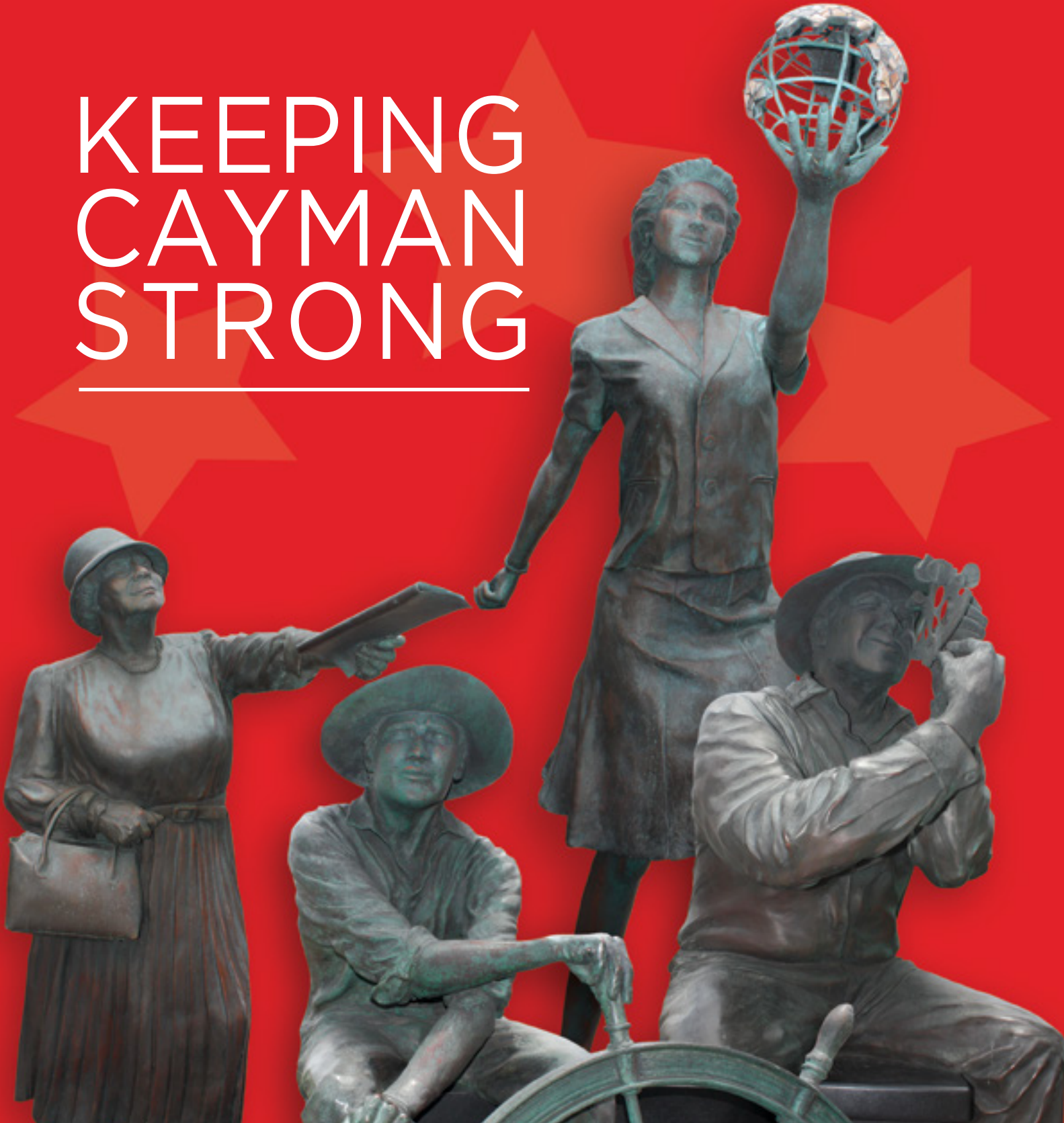


KEEPING CAYMAN STRONG



2017 MANIFESTO

"Our Strength comes from
our Heritage, our Determination,
and the Character of our People"

Hon Alden McLaughlin, MBE, JP



VOTE PROGRESSIVES 2017

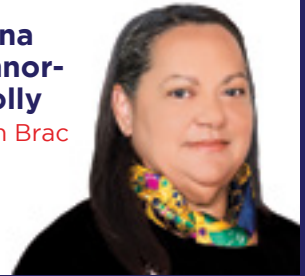
**Alden
McLaughlin**
Red Bay



**Moses
Kirkconnell**
Cayman Brac
West & Little
Cayman



**Julianna
O'Connor-
Connolly**
Cayman Brac
East



**Marco
Archer**
George Town
Central



**Barbara
Conolly**
George Town
South



**Joseph "Joey"
Hew**
George Town
North



**Roy
McTaggart**
George Town
East



**Lucille
Seymour**
Prospect



**David
Wight**
George Town
West



**Heather
Bodden**
Savannah



**Maxine
Bodden
Robinson**
Bodden Town
West



**Osbourne
Bodden**
Bodden Town
East



**Wayne
Panton**
Newlands



**Daphne
Orrett**
West Bay
West



**Edward "Ed"
Chisholm**
North Side



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A Message from the Political Leader

HON. ALDEN MCLAUGHIN, MBE, JP

LEADERSHIP MATTERS



Four years ago, our country was in a mess. The economy was stagnant and Caymanian unemployment stood at a high 10.5 %. At a time when Cayman needed strong Government, we were experiencing political instability and scandal. Government finances were seriously depleted and Government policies had proven ineffective.

It was no surprise that Caymanians turned to the Progressives: to a party they know as competent in government and to individuals they know as honest and trustworthy.

Over the last four years we have delivered on our promises. Our economy is strong and growing. Businesses are investing again. As a result, over 2,000 more Caymanians have jobs than four years ago.

Our Government is strong and stable. We have restored government finances, creating surpluses that help to protect us for the future while cutting duties to help benefit families and businesses today.

We have defended our people against those who would harm our economy at home and abroad. We have protected the most vulnerable - our children, our elderly, and people with disabilities.

We have created a strong platform - but there is more to do.

We need to continue the work we have started. We will deliver the new cruise and cargo ports which are essential for future economic prosperity. We will also press on with the implementation of our solid waste strategy.

Our manifesto sets out in detail the programme of the next Progressive Government. We are making six specific commitments that we will deliver to meet the most pressing issues in our community.

We made progress improving achievement in public schools, but more needs to be done to equip students to meet the demands of the workforce.

The next Progressives Government commits to ensuring that within four years at least 75% of high school graduates will move on to post-secondary education, either in academic degree programmes or training in vocational trades locally or overseas.

While more Caymanians are now in work, still too many are suffering unemployment at a time when economic growth should be providing opportunity for all.

The next Progressives Government is committed to achieving full Caymanian employment.

The work permit process needs to be tied more closely to ensuring the effectiveness of the labour market and distinguished from immigration.

The next Progressives Government, within two years, will transfer the granting of work permits to a Cayman Human Resources Authority.

Health care costs are too high and the health insurance market does not function fairly, particularly for those who need it most - the elderly and those with long term illnesses.

The next Progressives Government will ensure Caymanians have access to better health care by reforming the health insurance market to ensure everyone can access appropriate coverage at a fair price.

We share the increasing concern about violent crime in our society, particularly gun crime.

The next Progressives Government will cut gun crime by at least 60% over the next four years.

More needs to be done to support Caymanians who wish to start and grow their own businesses. Too often bureaucracy and red tape act as a deterrent to business growth.

The next Progressives Government will abolish 25% of the regulations that hinder small businesses within the first 18 months of its term.

Elections are about choice.

The choice you make on May 24th will determine what happens in Cayman over the next four years. It is a very stark choice.

You could vote for independents with no track record you can trust and no

plan you can put your confidence in. You could vote for the party who created the political instability, economic volatility, and hardships faced before the 2013 election.

Or you can vote for the Progressives candidate on your ballot. The Progressives have delivered the strong platform the country now enjoys and we are the only ones who are strong enough to deliver the action needed for the future. We are presenting the electorate with a talented and

experienced Progressives Team that encompasses people from all walks of life, each accomplished in his or her chosen line of work.

Today Cayman is strong.

For an even stronger future, vote Progressives. #CAYMANSTRONG



ALDEN MCLAUGHLIN, MBE, JP

Political Leader The Progressives

CHAIRMAN'S MESSAGE

Every 4 years we are put to the test. It may appear to be a test of the candidates, but in truth, it is a test of the voting public.

I believe that Caymanians care passionately about our country and will vote for a good team that will serve the whole country instead of the individual most likely to do them a favour. This team is the Progressives.

Like most Caymanians, I have learned the lessons of our recent history. We well remember the chaos and mistrust of the last UDP (now CDP) government. None of us really wants to return to a government that in the end served interests of one man instead of the best interests of our country.

Under the one person one vote system that we now have we get one chance to vote for the best candidate that along with a proven team will be able to deliver what they promise. I do not intend to cast my single precious vote for an independent because I know independents cannot fulfil their promises. Independents also cannot be trusted to form a government that will survive for four years. I am sure that you remember the 2000 election, when independents tried to govern, and we ended up with one-man rule.

The Progressives offer a good strong team in which every member plays an important part, with a good leader, and shared principles; and they need your help.

A vote for a Progressives candidate is a vote for stability, good government finance and a government with a track record of delivering on its promises. And a vote for the Progressives is a vote for

certainty as to who will likely be your Premier and Government Ministers.

If you would like to help with the election campaign, please contact any of our candidates or officers, or one of the Progressive offices. And on election day Vote for the Progressives candidate in your electoral district.



ANTONY DUCKWORTH

Chairman



PROGRESSIVES VISION

A Strong Cayman ~ Yesterday, Today and Tomorrow

We will build on the strong platform created over the past term, maintaining strong government finances and a healthy and vibrant economy, so that our three Islands will continue to grow as a safe, happy, confident, and productive society where Caymanians are able to take full advantage of the blessings and opportunities we have, to find good employment and to lead fulfilling lives among family, friends, and co-workers.

MEET THE TEAM

Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.



Hon. Alden McLaughlin MBE
Red Bay

Premier of the Cayman Islands, Alden M McLaughlin, was first elected to the Legislative Assembly in 2000 and has been a legislator ever since. He was Minister of Education 2005-2009. Alden is a lawyer of 29 years standing and a former partner in a Cayman Islands law firm. He is a past president of the Caymanian Bar Association and The Lions Club of Grand Cayman. He and his wife Kim have two sons. In his free time he enjoys reading, cycling and farming.



Marco Archer
George Town Central

Marco Archer, the Minister of Finance & Economic Development, was elected in 2013. He is a former attorney at law as well as former government senior economic statistician. In addition to economic matters, an important focus for him is building a brighter future for the Islands' youth. In 2016 he was named Caribbean Finance Minister of the year by Global Markets Magazine. Marco is married to Tammy and they are the parents of two daughters and a son.



Barbara Conolly
George Town South

Barbara Conolly was born in George Town and is the daughter of Sidney and Daphne Gomez. Her political experience goes back to 2002 when she became a member of The Progressives, and serves on its Executive. In 2005, Barbara worked with the former Leader of Government Business, Hon. D. Kurt Tibbetts as his Political Analyst - helping constituents seeking employment, educational opportunities and health care and resolving other family life issues. She now works as a Manager in a financial services firm.



Joseph "Joey" Hew
George Town North

As a businessman Joseph "Joey" Hew brings a wealth of successful business experience to public life. Joey was elected in 2013 and served as Councillor in the Tourism Ministry. Joey is the Managing Director & COO of his family business. He is a past Director of the Cayman Islands Tourism Association. He and his wife Cynthia are the parents of two sons. He is an avid sports fan, especially football.



Roy McTaggart
George Town East

Elected in 2013, Roy McTaggart served as a Councillor in three Ministries, including Health; Finance & Financial services. Roy is a former Managing Partner of KPMG Cayman and Managing Director of KPMG BVI. He has been active in many roles in the community - including with the Chamber of Commerce, Cayman Airways Board, Treasurer of Church of Christ, and mentoring young Caymanians. Roy is married and is the father of three grown up daughters.



Lucille Seymour
Prospect

Lucille Dell Seymour was born in George Town. She had a long career in education as a teacher and administrator, moving on to many senior roles in the civil service. Lucille has been very active in politics since leaving the civil service and is a founding member of the PPM. She was a former MLA for the District of George Town. She has been a champion for the elderly and children in her community and has been active in assisting youth through sports.



David Wight
George Town West

David Wight, the son of Derek and Marguerite Wight, was born and raised in the Cayman Islands. He has one daughter, Delecia Wight, and three grandchildren. David has worked in a successful family business for over 40 years. Outside of business, he is also a keen athlete representing Cayman in cricket for over 30 years. David also coaches cricket to young Caymanians. He has been involved in Cayman politics for decades and a member of The Progressives since 2002.



Moses Kirkconnell Cayman
Brac West & Little Cayman

Moses Kirkconnell, Deputy Premier of the Cayman Islands, and Minister of District Administration, Tourism and Transport, is a respected civic leader and businessman. He was first elected to the Legislative Assembly in 2005. Moses is a proud member of the Veteran's and Seaman's Society of Cayman Brac and Little Cayman. He is also a devoted supporter of youth-related sports and activities. Moses and his wife, Kathy, enjoy fishing, walking and reading.



Julianna O'Connor-Connolly
Cayman Brac East

Mrs. Julianna O'Connor-Connolly has served two terms as the Speaker of the Legislative Assembly. In 2006 she became Cayman's first female Premier. Julianna was first elected to the Legislative Assembly in 1996 and she is the first woman to represent the Sister Islands. Born and raised on Cayman Brac, she first pursued a career in teaching, but later received a law degree from the University of Liverpool and was a practicing attorney before entering politics. She is the mother of Kamaal and Kimberly.



Edward "Ed" Chisholm
North Side

Ed Chisholm is a human-resources manager who has worked in various business sectors. Currently Ed is the HR Manager for the Kirk group of companies. He is a member of several professional HR bodies and sits as a member of the Immigration Business Staffing Plan Board. Ed is married to Helen. They are parents to Ewan and he enjoys spending time with family and friends.



Daphne Orrett
West Bay West

Daphne is one of five children born to Henry & Louise Ackerman, growing up in North West Point. Daphne has had a rewarding - career from teaching at the West Bay School, to being secretary to Sir John A. Cumber, to Executive Officer in the Health Services Department. She also previously served as a Member of the Legislative Assembly. Daphne has a passion for helping the abused and neglected, and she made positive contributions for the welfare of women and children during her time in the LA.



Heather Bodden
Savannah

Heather Bodden has been a community activist all her life and supports several community causes. For 26 years she has organised an annual Senior Citizens Christmas Party. Heather has worked with young people and served for 20 years as a Trustee on the board of ICCI. She is a former member of the Legislative Assembly and a champion for the youth, the elderly and for her beloved Savannah. Heather has worked in various family businesses and has been active in politics for over a decade.



Maxine Bodden Robinson
Bodden Town West

Maxine is one of Cayman's leading attorneys in the financial services sector, specialising in Trusts. She grew up in Frank Sound and Bodden Town, one of three children of Norman and Isabella Bodden, and attended Savannah Primary. Maxine attends Webster Memorial United Church in Bodden Town. She has worked with Junior Achievement and Legal Befrienders, and is the former Chair of the North Side District Council. Maxine is married to Colin, and has two daughters, Gabby and Peyton.



Osbourne Bodden
Bodden Town East

Born and raised in the district of Bodden Town, the Honourable Osbourne "Ossie" Bodden, has served two terms in the Legislative Assembly. He is Minister of Community Affairs, Youth & Sports. Prior to politics, Ossie worked in the Financial Services Industry. He also operates two businesses in his district. Ossie is a deeply devoted husband to his wife Nancy and proud father of his three children; Alexis, Gavin and Amber. Ossie's focus and motivation has always been on building a better Cayman Islands for all.



Wayne Panton
Newlands

Wayne Panton is the Minister for Financial Services, Commerce and Environment. He was elected in 2013 and is a former Attorney at Law. Wayne is the son of Gurney (deceased) and Cecile Panton of Newlands. Wayne is a son of Newlands through and through and lives in the community with his wife Jane and son Cody. He is an avid fisherman and loves the ocean and the environment. Wayne is passionate about his Newlands people and is known to quietly help many in the community, including improvements at the Savannah Primary School.

DELIVERING ON OUR PROMISES - FOUR YEARS OF ACCOMPLISHMENT BY THE PROGRESSIVES GOVERNMENT 2013 ~ 2017

STRONG, SUSTAINABLE ECONOMIC GROWTH

Over the last four years we have:

- ✓ Restored economic growth
- ✓ Supported private sector investment projects to create jobs and further grow the economy
- ✓ Secured the future of our Financial Services industry with the new legislation it needs to remain competitive
- ✓ Boosted Caymanian entrepreneurship by reducing fees for small businesses and improving the support available to start and grow local businesses
- ✓ Upgraded the Charles Kirkconnell Airport to international airport status



- ✓ Supported the tourism industry which has grown visitor numbers for stay over and cruise tourism
- ✓ Invested in our roads, airports, and cruise and cargo ports

SECURED JOBS FOR CAYMANIANS, NOW AND IN THE FUTURE

Over the last four years we have:

- ✓ Secured jobs for 2,000 more Caymanians than were in work in 2012



- ✓ Reduced unemployment among Caymanians from the record levels 4 years ago
- ✓ Supported Caymanians who were finding it hard to get into work to find jobs through the Ready2Work Programme
- ✓ Supported skills development in both established and emerging economic sectors
- ✓ Established scholarships for specialist doctors
- ✓ Introduced Cayman's first school of nursing
- ✓ Introduced Cayman's Hospitality School of Studies

- ✓ Implemented the Healthcare Apprenticeship Programme
- ✓ Begun the work needed to improve the education of our young people with an independent professional review of public schools
- ✓ Re-established the public schools' inspectorate to drive improvements in standards
- ✓ Implemented an Education Plan of Action to improve education outcomes and accountability
- ✓ Reviewed the Labour Law and published a consultation version of the Labour Relations Bill
- ✓ Invested in an Integrated Waste Management solution to protect the environment whilst also providing new jobs

IMPROVED LIVING STANDARDS

Over the last four years we have:

- ✓ Directly cut household bills by reducing the duty rate on diesel for CUC



- ✓ Helped to keep down prices in the shops by reducing import duty to licensed traders from 22% to 20%
- ✓ Enabled people to go on earning for longer to support their families by increasing retirement age to 65 years
- ✓ Protected consumers by helping lower price of fuel through regulation of fuel providers



- ✓ Recognised the value of our public servants with a 4% salary increase (restoring the 3.2% taken from them in 2010) following bonus payments of 2.5% in June 2014 and 2.2% in June 2016 to reflect their achievement of strict government financial targets
- ✓ Introduced a National Minimum Wage which has directly benefitted an estimated 1,500 Caymanians

SOCIAL PROGRESS

Over the last four years we have:

- ✓ Acted to help protect our children through the establishment of a multi-agency safeguarding hub and a new Child Abuse Policy
- ✓ Enhanced the rights of people with disabilities in our communities with the enactment of the Disabilities (Solomon Webster) Law
- ✓ Fairer electoral system with the creation of single member electoral districts and one person one vote

- ✓ Established Cayman's first Older Persons Policy which will empower older people, secure them better access to housing and health services and help protect them from financial and physical abuse
- ✓ Improved the prospects of former prisoners and helped to prevent them returning to crime by modernising laws dealing with spent convictions and rehabilitation of offenders

STABLE AND EFFICIENT GOVERNMENT

Over the last four years we have:

- ✓ Successfully delivered on the commitment we made to restore Government's finances:
- ✓ We have constrained government expenditure, enabling us to restore surpluses
- ✓ Delivered a Government surplus over four years totalling \$414M and restored General Reserves by \$53M to \$97M which means we are much better placed to deal with any future economic shock or national emergency
- ✓ Reduced Government debt by \$123M and set aside some \$15M for future debt repayment
- ✓ Ended Government's reliance on overdrafts
- ✓ Achieved compliance with the key public finance targets that has freed Cayman from detailed UK oversight of its budget
- ✓ Saved \$6.2M by re-negotiating lower interest rates on Gov't loans
- ✓ Begun the implementation of Project Future, our five-year programme of public sector reform which is driving public sector efficiency and improving services for customers

- ✓ Modernised Government's system of procurement so that we save money on the things government needs to buy to carry out its responsibilities
- ✓ Reinstated proper management of the landfill including new equipment



A BETTER FUTURE FOR OUR ISLANDS AND OUR PEOPLE

Over the last four years we have:

- ✓ Stood up for our Financial Services industry in the UK and on the world stage to help secure its prosperous future
- ✓ Re-established public access to beaches on all 3 Islands and secured property next to Smith's Barcadere to ensure future public uses
- ✓ Enacted National Conservation Law which protects our vulnerable flora and fauna, conserving land and wildlife to be enjoyed by future generations
- ✓ Ensured that Cayman benefits from development by improving the Dart/NRA Agreement to remove sharing of tourism tax and with Dart agreeing to increase their development plans, including road construction



OUR PROGRAMME FOR GOVERNMENT

THE BEST EDUCATION OPPORTUNITIES FOR ALL OUR CHILDREN

Education outcomes have improved in recent years. But there is more work to be done. There are still too many students who leave high school ill-prepared to successfully enter the work force or move on to tertiary education. The Progressives led Government faced the problems of our education system square on over this past term. And we have plans to do more in the new term.

The next Progressives Government will strengthen primary education and will provide students with individualised educational opportunities from kindergarten through high school that will allow them the best chances to succeed in their chosen career.

We will provide secondary school students with opportunities, and pro-active career guidance, that will help them appreciate the value of learning a trade and to consider further education options such as apprenticeships or TVET scholarships to local or overseas institutions.

Within four years at least 75% of high school graduates will move on to post-secondary education, either in academic degree programmes or training in vocational trades locally or overseas.

We will do this by:

- Improving the ability of teachers to succeed with every child by having smaller teacher-to-pupil ratios in all schools and expanding the use of technology as a tool to assist teaching and learning.
- Achieving higher standards in literacy, numeracy and science by advancing our Education Plan of Action 2016 – 2017 and maintaining relevant monitoring of education outcomes at every school. School Principals and staff will be accountable for performance.
- Giving our children the best start by providing a sound and individualized primary school education that adequately prepares every student for success when he or she enters high school.
- Providing high school students with a range of academic and vocational education options, including introductory courses that cover entrepreneurship as well as vocations such as automotive, culinary, music recording, and hospitality. This will help students determine their best route to post-secondary education needs, including the TVET courses at UCCI or overseas.
- Schools must support & encourage high school students interested in Technical and Vocational Scholarships to attain the requirements needed to attend local or overseas trade schools or colleges.
- We will implement more TVET apprenticeship programmes in partnership with private sector to provide real skills as well as real work experience at a local business. This will embrace young people in high school and recent school leavers up to the age of 20 years.
- Ensuring that UCCI maintain a core group of TVET courses in their teaching programme.
- Revisiting opportunities for a public/private sector partnership in education to determine how best to move forward with initiatives that benefit students and produce quality outcomes.
- Improving opportunities for students of the UCCI Campus in Cayman Brac by having all key degree programme courses at UCCI Grand Cayman available via Internet streaming services to Brac students.
- Building a new primary school in West Bay to provide relief from the overcrowded John A. Cumber primary school. And review the needs of all other primary schools.
- We will give students in George Town and West Bay the right learning environments by completing the John Gray High School.
- We will make greater investment in the education of students with special needs or disabilities, supporting parents where necessary and ensuring special needs teachers are adequately trained and facilities are suitable.
- We will look at addressing concerns regarding the de-facto segregation in our public schools caused by lack of physical plant. In a multi-cultural Cayman Islands our school system should enable non-Caymanian students to integrate with Caymanian students. This will help break down any walls between Caymanians and those who come to help us build our islands.

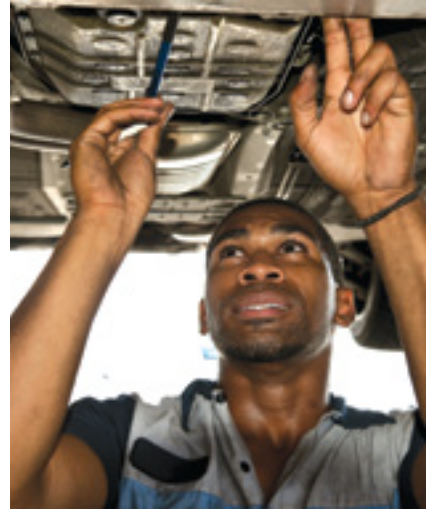
JOBS FOR ALL CAYMANIANS

Over the last four years the Government has shepherded in economic success with 2,000 more Caymanians in work than in 2012. Caymanian unemployment has fallen from a high of 10.5% in 2012 to 5.6% in April 2016, rising slightly to 7.1% in October 2016 as more Caymanians entered the work force.

But in a growing economy where there are some 24,000 work permits there should be no Caymanian who is qualified for a job, and willing to work, who should not be able to find employment over a reasonable period. There are still too many qualified Caymanians who are not being given a chance at employment, including those returning home with relevant qualifications, yet are unable to find jobs. Often they are being told that they do not have enough experience. This cannot be right! At what point will they obtain experience if not given a chance at employment? In a growing economy Caymanians must have a fair chance to share in the benefits of growth.



The next Progressives Government will be committed to achieving full Caymanian employment! We will continue to strategically grow the economy and support businesses so that we keep the job gains we have made as well as grow opportunities for more jobs; opportunities that include more apprenticeship programmes for Caymanians.



We will also create a Cayman Human Resources Authority that will oversee the human resource requirements of the country.


The Authority will be responsible for approval of work permits and management of a National Jobs Clearinghouse – a searchable database of all available jobs in the Cayman Islands. Job vacancies must be registered with the Clearinghouse and listed online to allow Caymanians looking for employment to be aware of them and to register their interest in those jobs. This will be a requirement prior to any work permit application being accepted or work permit granted. Caymanians must have a fair opportunity for jobs and the Authority will help ensure that this is the case.

The work to create a National Jobs Clearinghouse was started in this term under the Project Future banner and will be completed in a new Progressives term.

We will improve the work permit system so that it is more efficient as well as more transparent and fair to those seeking employment – including Caymanians. Changes to Immigration Regulations will be made within our first 100 days in office to improve transparency and fairness around the advertising of jobs. Businesses actively hiring and training Caymanians will be recognised as good corporate citizens.

JOBS FOR ALL CAYMANIANS

A new Progressives Government will:

- Continue the careful management of the economy so that businesses of all sizes continue to grow and create jobs and opportunities for Caymanians. We cannot afford to lose the gains made to grow the economy and create jobs.
 - Support the growth and success of small businesses so that Caymanians not only become entrepreneurs but also provide employment for our people.
 - Complete the infrastructure projects and the George Town Revitalisation project started during the Progressives first term. These projects provide employment during the construction phase and after, as well as support business growth.
 - Support growth in the new market sectors such as Health Tourism, Sports Tourism, the Maritime Park, creative arts, and green energy, amongst others. Diversifying the economy creates more jobs and opportunities for Caymanians.
 - Expand the Ready2Work.ky programme to assist Caymanians who need help to get and keep a job.
 - Develop other jobs programmes based on the recommendations in the 2015 report “A Review of Employment Policies & Strategy in the Cayman Islands”. It is important that we actively assist Caymanians, particularly younger Caymanians, to gain and keep employment.
- 
- Grow the Hospitality Training School and the Nursing School to provide more Caymanians with opportunities in these sectors.
 - In partnership with businesses, including hotels and restaurants, develop more apprenticeship and training programmes to teach skills and build work experience that will lead to full time employment.
 - Conduct an independent review of the role employment agencies play in the local job market and determine whether there are practices that work against Caymanian employment that need to be addressed.
 - Complete the work started this first term to create an online searchable National Jobs Clearinghouse where all jobs will be registered and vacancies advertised.
 - Create a Cayman Human Resources Authority with responsibility for all employment matters – including granting work permits, transferring relevant staff from The Immigration Department. Immigration will continue to manage the Permanent Residency and Cayman Status process.
 - Utilise data from the new National Jobs Clearinghouse, pensions providers, and the ESO to better

determine the number and type of jobs in the Cayman Islands and the number of unemployed Caymanians. This will aid decision making and planning of resource needs and perhaps guide education and scholarship priorities.

- Monitoring and enforcement of employment standards will be improved, including detecting work permit holders doing jobs, especially in construction, that are outside what is allowed under their work permit.
- Immigration Regulations around employment advertising will be changed to close loopholes and allow for fairer opportunities for Caymanians seeking employment:
 - Jobs advertised locally or overseas must always state the name of the business that will be employing the jobseeker.
 - Jobs cannot be advertised overseas before all local legal requirements are complied with, including advertising locally.
 - The remuneration package received by an applicant for a work permit must match exactly what was advertised locally. This must be proven/certified before the work permit is granted.
 - Experience gained by a work permit holder while working in the Cayman Islands will not be accepted when assessing a work permit application for another company or position.
 - We will review provisions in the laws that allow work permit holders to readily transition between employers, or between roles. The aim is to ensure that qualified Caymanians looking for work are not disenfranchised.

IMPROVING IMMIGRATION AND THE WORK PERMIT SYSTEM

The Cayman success story has been built on the ability of businesses to not only hire and train Caymanians, but also to bring in guest workers to ensure that we have the resources and expertise to grow the economy. As we allow individuals to come and live and work with us we need to accept that many of them will remain and become Caymanians and have families, children and grandchildren who will all become part of the Caymanian fabric. This is how we have grown and how we will continue to develop and build our country.

However, we must strike the right balance to ensure that the immigration and work permit systems work more efficiently and are more transparent and fair to those seeking employment (including Caymanians) or wanting to become Permanent Residents.

As such we will within two years of being elected, transfer the granting of work permits to a Cayman Human Resources Authority and allow the Department of Immigration to focus on border control and matters dealing with Permanent Residency and Cayman Status.

But as we know, the current system that has been around since 2003, albeit with changes, has been shown to have serious flaws. We will therefore continue to implement the recommendations of the Ritch Report to address the issues raised by the Chief Justice in his judgements relating to the 'PR Points System' used in considering applications for Permanent Residence.

A GOOD STANDARD OF LIVING FOR ALL

In addition to the high cost of health care we know that Caymanians are also concerned about the cost of groceries and other goods. This is not new, this has been the case for as long as any of us can remember. And the problem has been compounded following the 2008 recession as salaries have not grown in line with inflation.



Cayman will always be at the mercy of world markets when it comes to prices of imported goods. Some non-Progressive candidates in this election talk about introducing price controls. This is impractical. Far greater improvements in living standards will be achieved by driving up incomes than seeking to control prices.

That is why our commitment to economic growth is important. It is why we are committing ourselves to achieving further reductions in unemployment and why we are pledging to improve education and skills development to ensure Caymanians are able to access better paying jobs.

In the short term, we need to build on the success of the minimum wage in raising incomes for the poorest in our community and encouraging Caymanians back into the labour market. Therefore we will keep the level of the minimum wage under review to ensure that it keeps pace with inflation and that those benefits are not eroded over time.

In a new term we will also commit to:

- Impose no new duties and where possible reduce duties in ways that benefit local consumers. This includes removing duties on items such as solar panels that encourage use of sustainable or green energy.
- We will deliver the new cargo dock which will enable reductions in shipping costs that will help lower prices in the shops
- We will ensure fair pricing in uncompetitive markets starting with the fuel sector – the platform and legislation for which has already been done.
- Continue our housing initiatives to provide options for affordable housing, such as the Government Guaranteed Home Assisted Mortgage programme or by assisting qualified Caymanians to build on their own land.
- In addition, we will work with the private sector to encourage the building of affordable homes with Government waiving import duties on building materials and allowing building on a smaller property footprint.
- We will work with pension providers & banks to allow banks to utilise a pension fund as part security for a mortgage. This would be an alternative to withdrawing funds from the pension fund as down payment on a home.

ACCESS TO QUALITY, AFFORDABLE HEALTHCARE

The current system of accessing healthcare and health insurance needs reform. Private sector insurance providers too often treat our older persons and those with long term conditions unfairly, either charging them unaffordable premiums or denying them coverage all together. These vulnerable members of our community are the very people who need reliable, affordable coverage the most.

We also recognise that the Health Services Authority provides quality healthcare and is a vital national asset. But costs to provide health care, including tertiary health care, are continuing to rise.

The Cayman Islands is also home to world class, affordable, healthcare provision at Health City Cayman Islands and more needs to be done to ensure Caymanians can access those services.

The next Progressives Government will engage a private sector partner to work with Government to reform the HSA and deliver both better health outcomes and lower costs.

We will also ensure more Caymanians with serious illnesses or in need of tertiary care can benefit from the services available at Health City Cayman Islands in preference to travelling overseas at more cost. Driving down medical costs should allow Insurance companies to lower insurance premiums.

The next Progressives Government will also ensure Caymanians

have access to better care by introducing reforms of the health insurance market to ensure everyone can access appropriate coverage at a fair price.

We will increase the public's options for health and property insurance by allowing CINICO to provide health insurance and property insurance policies to the general public. CINICO will be adequately capitalised and receive the necessary expertise and resources to provide these services.

A new Progressives will also:

- Continue to focus on prevention of serious health issues through public education, including in schools and in healthy lifestyles amongst our people.
- We will examine options available to ensure senior citizens receive affordable health insurance after they retire. This is the time they are most in need of affordable health insurance yet more often than not it is not available to them.
- Ensure that no one is denied insurance cover because of pre-existing conditions.
- Utilise Government's new procurement systems, including reverse auctions, to obtain the best pricing on drugs and medical equipment. This will ensure that patients pay the lowest cost possible.
- Adequately capitalise CINICO and provide it with expertise and resources to professionally manage a portfolio of Health and Property Insurance.
- Construct the much needed Mental Health facility, preliminary work of which was started this term.

HEALTHY ENVIRONMENT

Living on three small islands, we are vulnerable to the impact of climate change, our generation of Caymanians has a special responsibility to manage our marine, natural, and built environment for our benefit and the benefit of future generations.

In a new term, the Progressives will:

- Complete a new Integrated Solid Waste Management System that includes recycling, composting, ongoing tyre shredding, and a waste to energy plant. This remains a key priority for a Progressives Government.



- Continue efforts to preserve beach access rights on behalf of Caymanians.
- Continue a focus on conservation and the environment whilst recognizing the need for conservation and development to not be viewed as conflicting goals. It is imperative that they must co-exist.
- Support Green energy and Green jobs in line with the requirements and goals of our National Energy Policy.

SAFER COMMUNITIES

Economic success and more Caymanians in work has been a key part of the country's recent successes. However, there is a risk that this overall success can hide emerging social issues. We share the real concern in our communities about the development of a gang culture and the associated growth in gun crime. In 2016 alone, arrests for offences involving weapons have doubled. We have seen the RCIPS greatly improve the number of arrests for serious crimes and our courts have put several serious criminals, including gang members, behind bars. And we will support them to ensure they continue to keep our communities safe. We take a hard line against those committing serious crimes.

The next Progressives Government will cut gun crime by at least 60% over the next four years.

We will do this by:

- Supporting the use of Community Policing as an effective tool to keep communities safe.
- Giving the RCIPS more resources linked to a specific action plan that we will agree with them to clamp down on gangs and to eradicate them if possible.
- Introducing a new early intervention programme to identify those young people at risk of criminality and supporting them to make different life choices
- Encourage the creation of more Neighborhood Watch programmes.
- Creating a new Community Warden Service that will work with local people and the police to tackle "nuisance crime", which often serves as a gateway to future, more serious offending behavior. Community Wardens fit in well with the RCIPS approach to improving community policing across all three Islands.
- Convert the RCIPS Marine Unit into a Cayman Islands Coastguard Service. The Coastguard Service will be trained and given the resources to allow detection and interdiction of boats arriving in Cayman waters with drugs and guns, as well as illegal immigrants. It will also serve as a training ground for youth interested in a maritime career.
- Establish a Cayman Islands Police Authority that will help guide the work of the entire RCIPS.
- Complete the work started to upgrade the Commercial Court in the current Courts facilities and to build a new Criminal Court outside of the city centre.
- Replace the aging RCIPS Headquarters in George Town.
- Replace the Police station in West Bay.
- Continue the rehabilitation of persons in prison and provide assistance after release to ensure they are able to find employment, even if within a Government programme, and mentorship to help them successfully reintegrate into society.
- Consider the viability of a new Fire Station with ambulance service for the Eastern Districts, given the increased number of people and businesses in these districts, including tourists and hotels.
- Ensure our Customs, Police, Immigration, Fire and Prison services are adequately resourced, including staffing levels, and trained.

A STRONG SOCIAL AGENDA

A vibrant economy is only the means to an end for a Progressives Government. The role of government is to provide for the safety and security of its citizens, work with business to grow the economy and create jobs, and to improve the prospects of its people. Rahul Ghandi once said: "A rising tide doesn't raise people who don't have a boat. We have to help them build a boat." And so the next Progressives Government will build on the strong economic and financial platform created in the first term so as to further assist our people in need and to help them rise with the Caymanian economic tide. We will do this by:

- Continuing our efforts to improve the lives of persons with disabilities by advancing the changes required under the Disabilities (Solomon Webster) Law. We will also provide upgrades to the Lighthouse School to ensure that it is fully meeting the needs of those who attend there.
- Reforming the social services programmes and the agencies delivering social services to eliminate inefficiencies and streamline services to better serve the public. We will ensure that our system of social services benefits delivers the right help, to the right people, at the right time.
- Ensuring that no civil service pensioner receives a pension less than the social services ex-gratia payment paid to the elderly.
- Ensuring that every retired person has access to affordable quality healthcare.

A STRONG ECONOMY TO HELP FAMILIES & BUSINESSES

Over the last four years we worked diligently to return the country to a secure, sound financial position and create an environment for economic growth. We did so by protecting and promoting our Financial Services Industry, growing our tourist industry, supporting private sector development, improving infrastructure, and carefully managing our finances. We also helped Caymanians start more than 1,000 new small businesses during our term.

This has resulted in a growing economy with renewed investor confidence and the continuing expansion of large and small businesses. The immediate benefit has been more economic opportunities and more jobs for Caymanians.

A new Progressives government will continue proven strategies for growth. We cannot afford to gamble with the gains we have made this past 4 years. We will especially focus on those districts needing more economic growth, such as the Eastern districts of Grand Cayman as well as Cayman Brac, and on development that will bring jobs for Caymanians.

But more needs to be done to help small and micro businesses succeed. Too often Government red tape and bureaucracy stifles small business rather than supporting the entrepreneurial spirit.

So the next Progressive Government will abolish 25% of the regulations that hinder small businesses within the first 18 months of its term.



We will:

- Continue the careful management of the economy so that businesses of all sizes continue to grow and create jobs and opportunities for Caymanians.
- Identify those regulations that impose unnecessary burdens on small business. We will create a joint task force, co-chaired by a Cabinet Minister and a business leader, to report within six months. We commit to implementing the recommendations of that task force by the end of 2018.
- Within 18 months of taking office determine how best to create a tiered approach to government fees that do not place the same tax burden on small and micro businesses as for larger businesses.
- Protect, support and enhance our key sectors of Financial Services and tourism (cruise and stayover). Thousands of Caymanians directly or indirectly earn a good living from both of these sectors.
- Work closely with the Chamber of Commerce and the Small Business Association, meeting regularly. Provide extra support, including advice and training, to small businesses and startups to help them grow.
- Work through the CIDB and commercial banks to provide funding for small businesses.
- As an alternative to providing concessions to a property or business developer, a Progressives Government will look into implementing a Sovereign Fund that would be utilised to invest directly into the development project as a shareholder.
- Complete the George Town Revitalisation project. This will create economic benefits to businesses and communities in the capital as well as enhance our tourist product.
- Complete the infrastructure projects important to tourism & business:
- The Owen Roberts International Airport redevelopment is under way and when done will create new jobs in all facets of the airport, including within the new stores inside and outside the airport.
- Enhance the cruise visitor's experience with a modern cruise pier to enable easier and safer disembarking and embarking of passengers. This will also allow ships to stay longer and cruise tourists to spend more time onshore buying from merchants, restaurants, and taxi and tour operators. PWC's project review has indicated an expected \$156 million in positive economic impact and creation of 500 jobs during the 3 years the facility will take to be built.
- Complete a larger modern cargo port that will allow larger container ships to enter and offload goods at reduced shipping costs.
- Continue to support the growth in the new market sectors such as Health Tourism, the Maritime Park, and green energy. Diversifying the economy creates more jobs and opportunities for Caymanians.



STRONG GOVERNMENT FINANCES

Over the last four years, the Progressives Government, has returned the country to a secure financial position. We did so through economic growth and carefully managing our finances. This has resulted in solid budget surpluses. Surpluses that have been used to fund education, policing, health services, garbage collection, social services, scholarships and other government services. Surpluses that are being used to repay debt, reduce taxes and fees, increase civil service salaries, and build our roads, airports, as well as put in place a solution to fix our landfill needs. And surpluses that have been used to restore cash reserves to help secure our future.

We have done all of this without any increases to government borrowing or taxes on businesses and families. A new Progressives Government will protect the gains made and will ensure that we continue our strategy of controlling costs, growing revenues, and creating healthy surpluses.

We will also:

- Continue with our debt repayment plans, including repayment of the US\$312M 'bullet bond' in 2019.
- Maintain sufficient reserves, along with all the legal requirements, to allow government to remain within the requirements of the Public Management and Finance Law.
- Continue to reduce taxes and duties on people and businesses, where practical.

IMPROVING GOVERNANCE

One of the great challenges of modern government in an ever more complex international environment is staying connected to the people who elect us to represent them. Our system as presently structured does not easily facilitate the regular flow of information from the people to their elected representatives.

A new Progressive Government will remedy this by making the necessary amendments to the Advisory District Councils Law to ensure that a District Council is established in each electoral district to enable voters to interface directly with their elected representative.

Each Council will be given an annual budget, for which they will present audited financials, to fix the small irritants in their communities that matter most to them and which may be overlooked by central government or simply take too long to correct. The MLA representing that district will be required to attend quarterly meetings of the Council to address their concerns, advise them of Government's plans and policies and get feedback from the community. This will provide worthwhile structured interaction between the MLA and his or her electors and strengthen the system of democracy in our islands.

- Implement an Urban Development Commission whose focus will be to improve the quality of life for citizens in designated areas through planning and implementation of development projects, and social infrastructure (housing, community & sports facilities, education, transport etc.) and the delivery of quality services to citizens.
- Continue to implement new e-Government initiatives to provide the public with Government efficient e-Services while ensuring that Government systems are secure and data protected
- Move the work of the Project Future Strategic Reforms Implementation Unit into a Government Projects Delivery Unit that will be responsible for ensuring that the prioritized projects in Project Future, as well as other key government initiatives, is successfully delivered. The Delivery Unit will operate out of the Cabinet Office and will report directly to the Premier and Cabinet.



A STRONGER CAYMAN BRAC & LITTLE CAYMAN

Our vision for Cayman Brac & Little Cayman includes a development plan that encourages economic growth based on the preservation of the environment, culture, and traditions of the Sister Islands. Development must be sufficient to allow Brackers to be able to make a good living on Cayman Brac and to also encourage inward migration that will help grow the economy of the sister islands.

We will:

- Complete the provision of piped water throughout Cayman Brac.
- Complete the sports complex and multi-purpose centre on the Bluff
- Encourage the building of a small boutique hotel on Cayman Brac.
- Support the development of small local B&B properties that can be rented via services such as [airbnb.com](#).
- Support and encourage renewable energy for Little Cayman and Cayman Brac.
- Expand the courses offered at the UCCI Brac Campus to include online streaming of Bachelor's degree courses from Grand Cayman.
- Support local entrepreneurs to start up new businesses in Cayman Brac & Little Cayman, including adventure (rock climbing, spelunking) and ecotourism businesses with the Tourism Department directly marketing Cayman Brac to this tourism segment.



A STRONG & VIBRANT AGRICULTURE SECTOR

Over this term the Agriculture sector has grown in leaps and bounds with more commercial farming and 'back yard farms' bringing fresh local produce to supermarkets, restaurants, and to consumers at the various farmers markets. Farm to table has become a true reality in our Islands, with more varieties of herbs, vegetables, and other foodstuff available. This success not only provides healthier alternatives to imported foods but also builds our capacity for food security.

In a new Progressive term we will continue to support and encourage farming of all types. With the assistance of CARDI we will promote the use of modern farming techniques to improve quality as well as yields.

STRONGER CULTURAL APPRECIATION

A future Progressive Government will advance the recommendations in the National Culture policy to help ensure enjoyment of, and pride in our cultural heritage as a national asset. We will promote community based cultural tourism and festivals. In addition, Caymanian culture and heritage will be promoted in schools as well as included in cultural orientation courses that are designed to enable guest workers to better understand and appreciate Cayman and Caymanians. We will also support our artists and crafts persons to encourage promotion of their work at local galleries or other public spaces.

RESPECTING RELIGION

Cayman has a rich Christian heritage, which has moulded and served our people for many generations. We are now a country made up of people from over 130 countries. The Progressives remain committed to freedom of belief and worship as a basic human right.



YOUTH & SPORT

Life today is more complicated than it was a decade ago and it is becoming increasingly challenging for young people. It is crucial that we focus on the future of Cayman – our youth. A new Progressives Government will:

- Update the comprehensive Cayman Islands National Youth Policy.
- Work in partnership with the private sector, to create internship and other training opportunities for youth, particularly those without adequate education, to acquire skills and experience required for gainful employment. And to then get them into a job.
- As noted in the section on education, it is the goal of the next Progressives government to have at least 75 % of school leavers move on to either academic or vocational post-secondary education by the end of a four year term.
- Support, in conjunction with civil society and private sector, the creation of Youth Community Centres to provide social, recreational and counselling services especially after school and on weekends.
- Promote youth participation in sports, in and outside of school, to encourage good health and build team work
- Ensure that sports fields and facilities are readily available, and maintained, for use by our communities.
- Identify and support athletes with potential to attain elite status to ensure that they can reach their full potential, represent Cayman abroad and to serve as positive role models to young Caymanians.



ENHANCING THE LIVES OF THE ELDERLY

Caymanian society has been under immense stress due to the rapid growth that has occurred over the past 40 years. The result is that the traditional role of children and the extended family in looking after the elderly has been severely eroded. Many older people simply do not have the income or pension to support themselves adequately in their retired years. They need proper access to health care and often need financial assistance.

A Progressives administration will:

- Respect and acknowledge the inherent value and contributions of the elderly.
- Ensure that the legislation to support the Older Persons Policy 2016 is developed and implemented.
- Continue the payment of seamen's and veteran's pensions, including payment to their widows.
- Continue to offer financial support to elderly people in need and increase it as soon as our financial circumstances allow.
- Ensure proper access to affordable health care.
- Support the Pines Retirement Home, Sunrise Cottage, Golden Age Home and Kirkconnell Rest Home.





THE PROGRESSIVES

For Love of Country

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