
- **Johann Moxam**, Chamber of Commerce
- **Henry Hartford**, Chairman of the National Gallery
- **Tim Adam**, Turtle Farm

- **Dr. Gelia Frederick-van Genderen, Cert. Hon.**, Director of the Water Authority

5. Deliverables

The Review Team will produce a written report and draft legislation within the agreed timescales. The report should identify a new governance structure, potential savings, the timescales for achieving them, legislative changes required and the major costs of, and encumbrances to, doing so. It is anticipated that the review will start in **February 2014** and deliver the report by the end of **April 2014**.

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

No update since the committee has yet to meet.

Chamber Pension Plan –Eduardo DaSilva

Governance Structure

- Extensive outreach and ad campaign was conducted during Jan. and Feb. to solicit interest in serving as trustee; over 30 people have volunteered, and from these volunteers there appear to be enough from the various industry definitions (bearing in mind that due diligence will be required in order to confirm).
- Engagement with Solomon Harris has been discontinued due to inability to agree the engagement terms and authorization, and Maples & Calder are now acting for the Council and Plan in determining the steps required to reconstitute the Board, update the Trust Deed and so on.
- Thiry Gordon has been appointed as second Chamber Appointed Trustee
- Acting Superintendent of Pensions has been apprised on all of the above, and will be consulted as we move through the process and toward the General Meeting, at which the new trustees will be ultimately elected, which likely will occur in 6-8 weeks

Press Releases coming up

- Recent press activity has been mostly surrounding the trustee search, as well as advertising of Plan performance over the past 2 years, which has been very good.
- Upcoming press matters will be primarily for the notifications of General Meeting; notices of which should start appearing around last week of Feb. or first week of March

Plan needs from Chamber

- Continued support in working with Maples and Calder through the process of re-constituting Board.

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

The largest issue faced by JA at present is the lack of volunteers to cover all the required programmes at John Gray High School. 9 volunteers are needed to finalize the middle and high school programmes. There are no volunteers for Clifton Hunter High School but classroom teachers have been trained to present the programmes. If any Council member is interested in a one off visit to a classroom at Clifton Hunter there are 9 classes to present learning Economics for Success. (Year 9 students.) Volunteers are needed after the holidays because the core group of volunteers from financial services sector are not able to give the time because it is their busy period.

Special Economic Zone Authority (SEZA) Law states that appointments are for 2 years with no automatic renewal or extension. Re-appointments or new appointments are now needed. Chamber President Johann wrote to Minister Panton informing him of this fact and asked if we would submit nominations for his consideration. The Chief Officer asked us to submit nominations for the Minister's consideration.

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 Board is continuing to work on putting policies in place regarding spending on capital projects and equipment, and set an amount above which purchases would have to be approved by the Board.

The Board is also working on a plan to improve the dispatching of taxis and tour operators at the Royal Watler Terminal. This plan has now been submitted to the management of the Port Authority for review. We hope to implement this as soon as possible.

Another current project for the Board is working on finalizing a licensing agreement between the Port and the Stingray Tour Operators who will be operating out of the new Dragon Bay facilities. This is a challenge because the projected cost to run the facility, compared to the projected revenue that the facility could realistically generate would mean it would operate at a deficit. The Port Authority is continuing to explore all avenues to reduced expenses.

The Port Authority Board has received many complaints about the new color of the picket fence on the waterfront. We will work with the Port Authority management to see if a suitable color can be agreed upon.

On 12th February, the Port Authority Board has a special meeting scheduled at Government Administration Building to be briefed on progress with the new Port.

Copyright Protection Framework for the Cayman Islands committee – Huw Moses

President Johann appointed Attorney Huw Moses to represent the Chamber on this committee. Mr. Moses attended the first meeting on Monday, 3rd February. The committee reviewed the draft terms of reference.

Background

Further to the direction of Cabinet at a meeting held on the 10th December, 2013, the Minister for Financial Services and Commerce is to take the lead on a review of the Copyright Legislation applicable to the Cayman Islands and steps to be taken to ensure that an adequate model for copyright protection in the jurisdiction is adopted.

Copyright Protection

Copyright protection refers to the right of a creator of an original work to the use and benefit of this work, and the prevention of the exploitation of this work by others without permission. The extent of this protection is a matter governed by law and international treaties.

Copyright protection in the Cayman Islands is provided for primarily under the UK Copyright Act 1956. This Act has been replaced by the UK's Copyright, Designs and Patents Act 1988, which itself is the subject of numerous amendments. Cayman's copyright protection framework is therefore no longer adequate given developments in technology and changes in international standards.

Under the UK's Copyright, Designs and Patents Act 1988, copyright protection covers¹:

- literary works, including novels, instruction manuals, computer programs, song lyrics, newspaper articles and some types of database;
- dramatic works, including dance or mime;
- musical works;
- artistic works, including paintings, engravings, photographs, sculptures, collages, architecture, technical drawings, diagrams, maps and logos;
- layouts or typographical arrangements used to publish a work, for a book for instance
- recordings of a work, including sound and film;
- broadcasts of a work.

Committee Membership

The membership of the committee and its nominees are as follows:

Ministry of Financial Services, Commerce, and Environment	Dax Basdeo
Ministry of Planning, Lands, Agriculture, Housing, and Infrastructure	Miguel Jacques
Cabinet Office	Garfield Ellison
Attorney General's Chambers	Bilika Simamba
	Reshma Sharma
Information and Communications Technology Authority	Russell Richardson
Department of Commerce and Investment	Ryan Rajkumarsingh
General Registry	Donnell Dixon
Cayman Bar Association	Abraham Thoppil

¹ As outlined by the UK's Intellectual Property Office, <http://www.ipo.gov.uk/types/copy/c-about.htm>

Scope of Reference

Having regard to:

- the commercial costs and benefits of an appropriate framework to protect work covered by copyright law;
- the potential to attract inward investment in areas in which intellectual property is significant;
- the general interest of Caymanians to access and use content in the advancement of education, research and cultural development; and
- the international obligations of the Cayman Islands.

The Copyright Committee is to consider:

- an appropriate framework for strengthening copyright protection in the Cayman Islands;
- an appropriate approach for the necessary legislative instrument(s), specifically considering the implications of a request to the UK to extend relevant parts of the UK Copyright, Designs and Patents Act 1988 as well as the option of drafting domestic copyright legislation;
- the implications of modernising local copyright protection for the operation of currently licensed domestic businesses and for the licensing and permitting of such businesses by government agencies;
- fair use of copyright material with respect to education, research and cultural pursuits.
- the mechanisms through which copyright protection would be put in place through government agencies; and
- any other matter relating to the modernisation of copyright legislation in the Cayman Islands.

Further, the Committee is to prepare an *Issues Paper* for public consultation as a means to identify the broad implications of copyright protection reform.

An *Advisory Report* is to be provided to the Cabinet once the above matters have been addressed.

Timeframe

Preliminary review of applicable legislation and international treaties	February 2014
Launch of public consultation on copyright reform	March 2014
Advisory Report submitted to Cabinet	May 2014