



Unit 4-107
Governors Square
23 Lime Tree Bay Ave.
West Bay Road
PO Box 1000
Grand Cayman KY1-1102
Cayman Islands

T 345 949 8090 F 345 949 0220
info@caymanchamber.ky
caymanchamber.ky
leadershipcayman.ky
cayshop.ky
chamberpension.ky
showmethemoney.ky

SUPPORT. PROMOTE. PROTECT.

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MINUTES OF THE 3rd MEETING OF THE 2016 COUNCIL ON 11th MAY 2016, CHAMBER CONFERENCE ROOM, GOVERNORS SQUARE, WEST BAY ROAD, GRAND CAYMAN, CAYMAN ISLANDS

ATTENDING:

- Mr. Paul Pearson, President and Chairman
- Mr. Kyle Broadhurst, President-Elect (PE)
- Mr. Colin Reid, Secretary
- Mr. Wayne Cowan, Treasurer
- Mr. Gary Rutty, Councillor, 2nd Year
- Mr. Chris Kirkconnell, Councillor, 2nd Year (*arrived at 3:11 p.m.*)
- Ms. Roz Griffiths, Councillor, 1st Year
- Mr. Gregg Anderson, Councillor, 1st Year
- Mrs. Cynthia Hew, Councillor, 1st Year
- James O'Brien, 1st Year, Councillor
- Mr. Wil Pineau, CCE, Chief Executive Officer (CEO)

1. Welcome/Call to order/Confirmation of required five Councillors for quorum/introduction of newly appointed Council member, Cynthia Hew

President Paul chaired the meeting, welcomed Councillors and called proceedings to order at 3:00 p.m. He confirmed the required quorum of five councilors present as mandated by the Chamber's Memorandum and Articles of Association. He introduced Cynthia Hew as the newly appointed member of the Council. Cynthia replaces Vicky Hew who resigned her position after accepting a reappointment opportunity in another jurisdiction. Cynthia is the owner/director of Bon Vivant. She agreed to serve on the Marketing and Communications Committee. CEO Wil Pineau, CCE, recorded the minutes.

2. Apologies

- Mr. Barry Bodden, Immediate Past President
- Mr. Paul Byles, Vice President (VP)

3. Consent Agenda



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The

consent agenda was distributed to the Council prior to the meeting for review. No changes were received from any Councillor and no requests to place any specific item in the documents on the main agenda for further discussion were received prior to the meeting. Councillor Gregg moved a motion to accept and approve the agenda items listed below without amendment. Councillor James seconded the motion which was approved unanimously.

- a. Review/Approval of draft minutes from the 13th April 2016 Council meeting
- b. Action items from the Minutes
 - i. **Ready2Work initiative** - BE INFORMED session is scheduled to take place on Wednesday, 25th May at 3 p.m. in the Chamber's conference room in Governor's Square.
 - ii. **Meeting with Hon. Franz Manderson**, Deputy Governor and Alan Jones, Chief Officer – President Paul wrote to the Deputy Governor on 16th March requesting a meeting with him and the Minister of Planning to discuss concerns about the processing of planning applications. A meeting was held on Monday, 18th April at 11 a.m. in the Deputy Governor's meeting room in the Government Administration Building. Mr. Heber Arch, President of the Cayman Contractors Association also attended. The Deputy Governor promised to provide a follow up on the items identified for improvement within one month.
 - iii. **Strategic Plan & Plan of Action** – Final report has been prepared and will be posted to the Chamber website.
 - iv. **Committee structure** – All persons who have expressed interest in serving on a Chamber committee have been contacted and invited to serve on one of three committees that have been approved by President Paul following the Strategic Planning session in February. Committee chairs have been appointed and the first meetings will take place before June.
 - v. **Membership Prioritisation survey**: Vice President Paul will lead two membership focus groups to develop recommendations to submit to Government to address the cost of doing business and immigration/labour reform. The dates for the sessions will be confirmed this month.
 - vi. **Crime/leadership statement** – Royal Cayman Islands Police Service – The Council approved and released a statement regarding the resignation of the Police Commission and the need to improve policing in the Cayman Islands. The release was published in the media and posted to the Chamber website.
- c. **Chamber Administration Report** (9th April – 5th May 2016) prepared and distributed by the CEO prior to the meeting.
- d. **Pension Plan appointment** – President Paul appointed Attorney Derek Jones, a partner at HSM law firm, to replace Eduardo DaSilva's as the Chamber's representative on the Pension Plan. It is a three year appointment. Mr. Jones possesses more than two decades experience in pension matters and currently serves as the board of two of Jamaica's largest pension plans (Cable &



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Wireless and Red Stripe).

4. New Business

a. Draft Memorandum of Understanding (MOU) with Ministry of Commerce and C.I. Small Business Association

The Ministry has revised the draft and it is ready for final approval. A motion to accept and sign the MOU was moved by Councillor James, seconded by Councillor Roz and approved unanimously.

b. Sub-regional workshop on Managing for Development Results, 2-6th May 2016, Jamaica (attended by Councillors Gregg Anderson and Roz Griffiths)

The Caribbean Development Bank (CDB) through the Technical Cooperation Division, conducted a one week sub-regional workshop on Managing for Development Results for the Caribbean Technological Consultancy Services Network's Cooperating Institutions from 2-6th May 2016 in Kingston, Jamaica. Councillors Gregg and Roz represented the Chamber at the workshop. The overall objective of the workshop was to build the capacity of the Caribbean Technological Consultancy Services (CTCS) Network to measure, monitor and report results in a gender-sensitive, sex-disaggregated way within the context of technical assistance interventions for the development of micro, small and medium-sized enterprises in CDB's borrowing countries (BMCs). Representatives from CTCS cooperating institutions in six of the CDB's, BMCs (Bahamas, Belize, Cayman Islands, Haiti, Jamaica and Turks and Caicos Islands) were invited to participate in the workshop which provided participants with the tools and methodologies to measure, monitor and report results in a gender-sensitive way. Participants were also equipped with knowledge and skills to facilitate a "trickle-down" of their learning to other MSME development partners in their respective countries, via facilitated workshop sessions. Councillor Gregg and Roz updated the Council on the workshop and confirmed that they would be submitting a summary at the next meeting. They also agreed to develop workshops for the MSME at a future Chamber SME Workshop.

c. Committee update

i. Colin Reid, Chairman, Marketing and Communications Committee



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Secretary Colin updated the Council on the work of the committee on business development and economic growth initiatives. He had written to Tourism Minister Hon. Moses Kirkconnell on 18th April thanking him for the presentation at the April Council meeting and for sharing the news that Cayman Airways will be introducing new jets and opening new markets. He informed him about the new Marketing and Communications Committee and asked if he would be willing to work with the Chamber to identify a prominent location within the airport arrivals and departure areas and the cruise terminals to present a welcome and business development messages. The Minister directed the Chief Officer Stran Bodden to have us contact the directors of both the airport and port to arrange appointments to discuss the idea. The committee met with representatives from Clear Channel and they presented advertising options which included static displays and video monitor advertising. The committee is hoping to confirm discounts for the advertising and is leaning toward the video monitors since these ads can be changed easily. Further discussions are required before making a final decision. The Economic Growth video project is moving ahead. A request for proposal is being finalised and will be distributed to local and international video animation firms for response. Secretary Colin also recommended that the Chamber creates a two minute welcome video to be placed on the website that promotes the Cayman Islands as a place to live and conduct business. He mentioned a video that was posted on the San Francisco website as an example.

d. Meeting with Deputy Governor and Chief Officer Alan Jones on 18th April

President Paul informed the Council that he, the CEO and Heber Arch, President of the Cayman Contractors Association, attended a meeting with the Deputy Governor the Hon. Franz Manderson to discuss issues regarding the Planning Department and challenges with processing applications. Mr. Manderson agreed to invite President Paul to a future Chief Officers meeting and to arrange quarterly meetings to discuss and update him on public sector matters. He acknowledged the concerns raised about the challenges with the Planning Department, particularly in the areas of processing applications and inspections, and promised to provide an update on how these matters will be addressed within one month.

e. Ready2Work initiative



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President Paul informed the Council about the work of the Ready2Work steering committee. He said of the 246 persons registered on the social services list 97 have been identified to participate in the programme. Further details about the programme will be shared during the 25th May BE INFORMED session at the Chamber.

f. Economic Crime Survey

The CEO informed the Council that Krys Global had confirmed their willingness to conduct a third Economic Crime Survey at no cost to the Chamber. The last survey was conducted in 2011. The aim of the report is to provide a comprehensive assessment of the nature and impact of economic crime on businesses in the Cayman Islands. It also review the trends and developments of the previous reports in 2006 and 2011. In 2006, 179 companies participated and completed the web-based survey.

5. Plan of Action Implementation Report *(highlighted text is complete)*

BUSINESS

To promote economic development by improving the business environment.

Help new business by providing an A-to-Z step-by-step Business Investment Guide

Strategies	Who is responsible?	Start	Finish
Identify all components related to starting a business	Member Services & Development Committee	July, 2016	December, 2016
Create a checklist	Member Services & Development Committee	July, 2016	December, 2016
Make it a downloadable PDF file from Chamber website	Member Services & Development Committee	July, 2016	December, 2016

Encourage and support start-up businesses by developing a business incubator programme

Strategies	Who is responsible?	Start	Finish
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Develop business incubator parameters, services, costs	Member Services & Development Committee	June, 2016	March, 2017
Meet with potential partners, Council members, landlord, DCI	Member Services & Development Committee	June/July, 2016	March, 2017
Develop selection criteria	Member Services & Development Committee	July, 2016	March, 2017
Market the programme	Member Services & Development Committee	August, 2016	March, 2017
Develop application forms	Member Services & Development Committee	August, 2016	March, 2017
Launch programme	Member Services & Development Committee	October, 2016	March, 2017

Strengthen the Chamber's brand as a catalyst for true change

Strategies	Who is responsible?	Start	Finish
Promote the Cayman Islands as a place to do business by developing key messages, creating communication strategies and raising funds for the campaign.	Marketing & Communications Committee (MARCOM)	June, 2016	March, 2017
Promote Chamber's role in the community by developing key messages based on the Chamber's new Mission/Vision etc.	Marketing & Communications Committee (MARCOM)	July, 2016	March, 2017

Improve the Chamber's membership survey methodology



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Strategies	Who is responsible?	Start	Finish
Review existing surveys, evaluating past questions, responses, methodologies, and effectiveness	Marketing & Communications Committee (MARCOM)	August, 2016	September, 2016

Develop an economic stimulus package

Strategies	Who is responsible?	Start	Finish
Establish focus groups across various business sectors to determine issues & solutions	Council members	July, 2016	September, 2016
Develop key questions	Council members	June, 2016	June, 2016
Identify the businesses	Staff	June, 2016	June, 2016

COMMUNITY

To strengthen relationships within the community to improve quality of life.

Improve road safety and reduce traffic accidents over the holidays

Strategies	Who is responsible?	Start	Finish
Meet with police to determine issues prohibiting enforcement	Chamber Council	March, 2016	March, 2016



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Develop strategy to assist police and to gain public support	Chamber Council	May, 2016	July, 2016
Fundraising to assist in police issues (possibly signs or equipment or to pay for Special Constables)	Chamber Council	June, 2016	August, 2016
Implementation of the strategy	Chamber Council	September, 2016	November, 2016

Establish a Chamber "Open House Day" ("Chamber After Hours")

Strategies	Who is responsible?	Start	Finish
Choose a date	Chamber Council, Staff	May, 2016	May, 2016
Invite small business enterprises to co-sponsor the event	Chamber Council	May, 2016	May, 2016
Develop materials with strong Chamber messaging; invite members & non-members; educate the community on Chamber activities	Chamber Council, MARCOM	May 2016	July 2016
Set up Chamber office to showcase the facilities and consider a strategy for some fun games	Chamber Council, Staff	June, 2016	July, 2016

Promote workplace wellness



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Strategies	Who is responsible?	Start	Finish
Research other Chambers' existing programmes	Member Services & Development Committee	May, 2016	June, 2017
Determine which elements of which wellness plans would be most effective for our Chamber	Member Services & Development Committee	June, 2016	July, 2016
Roll out concept and benefits to businesses	Member Services & Development Committee	September, 2016	September, 2016
Develop business management tips/best practices	Member Services & Development Committee	July, 2016	Ongoing
Incorporate into Chamber newsletter	Member Services & Development Committee	September, 2016	Ongoing

Reintroduce the Chamber Environmental Pledge and incorporate mangrove restoration and road beautification

Strategies	Who is responsible?	Start	Finish
Inform Government of our Environmental Pledge to adopt key roadways including South Sound Road, Lantern Point Road and identify additional locations.	Member Services & Development Committee	June, 2016	October, 2016
Develop our strategy and publish at Earth Day 2017	Member Services & Development Committee	June, 2016	April, 2016



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Raise funds during the April-June budget preparations, including reaching out to landscaping members	Member Services & Development Committee	June, 2016	August, 2016
Determine how we will attribute the areas in the medians for corporate sponsorships	Member Services & Development Committee	September, 2016	December, 2016

Develop and promote the concept of flextime to our members and the wider community

Strategies	Who is responsible?	Start	Finish
Research proven studies/prepare and present materials	Chamber Council	June, 2016	July, 2016
Roll out concept with recommendations	Chamber Council	September, 2016	December, 2016

GOVERNMENT To collaborate with elected and public officials to develop and implement programmes for the benefit of a vibrant business community.

Improve relations with Government in 2016

Strategies	Who is responsible?	Start	Finish
Confirm quarterly meeting with government caucus	Government Affairs Committee (GAC)	April, 2016	March, 2017



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Confirm bi-annual meetings with opposition members	Government Affairs Committee (GAC)	May, 2016	March, 2017
Confirm monthly meeting with government agencies and administration	Government Affairs Committee (GAC)	May, 2016	March, 2017
Distribute quarterly synopsis of Chamber advocacy & activities	Government Affairs Committee (GAC)	June, 2016	March, 2017
Invitation to Government officials to key Chamber events	Chamber staff	May, 2016	March, 2017
Organise Town Hall meetings hosted by Chamber and elected officials	Government Affairs Committee (GAC), Chamber staff	September, 2016	March, 2017
Plan and organise District Candidate Forum for 2017 election	Government Affairs Committee, (GAC) Chamber staff	September, 2016	March, 2017

Review and provide feedback in order to influence existing and proposed legislation effects on membership.

Strategies	Who is responsible?	Start	Finish
Identify key subject matter experts to review existing and proposed legislation	Government Affairs Committee (GAC)	May, 2016	June, 2017
Develop and distribute online membership survey	Government Affairs Committee (GAC)	As directed by Council	Ongoing



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Identify and organise a face-to-face meeting with top 20 companies	Government Affairs Committee (GAC)	June, 2016	March, 2017
Collect and analyze online and face-to-face survey results, producing a report to submit to Council in order to set up objectives and agenda	Government Affairs Committee (GAC)	September, 2016	December, 2016

- 6. Invited Guest at 4 p.m.** – Hon. Franz Manderson, Deputy Governor, Mrs. Mary Rodrigues, Chief Advisor, Strategic Review Implementation Unit (SRIU) Project Future, Dr. Tasha Garcia-Ebanks, Deputy Chief Advisor, SRIU and Mrs. Gloria McField-Nixon, Chief Officer, Portfolio of the Civil Service – update on Project Future initiative

President Paul welcomed the invited guests to the meeting and asked them to present to the Council. The Deputy Governor thanked the Council for providing an opportunity to share an update about the progress that he and his team are making with the various public sector reforms that are underway. He said the Government is responsible for managing public funds and it is critical that the public sector is held accountable at all times. He admitted that there is tremendous pressure to improve the operations of the public sector. “We need to get better and develop a clear plan on how we approach our work. We are creating culture of excellence,” he said. Mrs. McField-Nixon delivered a presentation on the change agenda that is being implemented. The public sector has invested in teams by creating in the civil service college in partnership with UCCI and identify the needs and transferring these into e-learning opportunities. Twenty public servants have completed an Associate’s Degree in Public Administration and 16 of the 20 passed with honours with a 3.5 grade point average or higher. A Performance Management system has been introduced and 61% are getting acceptable performance reviews. Poor performance is being addressed and more accountability for actions are being taken. Mrs. Rodrigues discussed the work of the Project Future initiative and the steps that are being taken to introduce project management systems for all Government projects. The full presentation is attached to these minutes. President Paul thanked the Deputy Governor and his officers for attending the meeting and he looked forward to receiving quarterly briefings.

7. Upcoming meetings/events:

- SME Workshop – Tips for Developing and Running a Website, 12th May, 5:30 -7:30 p.m., Chamber of Commerce



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- BE INFORMED – ESO Business Survey Workshop, 13th May – 9:30 -11:30 a.m., Chamber of Commerce
- Membership Orientation session – 19th May, noon until 1:30 p.m., Chamber of Commerce
- BE INFORMED – Ready to Work.ky initiative – 25th May, 3 p.m., Chamber of Commerce
- SME Workshop – Identifying Occupational Fraud Risk and Fraud Prevention Controls, 26th May, 5:30 – 7:30 p.m.

8. Adjournment

The meeting adjourned at 5:30 p.m.