



TOWARDS A BETTER TOMORROW GETTING BACK ON COURSE



THE PROGRESSIVES
PEOPLE'S PROGRESSIVE MOVEMENT

For Love of Country

2013 MANIFESTO

VOTE

PROGRESSIVES 2013

TOWARDS A BETTER CAYMAN

GEORGE TOWN



11 MCLAUGHLIN, ALDEN



SISTER ISLANDS



3 KIRKCONNELL, MOSES I



GEORGE TOWN



20 TIBBETTS, D. KURT



18 SEYMOUR, LUCILLE DELL



8 HEW, JOSEPH "JOEY"



2 ARCHER, MARCO



5 BRYAN, KENNETH



WEST BAY



6 DACOSTA, WOODY



8 EBANKS, CAPT. BRYAN



10 FARRINGTON, RAYBURN "RAY"



2 BOTHWELL, DALKEITH



BODDEN TOWN



5 EDEN, ANTHONY SAMUEL



3 BODDEN, OSBOURNE VENDRYES



7 PANTON, WAYNE



12 SUCKOO, ALVA HORATIO



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HON. ALDEN MCLAUGHLIN, MBE, JP



LEADERSHIP MATTERS MOST



While all General Elections are important, the May 22nd General Elections are without doubt the most crucial the Cayman Islands have ever faced. The past four years of the UDP administration has been a period like none this country has ever known and one that we can no longer afford.

It has been a time of grave concern and uncertainty, of a weak economy, of failing businesses, of unemployment and increased crime. A time when taxes and fees and cost of living have increased every year, while the standard of living, opportunities and quality of life for Caymanians and residents have steadily declined.

It has been a time of tense relations with the United Kingdom, of wild schemes and outlandish proposals, of failed projects and broken promises, of corruption and rumours of corruption.

It has been a time during which the former Premier has been charged with no less than 11 serious criminal offences of misconduct in public office, breach of

trust and theft. It has been a time when the government has been brought down and the former Premier removed from office as the result of a lack of confidence motion in the Legislative Assembly.

Confidence in government is at an all time low and every right thinking person in this country is gravely concerned about the future and is anxious for change.

The first and most challenging task of a new administration therefore will be to restore trust and confidence in the government and the Cayman Islands as a whole. Nothing is possible without that.

Those who wish to invest in Cayman, do business in Cayman or simply live and work here will not do so unless they are satisfied that doing so is not risky business.

We believe The Progressives offers the best hope for the kind of leadership that Cayman needs in these challenging times. There is no other group contesting these elections capable of forming a government without making some form of deal with another group or with Independents. Any new government will need at least 10 seats in the Legislative Assembly. With a team of 15 candidates the Progressives is well placed to form a new government without having to resort to the horse-trading that blighted the 2001 government. Cayman cannot afford a government that is divided, unstable and prone

“The first and most challenging task of a new administration therefore will be to restore trust and confidence in the government and the Cayman Islands as a whole. Nothing is possible without that”

to collapse. The challenges ahead require a solid plan, a dedicated team and unity of purpose.

This manifesto is the pledge of The Progressives team that we will work together — and with the civil service and private sector partners - to bring back pride to Caymanians and residents and all who love this country, to restore confidence in government, to stamp out corruption, to rebuild our economy, to reduce the cost of living and to provide more opportunities and better lives for all of our people.

Alden McLaughlin, MBE, JP

Political Leader
The Progressives

Letter to voters

ANTONY DUCKWORTH



Dear Voter,

At long last voters can exercise their democratic right to choose a better government, one that will revive our economy, and revive pride and confidence in our country.

The country needs a different kind of government, one that can be trusted. At present confidence in government is at rock bottom.

The Progressives are different. They can be trusted. They offer good democratic government. Their party and their supporters insist on it.

The Progressives are an excellent team with an excellent leader. They combine political experience and a track record with new ideas and energy, and a range of talents.

Their first loyalty is to the country. They will not tolerate corruption or patronage; they will not abuse power; they are not in anyone's pocket.

They will respect the constitution and the law. They believe in open, accountable consultative government.

They understand the country's problems, and they have a clear vision of what should be done about them.

They will take care of their districts and ensure a fair allocation of available funds.

Many voters were misled in 2009. It is very important that they not be misled again. The country's future is in your hands.

We hope you find the time to read this manifesto. If you have questions or comments, please talk to any of The Progressives candidates.



Antony Duckworth
Chairman



JOIN THE DISCUSSION:

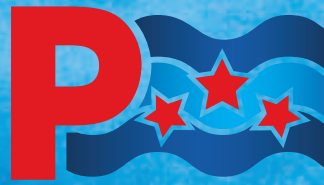


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PROGRESSIVE VISION

Our vision is that the country will build on what has been achieved by past generations - and will make good what has been lost in recent years - to give ourselves a happy, confident and productive society where people take full advantage of the blessings and opportunities we have in these Islands to lead fulfilling lives among family, friends and co-workers.

Key parts of the vision that need attention today are:

- Harmony in our community, people helping and encouraging each other - individually and through churches, clubs and associations.
- Businesses prospering, creating lots of jobs and opportunities.
- Caymanians finding good employment, and competing effectively for the positions they want.
- Competition keeping the cost of living down.
- Education and training recognized by everyone as fundamental to success.
- Parents raising their children to lead fulfilling and productive lives.
- The government — meaning elected representatives working together with civil servants and the Governor - doing its job properly and honestly.
- Reducing the cost of government to what the country can afford.

THE ROLE OF GOVERNMENT

Good government is only one part of what we need for a healthy society. The rest is up to us in our everyday lives. However, the government does make a big difference. It supplies the infrastructure, services, and other conditions that are needed to enable the various parts of our society to achieve their potential. And through its powers to make laws, collect taxes and control immigration, the government has a huge impact, good or bad, on the economy.

Apart from these specific things, the government has a powerful influence, for good or ill, on all parts of our society. Government, especially the elected representatives, need to live the vision — above all the government must not be the exemplar of greed, corruption, patronage, untruthfulness, untrustworthiness, hypocrisy, unkindness, and carelessness. Otherwise our whole society will be poisoned from the top down; and that is what has been happening in recent years.

The pathway to achieving the vision is to spread better understanding of the vision to everyone here, and the belief that we can have it. A healthy society is within our reach, but we must reach for it.

PART I

GETTING BACK ON COURSE

*“With a strong economy
people have jobs and
opportunities so that
they can earn money,
live happy and productive
lives, and take care
of their families”*





THE ACTION PLAN

A STRONG ECONOMY FOR A HEALTHY SOCIETY

You cannot have a healthy society without a strong economy. What is a strong economy? Plenty of businesses doing well. With a strong economy people have jobs and opportunities so that they can earn money, live happy and productive lives, and take care of their families. With a strong economy government can collect enough revenue to give us security, justice, health services, social services, schools, roads and infrastructure.

If government expenses get out of balance, and the government raises taxes to get more revenue, that hurts businesses. And if businesses decline, jobs are lost, and government revenue declines. If the government unwisely raises tax again, businesses suffer again, more jobs are lost, and soon the government is looking again for ways of raising revenue. It is a vicious cycle — and it must be stopped.

That is where we are now. The global recession and the growing cost of government put stress on our economy and our society. The government responded by raising taxes frequently, and that has made it worse. Businesses are suffering, and some have closed down. We cannot keep on in this way - doing the same old things, in the same old ways - and expect better results.

A Progressive government will break the vicious cycle. It will do everything in its power to encourage business and investment; and it will manage government finances more effectively.

STRENGTHENING AND STABILIZING THE ECONOMY: ENCOURAGING BUSINESS AND INVESTMENT

To encourage business and investment we must restore confidence in Cayman and its government. There is a lot to be done.

A new Progressives Government will:

- Develop a 4-year plan to get government finances into shape, a plan agreed with the UK and the civil service.
- Roll back the most damaging tax increases as soon as possible.
- Publish reliable up-to-date figures and make realistic estimates to bring certainty to investors and businesses.
- Take care of our pillar industries and the small business sector.
- Encourage new industries, including medical and educational tourism.
- Be willing to discuss concessions to attract new businesses or industries, but on a basis that will advance the national interest, and not put existing businesses at a disadvantage.
- Work closely with Cayman Finance, and with the business and professional associations, to improve the country's image abroad, improve our legislation and services, and attract more business and investment.
- Remove the fears of businesses and investors that they may suffer from favouritism, interference and unlawful demands.
- Remove the fears of businesses and investors that they may suffer from



“To encourage business and investment we must restore confidence in Cayman and its government”

sudden large tax-hikes, or new kinds of taxation.

- Remove the fears of businesses and investors that they may encounter unexpected human resource problems here.
- Uphold the rule of law, observe due process, and stamp out corruption and abuse wherever they exist.
- Maintain proper open processes for tendering on government contracts.
- Welcome and encourage openness in all parts of government.

TAKING CARE OF THE FINANCIAL SERVICES INDUSTRY

As one of the twin pillars on which our economy rests we must nurture our financial services industry, attract new business, and encourage more financial service providers to set up shop in Cayman. Again it is vital to restore confidence in Cayman and its government, and put a stop to the frequent tax hikes. The next government must also give maximum support to our financial services industry so that it can provide top class structures and services, and compete effectively with other financial centres.

A Progressive government will:

- Roll back the more damaging tax hikes as soon as possible.
- Continue efforts to improve our image abroad.
- Ensure at all times that we are ready for or ahead of the next round of international initiatives.
- Retain and improve the operations of the Financial Services Council
- Work more closely with Cayman Finance.
- Retain the Financial Services Law Review Committee.
- Improve the process for technical legislation.



- Improve consultation between government and the private sector.
- Resolve, if necessary, the disagreement within the legal community about foreign offices and pass a modern Legal Practitioners Law. We must have regulation of all who practice Cayman law, we must have incentives to do work here while recognizing the importance of foreign offices, and we must look into allegations of discrimination.
- Retain Cayman's existing system of taxation

- No Income Tax.
- No Payroll Tax.
- No Property Tax.
- No VAT.

TAKING CARE OF THE TOURISM INDUSTRY

As the second economic pillar we must ensure that we continue to grow our tourism industry. Some of our economic initiatives will benefit this sector, but specifically we shall:

- Work closely with the Cayman Islands Tourism Association.

“We must ensure that we continue to grow our tourism industry”

- Develop a long term tourism development plan that includes the eastern districts and the Sister Islands, the environment and population and training needs.
- Implement a Strategic Plan to keep beds in step with arrivals.
- Encourage more Caymanians to participate, by providing training and ensuring that more apprenticeship programmes are available.
- Cruise-ship landing — at last. We need attractive, durable facilities - not new cities.
- Promote Grand Cayman as a home port destination.
- Encourage the revival of central George Town as a place for tourists and residents to work, live and play.
- Prioritise airport improvement plans — and get on with it.
- Ensure that airlift from our source markets stays in step with demand

“To make our economy more stable we need more pillar industries bringing money to our shores”



- Explore new markets.
- Protect our natural environment for the benefit of visitors and locals alike.
- Encourage the development of attractions by private enterprise to keep our tourism product fresh.

TAKING CARE OF SMALL BUSINESSES

The small business sector when taken as a whole is a major employer. We will encourage the start up of new businesses through a regime of lower taxation and concessional financing.

- Tax reductions are just as important here as in the pillar industries.
- Look for other ways of reducing business expenses in the early years.
- Streamline the bureaucratic requirements that currently hamper the start up of new businesses.
- Work closely with the Chamber of Commerce Small Business Development Bureau.
- Expand the role of the Small Business Development Unit to include a specialized facilitation unit to coordinate the requirements of various government departments that have an input into the process.
- Establish a Small Business Fund that will provide loans to small and micro businesses at concessional rates up to

a maximum of \$50,000 and \$25,000 respectively. Part of the requirements for accessing loans from the Fund will be attendance at basic marketing, accounting and planning seminars aimed at ensuring the viability and success of the business.

Businesses have been hard hit over the last four years by the double whammy of contraction in the economy and punitive taxes and fees imposed by the government. In order to incentivise growth we shall:

- Grant concessions to established businesses in tourism and hospitality, financial services, commerce and retail, based on new hires of Caymanians and those with permanent residence. Where a business is able to show an increase in its staff roll for a full year it will be eligible for a reduction in licensing fees. Licensing fees will be reduced in direct proportion to the percentage increase in the licensee's workforce of Caymanians and permanent residents.
- Businesses that wish to take advantage of this new employment regime must keep employee registers that will be open to inspection by the relevant officers in the appropriate government agency.

ENCOURAGING NEW PILLAR INDUSTRIES

To make our economy more stable we need more pillar industries bringing money to our shores. But, if they call for government participation or concessions, we must be realistic and conduct careful feasibility, cost/benefit and environmental impact analyses, as well as ensuring opportunities for Caymanians.

- Medical services.
- Cayman Enterprise City.
- Promote Cayman as an attractive campus for foreign educational institutions.
- Promote Sports, Heritage and Cultural Tourism.
- Explore the possibility of attracting light manufacturing businesses that are environmentally friendly.

IMPROVING THE IMMIGRATION AND WORK PERMIT SYSTEMS

There needs to be a rationalization of our immigration policy and processes. Both our competitive position in the financial industry and equitable employment opportunities for our people depend on a fair, transparent and agile system. We must strike the right balance between the

understandable desire of business to operate with minimum regulatory control and the legitimate aspirations of Caymanians to be given the opportunity to participate fully in the local economy. Towards this end we shall:

- Hold regular consultations with stakeholders on how the system is working.
- Review and reform the way in which work permits and licenses are processed.
- Reduce bureaucracy, eliminate the current system of boards and have applications for work permits, licenses, permanent residence and Caymanian Status dealt with administratively. We will retain boards only for the purpose of appeals.
- Investigate the viability of separating the work permit and licensing functions of the Department of Immigration from the border control function.
- Enforce the Immigration Law to ensure that Caymanians, Permanent Residents and spouses of Caymanians are given the first preference in jobs for which they are qualified.
- Change the current rollover system

by doing away with the concept of “key employee” and allowing everyone here on work-permit for more than seven years to be able to apply for permanent residence. The current system of most work permit holders not having any prospect of applying for permanent residence is adversely impacting the economy in both the quality of foreign employee businesses they are able to attract and in the amount of money work permit holders are willing to spend and invest in Cayman.

- Not everyone who applies can expect to be granted permanent residence but everyone will have an equal chance. The current system of only “key employees” being able to apply is highly discriminatory and means in practice that mainly professional and managerial employees get permanent residence. We believe in fair and equal opportunity for all.

BUILDING THE NECESSARY INFRASTRUCTURE

A critical factor contributing to the poor state of the economy has been the inability to get either of the proposed

major projects like the cruise berthing facilities or the redevelopment of the Owen Roberts International Airport off the ground. In part this has been due to sheer incompetence, but mainly it has been because of an unwillingness to follow the rules relating to the award of government contracts. The result is that after 4 years all that we have to show is that government has been required to pay out millions of dollars to companies like GLF for breach of contract. Meanwhile the cruise-ship industry suffers, business people in George Town suffer, taxi-drivers and tour operators suffer.

CRUISE BERTHING

The Progressives will move swiftly to get the cruise berthing built, thereby providing major economic activity, putting people back to work and boosting the tourist industry. We will not try to build another city offshore George Town to compete with existing merchants, but rather to provide berthing for the big cruise-ships, which currently pass us by. This is a critically important project and we will make it happen.



“The Progressives will move swiftly to get the cruise berthing built, thereby providing major economic activity, putting people back to work and boosting the tourist industry”

“Various initiatives and incentives will reduce unemployment substantially within four years”



This has to be done in the framework of a Public/Private Partnership and in a way that does not require a significant outlay of money or a guarantee by government. Ideally, the cruise companies should have a stake in the project to ensure their commitment to the Cayman Islands and our cruise tourism industry.

REDEVELOPMENT OF OWEN ROBERTS INTERNATIONAL AIRPORT

The redevelopment of the Owens Roberts International Airport ought to have been underway a long time ago. There has been \$10M sitting in the account of the Airports Authority for a long time specifically for this project. The award of a contract to do the work has not been made because the government has insisted that there should be no tendering process and the contract should be awarded to a specific contractor. The Progressives will press to have this contract properly tendered and awarded and get work started.

REVITALISATION OF THE GEORGE TOWN CITY CENTRE

The George Town City Centre has been slowly diminishing in stature, deteriorating in appearance and losing relevance as a hub of business and

activity. More and more businesses have migrated to Camana Bay and other locations. However, the seaport remains and will remain for the foreseeable future in the city centre. This means we must make it attractive for the cruise visitors who support the duty-free and other businesses that remain. The Law Courts, the Legislative Assembly, the Public Library and National Heroes Park are also permanent fixtures in the city centre. The Progressives believe that it is of critical importance that the city centre not be allowed to die but that it regains its once pre-eminent status as a hub of economic, commercial and social activity.

A Progressives Administration will:

- Take the necessary steps to appoint a city manager for George Town.
- Work with the private sector on a

plan to make the city more attractive to visitors and businesses.

- Coordinate the plans for a cruise berthing to facilitate and improve businesses in George Town.
- Look for ways to encourage more activity in the city centre at night.
- Consider amending the planning law to allow the development of residential apartments as part of commercial buildings.

CREATING NEW JOBS

Our multi-pronged approach to stabilize, stimulate and grow the economy will result in more jobs for Caymanians. The incentives to businesses for new hires is one such initiative and when taken as a whole the various initiatives and incentives will reduce unemployment substantially within four years. We will:

- Work through education to change Caymanian perceptions of “good jobs”, particularly in relation to jobs in the hospitality industry.
- Encourage employers to recruit more Caymanians into tourism and hospitality jobs.
- Provide training for new and existing jobs.
- Seek the buy-in of stakeholders in the hospitality industry for an apprenticeship scheme.
- Encourage re-tooling among existing businesses.



- Implement a minimum wage as an early priority.
- Investigate complaints of discrimination against Caymanians in certain parts of our financial services industry.

COST OF LIVING

The cost of living is the number one issue among Caymanians and residents alike from all walks of life.

We shall seek to lower the cost of living by:

- Reducing the cost of doing business in the Cayman Islands.
- Rolling back the most harmful taxes that increase the cost of business.
- Reducing the cost of diesel and therefore electricity, which affects households and businesses.
- Improve efficiencies and therefore the cost of Government-provided services.

BETTER MANAGEMENT OF GOVERNMENT FINANCES

A Progressives government will focus much more on cost, eliminating waste, and getting value for money. Government finances must be brought under better management. The ratio of operating costs to GDP must be brought gradually into line under the 4-year plan mentioned earlier. In doing so we must be cautious not to fall into the 'austerity trap' — imposing sudden drastic measures with insufficient regard for consequences. That approach has caused major social troubles in Europe and made their economic problems even worse. A Progressives government will take a balanced, sensible approach, emphasizing growth in our economy, and the published plan will have measurable targets. Towards this end we will:

- Focus much more closely on cost and value for money.

- Draw up the 4-year plan mentioned earlier with input from the civil service and the UK.
- Eliminate wasteful spending, such as excessive travel.
- Put a stop to the haemorrhage of money at the Turtle Farm and other statutory corporations and authorities.
- Eliminate uncontrolled spending, such as the former Premier's nation-building fund.
- Subject all policies and programs to a cost/benefit and efficiency analysis.
- Continue the policy of natural attrition and non-replacement of staff (unless essential), to bring civil service numbers down over the 4-year period. We will not support the mass laying off of civil servants — to do so would have the net effect of shrinking the economy even further.
- Reach an accord with the UK based on mutual understanding and respect, and enlist the help and support of the UK and the Governor in carrying out the 4-year plan.
- Examine opportunities for privatization.
- Examine whether economies can be obtained by combining the accounting and human resource activities of ministries.
- Review the Public Service Management Law
- Strengthen the technical capacity of the Ministry of Finance by ensuring we have the necessary expertise to provide accurate reporting, timely analysis of our fiscal liabilities and assets, and reliable estimates and advice.
- Improve efficiency in Government operations and services



OUR RELATIONSHIP WITH DART

We recognise that DART's financial strength and commitment to Cayman are great assets as well as cause for legitimate concern. We shall therefore:

- Seek to renegotiate aspects of the For Cayman Investment Alliance Agreement and to obtain an undertaking by Dart as to the areas of the economy that they will leave open to small businesses and not use their tremendous financial strength to squeeze out smaller Caymanian businesses.
- We must take care that all agreements with DART truly benefit Cayman, and that they are not sprung on the public without reasonable consultation.
- We say "No" to the Bodden Town Dump. We do not see the point of simply transferring our current landfill and dump from George Town to Bodden Town. What Cayman needs is a comprehensive waste management facility. We believe we should continue to use the present George Town site and the adjacent government owned land to develop a solution that includes recycling and new technologies for waste-to-energy.
- For the West Bay Road we must find a middle ground that keeps two-way transportation between West Bay and George Town, but allows hotel guests and the public, pleasant safe access to the beach and to our most famous natural resource — Seven Mile Beach.

INVESTING IN OUR PEOPLE

EDUCATION AND TRAINING

Education has been and will continue to be a major priority of a Progressives government. The previous PPM administration laid the foundation for the transformation of our education system into a system that is world class. Those efforts are bearing fruit with the completion of the Clifton Hunter High School, the addition of another mandatory year of schooling and the development of the Cayman Islands Further Education Centre. The continued steady increase in the percentage of students who are obtaining 5 or more good passes at GCSE or CXC has its roots in the policies established during the PPM administration of 2005-2009.

But much remains to be done. Recent results show that many of our students are failing standardized literacy and numeracy tests and that much more needs to be done by way of intervention to improve these critical skills.

More needs to be done to improve technical and vocational opportunities beyond high school by the development of our own Technical and Vocational Institute as well as collaboration with successful regional Technical and Vocational Institutes like the Heart Institute in Jamaica. More technical and vocational scholarships must be made available.

We must do more to assist the special needs students within our system, first in terms of assessment and then in terms of the interventions that we are able to offer to remove or lessen the obstacles to their learning.

We must implement the Education Modernisation Law, which was passed more than 4 years ago but has never been implemented.

We must also complete the new John Gray Campus, which has been abandoned and is overgrown by bush. We have to ensure that there is equity in education and that the young people in George Town and West Bay have access to the same amenities and opportunities, as do the young people in the eastern districts who are enjoying the benefits of the new Clifton Hunter campus.



Education and training will continue to be a key component for new employment opportunities and economic diversification. In this regard a new Progressives government will:

- Establish a Technical and Vocational Training Institute that will prepare Caymanians for existing job opportunities as well as new types of jobs.
- Expand the Brac UCCI Campus to provide vocational and trade programmes.
- Increase scholarships in areas where there is a demand for particular areas of expertise.
- Establish an Hospitality Institute to train Caymanians in all areas of the tourism and hospitality industries.
- Finish construction of the new John Gray High School campus.
- Implement the Education Modernisation Law passed four years ago during our administration.
- Introduce new and expand existing areas of study to the school curriculum that reflect the opportunities available in non-traditional jobs like mobile application development, animation, etc.
- Improve literacy and numeracy skills.
- Improve assessment of special needs students and tailor programmes for them to remove any obstacles for learning.
- Utilize the school plant after hours to provide training for adults in a wide range of marketable skills and encourage lifelong learning.

“Education and training will continue to be a key component for new employment opportunities and economic diversification”



“We need to lower the cost of health insurance by improving preventative care”

- Introduce conflict resolution classes in all of our schools

HEALTH AND WELLNESS FOR ALL

Health Services in the Cayman Islands are a work in progress. The current Health Services Authority cannot meet the demands of a growing country. By increasing the cost of medical care they are helping to drive up the cost of health insurance.

The HSA appears to be lost, with no sense of direction or purpose. It has failed to create long-term and short-term plans to effectively provide high quality, cost efficient healthcare. The Progressives focus on health will begin with a Ministry dedicated to Health.

PREVENTATIVE CARE AND HEALTHY LIFESTYLES

With the rise of diseases such as diabetes, hypertension, cardiovascular disease, cancer, mental health and childhood illness, it is clear that HSA needs better direction, better leadership and a vision for long-term success.

Over the next few years we need to lower the cost of health insurance by improving preventative care, creating more efficiency in medical care and reining in the cost of administering health insurance.

We must continue to evolve the services of HSA, by making more services available outside the walls of the hospital. By expanding access to preventative care measures, we will empower Caymanians to take control of their own well-being.

We will assist by providing outreach programmes to make this happen by:

- Providing nurses in pharmacies to give flu shots.
- Have technicians visit libraries, supermarkets and Post Offices to take blood pressure.
- Ensure that our hospitals stay at the forefront of changing technologies.
- We will evolve the HSA and make it modern and useful to a growing and changing society.

A healthy country is a prosperous and happy country. By investing in preventative care and encouraging a healthy

lifestyle, Cayman can grow in so many ways. Increasing health care costs are a detriment to the future of Cayman. It fuels budget deficits, it crowds out other priorities in government spending, it hinders the competitiveness of Caymanian businesses, it restrains job growth and it jeopardizes the finances of Cayman families. A healthy society is not burdened with undue costs associated with medical treatment and unmanaged insurance premiums.

The Progressives will make investments focused on keeping Caymanians healthy.

LOWERING COSTS AND IMPROVING OUTCOMES

HSA needs to look outside of Cayman and partner with a major US or UK healthcare system. This will enable HSA to leverage expertise, process involvement and purchasing power. This will bring world-class care, through international collaboration, to our three islands. With a branch campus of an internationally recognized hospital system in Cayman we will reduce the millions of dollars per year currently spent on overseas care. We



“Home ownership is an important element of building a strong and cohesive society”

will seek a partner who will focus on value not volume of service; who will apply the best available evidence to eliminate wasteful and inappropriate care; who will enhance patient safety; and who will strengthen primary and preventative care available on island.

LOWERING THE COST OF ADMINISTERING HEALTH INSURANCE

There are methods not being currently used that can immediately reduce the cost of administering healthcare in Cayman. New and changing technologies can create better service at more reasonable costs. By instituting policies

that lower administrative costs, money will go back to patient care, rather than paper work. Insurance premiums can stay consistent with the growing rate of care, if we do these things to lower costs. Our current system is too often based on procedures, not prevention or outcome. Lowering the price associated with administering healthcare will create a more healthy and happy Cayman.

Through improved management of local health service costs and partnering with world-class international health-care organizations that have economies of scale; and finally by encouraging and adopting healthier lifestyles, Cayman can reduce the costs of healthcare and insurance. That is The Progressives plan for a healthy Cayman!

IMPROVE MENTAL HEALTH FACILITIES AND RESOURCES

A Progressives administration will work towards addressing the needs of those who need mental health care, including the construction of a secure residential facility.

HOUSING

The Progressives believe that safe, decent shelter is a basic human right. We also believe that home ownership is an important element of building a strong and cohesive society in which everyone can aspire to live the Cayman dream.

Housing has been another failure of the last four years. Many of the government homes built during this period were ‘make goods’ for a previous UDP housing scheme gone bad.

To revive the dream, a Progressives administration will:

- Continue the building programme under the Affordable Housing Initiative.
- Discontinue the policy of leasing homes under the Affordable Housing Initiative and resume the former lease to own programme.
- Convert the existing lease agreements in the Affordable Housing Initiative to lease-to-own agreements.
- Work with interested private sector developers to formulate a transparent process whereby more, lower cost homes can be built either on Government owned or on privately owned land.
- Offer qualified developers incentives to reduce the cost of building lower income homes.
- Resume the Government Guaranteed Home Assisted Mortgage programme (GGHAM) which had been established by the previous PPM administration.
- Assist qualifying Caymanians to build on their own property.
- Make the procedure for any housing assistance provided by Government more open.
- Promote pride in home ownership.



WOMEN

The Progressives endorse the Millennium Development Goals as they relate to women, which resolve to: “To promote gender equality and the empowerment of women as effective ways to combat poverty, hunger and disease and to stimulate development that is truly sustainable.” We have a strong patriarchal society and we shall continue to recognize, value and honour the role of women in our society. To this end we shall:

- Harmonize laws and enact legislation that further strengthens women’s rights, well-being and welfare.
- Create and support the work of a National Commission for Women and Children.
- Implement the National Plan of Action for Gender.
- Mainstream women and children’s issues in all development plans.
- Together with civil society organizations, work to reduce violence against women and children, focusing particularly on far more effective implementation of laws and meaningful assistance for victims.
- Raise political participation of women, and ensure good representation in decision-making positions of the government.
- Empower women and children to participate meaningfully in matters concerning them.
- Support the participation and representation of women throughout the public sector including local governments, the Civil Service, other public agencies and corporations.

YOUTH

The Progressives also fully support the Millennium Development Goals as they relate to young people. This MDG states: “To develop and implement strate-



gies that give young people everywhere a real chance to find decent and productive work.” We will go further and will:

- Revise, update and implement the comprehensive Cayman Islands National Youth Policy.
- Work in partnership with the private sector and civil society organizations on positive initiatives to empower the youth and prevent their marginalization.
- Work in partnership with the private sector and support civil society organizations to create opportunities for the youth, particularly school dropouts, to acquire skills and experience required for gainful employment.
- In conjunction with civil society organizations support Youth Centres to provide social, recreational and counseling services.
- Together with sports organizations, promote the youth’s participation in sports throughout the country, in and outside the school curriculum, with the view to cultivating their leadership skills and team spirit.
- Activate the Employment Trust Fund to help youth obtain gainful employment.
- Facilitate access of educated youth to international employment, training,

“It is the responsibility of government to look after those that cannot look after themselves”

internship programmes, through innovative bilateral arrangements.

- Raise political participation of the youth, and ensure good representation in decision-making positions of the Government.

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. This has been made worse by the difficult economic conditions of the past 4 years.

MEET THE CANDIDATES

GEORGE TOWN



Hon. Alden McLaughlin MBE, JP
POLITICAL LEADER OF THE PROGRESSIVES

An attorney-at-law with almost 25 years call, Alden began his legal career at Charles Adams & Co (now Charles Adams, Ritchie & Duckworth) rising to the rank of partner in 1993. He retired from the firm in 2005 having been elected and appointed a Cabinet Minister.

Alden served as Minister of Education, Training, Employment, Youth, Sports and Culture in the PPM Administration of 2005-2009. He has given long and distinguished service to the Lions Club of Grand Cayman and the Caymanian Bar Association.

First elected to the Legislative Assembly in 2000, Alden has devoted the greater part of his life to the people of George Town, to the Cayman Islands and as a founding member, to the People's Progressive Movement.

Restoring confidence in Government and the Cayman Islands will be his first priority at the helm of a new Progressives Administration. His natural shyness is often mistaken for aloofness, but there are few politicians with his integrity and genuine love for his people and his country.



Marco Archer

An Attorney and economist, who holds a Masters degree in Business Administration, Marco is a fine example of someone who has worked hard and for whom education has opened the door to success. He will make a fine representative and is an invaluable asset to the Progressives team.

His experience in the Portfolio of Finance gives him a unique insight into how government functions and what is required to make it work for people.

Prudent financial management and economic diversification are the two areas to which he hopes to apply his talent, training and experience.



Kenneth Bryan

As the youngest member of The Progressives' team, Kenneth has a natural affinity for issues affecting young people. He is especially concerned about the high unemployment rate among people under 30, their education and training.

A television reporter by training, Kenneth has seen all sides of Cayman and believes The Progressives vision of a Cayman where people from all walks of life have equal opportunities provides the best hope for the future of all Caymanians and residents.



Joseph Hew

Joey Hew is a successful businessman who honed his business acumen from the ground up in his family's businesses. He has a long and fine record of coaching football to youngsters from all stations in life and has already given public service to his country by serving as Deputy Chairman of the Trade and Business Licensing Board as well as the Port Authority of the Cayman Islands. He is a past President of the Cayman Islands Chamber of Commerce and the Rotary Club of Cayman Islands.

Joey has an abiding interest in the development of people, it was for this reason that he joined the Progressives. He realized that this was the Party that offered the best hope to the people of Cayman to succeed and take their place in society.



Lucille Seymour
B.E.M

Lucille Seymour has devoted her life to teaching and helping people. The holder of a Master's Degree in Educational Administration and a former Permanent Secretary, Ministry of Community Development Culture, Sports Women and Youth Affairs, Lucille represented the district of George Town as a member of the People's Progressive Administration from 2005-2009.

She knows that the revitalisation of George Town is critical to the future economic and social well being of, not only George Towners but all Caymanians who work in or visit the city centre. She sees great economic opportunities for small entrepreneurs catering to cruise visitors with the construction of the new dock.



Hon. D. Kurt Tibbetts
O.B.E., J.P.

Kurt Tibbetts has been the first-elected member for George Town since his second successful election in 1996. Whether as a life long community worker or as a politician, public service has consumed his daily life. His compassion and humility have made him the best loved and respected politician in Cayman today.

He is insistent that in order to leverage the construction of a new cruise pier, central George Town must be revitalized for the benefit of all those who live, work and visit there and to give opportunities to small and large businesses and to the self-employed.

BODDEN TOWN

#3



Osbourne Bodden

Osbourne "Ossie" Bodden is an accountant by training. Ossie spent 20 years in the local financial industry as a public accountant, insurance analyst and captive insurance manager.

He changed course in 2001 to manage his family businesses - Lorna's Texaco, Bayside Liquor Store and Grape Tree Café in Bodden Town.

Ossie is a past President of Rotoract and the Lions Club of Grand Cayman.

He was the MLA for Bodden Town from 2005-2009. He believes that small business entrepreneurs need more opportunities in Bodden Town and this is something he will be working towards.

#7



Wayne Panton

Wayne Panton was educated in Grand Cayman where he qualified as an attorney at law. Wayne joined the firm of WS Walker & Co as an articled clerk in 1988 and became a partner in Walkers in January 1997. He also served as Chairman of the Walkers group until retirement in June 2011. He was President of the Caymanian Bar Association, Chairman of the Port Authority and a member of the government Shipping Sector Consultative Committee.

Wayne hails from the Newlands district of Bodden Town. He is conscious of the demands that a growing population is having on his district and wants to ensure that Bodden Towners needs for housing, recreation facilities, proper drainage and jobs are met in a timely and well planned manner.

#5



Anthony Eden O.B.E., J.P.

Tony has served the Cayman Islands continuously since first being elected in 1992. In 1994 when a fifth seat was added to Executive Council he was the first member to serve as the Minister responsible for Health, Drug Abuse Prevention and Rehabilitation, a post that he also held during the last PPM Administration.

Tony continues to have a deep interest in the health and wellness of all Caymanians and believes that we must, as a country pay more attention to healthy lifestyles and preventative medicine. Not only will this be beneficial to individuals, but the cost to the country is far less than the cost of curing or treating lifestyle related illnesses like diabetes and hypertension.

#12



Alva Suckoo, Jr.

Raised in George Town by a Jamaican father and Caymanian mother, Alva went off to DePaul University after high school, where he read computer science for his first degree. After stints at Cayman National Bank and Maples & Calder he went to Walkers as Global IT Director.

He completed an MBA at Syracuse University before leaving Walkers to become Managing Director of his own Blue Bison Software Consultants.

Alva wants to see the heritage sites of Bodden Town developed as tourist attractions as a means of bringing economic activity to the area to benefit small businesses and craftspeople.

SISTER ISLANDS

#3



Hon. Moses Kirkconnell

J.P., DEPUTY POLITICAL LEADER

Deputy Leader of the Progressives and first-elected member of Cayman Brac & Little Cayman, Moses has been representing his fellow Brackers since 2005. During his term as a member of the Progressives Administration from 2005-2009 he brought tangible change and development to the Brac and Little Cayman. Maintaining the balance between the cultural heritage and development of the Sister Islands is as important to Moses as it is to those he represents. He knows however that to sustain the economy of the two islands that change must come. He will ensure it proceeds in a sensitive yet effective manner.

WEST BAY

#2



Bothwell, Dalkeith

Dalkeith is a former senior manager with a regional telecommunications company. He is now the owner, along with his wife Spurgene of a property management company.

He has given years of public service to his country. He has served on various government boards as a member or chairman, including the Central Planning Authority, National Trust, Cayman Island Angling Club, P.T.A, Heritage Committee and Church boards.

Dalkeith believes that the people of West Bay have lost out on opportunities to be involved in the economic development of their district because of archaic zoning laws. This is something he intends to put right for the benefit of all West Bayers.

#6



Woodward DaCosta

Woody's working life has largely been spent in the real estate and property management field. He started out at Century 21 Thompson Realty before opening his own business with his wife and business partner, Shirley.

Woody is a fervent believer in education and training as the single greatest tool to success. His goal is to see more Caymanians and permanent residents involved in the tourist industry right up to managerial level. He also wishes to open a West Bay Human Resource Authority where people who want jobs can register for placement.

#8



Captain Bryan Ebanks

Capt. Bryan Ebanks began his career on the sea as a fisherman. This provided the opportunity to become a restaurateur and for many years he found success through Capt. Bryan's Restaurant in George Town. Later in life, he returned full-time to the sea. He now owns "Capt. Bryan's" - a fishing and snorkeling business which he has built up to five boats.

Capt. Bryan believes that with West Bay being home to the second most important pillar of our economy — tourism, it is only right that the residents of West Bay are able to participate in and contribute to its development and growth. He therefore wants to see a hospitality school in West Bay, which will train Caymanians in all areas of the hospitality industry.

#10



Rayburn Farrington

Ray is a graduate of Sunderland University with a B.A. (Hons) in Data Processing. An employee of Butterfield Bank for 23 years, he was Manager of the IT Department and more recently Manager of the Premises Department.

Ray believes that government must provide district level training programmes in tourism and vocational studies in West Bay. Our citizens must be able to compete for decent jobs if they are to improve their economic circumstances.

“We shall continue to promote sport among our youth, not only for its intrinsic health benefits and discipline, but also as an alternative career path”

Many working people find it difficult just to look after themselves and their own children. Many older people simply do not have the means to live decently as they have inadequate income or pension. 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.
- Recognise that it is the responsibility of government to look after those that cannot look after themselves.
- Continue the payment of seamen's and veteran's pensions, including payment to their widows and to increase them as soon as our financial circumstances allow.
- Continue to offer financial support to elderly people in need and increase it as soon as our financial circumstances allow.
- Ensure proper access to health care.
- Support the Pines Retirement Home, Sunrise Cottage, Golden Age Home and Kirkconnell Rest Home.
- Enhance facilities for the elderly.

PROVIDING FOR PERSONS WITH DISABILITIES

Over the course of its term in office the PPM government commissioned and established a Steering Committee for “Planning the Future for Persons with Disabilities”. The committee produced an initial report, which outlined the limited provisions that exist for persons with disabilities and detailed areas needing improvement. It established that it was necessary to put in place a new legal framework to underpin the changes that were necessary. It then appointed a Legal Sub-Committee for Persons with disabilities. This committee produced a detailed report, which was given to the Legal Department with instructions to draft the necessary legislation. More than 4 years later no legislation has been produced to support, promote and protect the interests of people with disabilities.

A Progressives administration will draft and enact a comprehensive Disability Law.

SPORT

Sport and recreation of all sorts are essential for the physical, mental and social well being of a nation. In this day and age where obesity and other lifestyle diseases are wreaking havoc among our population, sport is increasingly important to the health of a country. It is also a major area of expression of human talent and plays a huge role in developing self-esteem and national pride.

Sport is also recognized as a lucrative career option for young people across a wide range of disciplines. We shall continue to promote sport among our youth, not only for its intrinsic health benefits and discipline, but also as an alternative career path for those who possess the talent to reach world-class status.





“Our cultural heritage as a national asset must be encouraged among all Caymanians as a nation-building tool”

We shall:

- Utilize the sporting facilities constructed during our last term in office to develop a nursery for world-class athletes.
- Continue to upgrade sporting facilities across the Islands.
- Seek to establish public sporting facilities in the Savannah/Newlands area as this is the fastest growing residential area in Cayman.
- Continue to provide grant assistance to national sporting bodies for technical and coaching expertise.
- With the assistance of national sporting bodies seek more athletic scholarships for our young sportsmen and women.
- Assist national sporting bodies to stage regional and international sporting events so as to expose our young athletes to better competition.

CULTURE

Respect for, enjoyment of and pride in our cultural heritage as a national asset must be encouraged among all Caymanians as a nation-building tool. In addition, the cultural industries can provide several creative, technical and professional jobs for our young people in particular. We shall therefore:

- Develop national expertise on heritage conservation, and support restoration of nationally significant

cultural heritage sites.

- Promote community-based cultural tourism and cultural industries, as well as festivals and heritage sites that encourage communities to celebrate their heritage.
- Document, publish and promote research on our cultural and folklore heritage, particularly our oral tradition that may be in danger of dying out
- Encourage new and existing hotel properties to provide retail space for indigenous art and crafts people.
- In partnership with private enterprise and NGOs encourage and facilitate the development of the cultural industries in the following areas: entertainment, fine art, music, photography, set design, theatre, sound, lighting and artist management.
- Encourage creativity in these disciplines within our school system by expanding both elective and non-elective classes in the curriculum.
- Consider removing or reducing the duty on musical instruments.
- Consider reducing or removing the duty on recording equipment.
- Consider removing the duty on art and craft supplies.
- Support the activities of national organisations and NGOs that support art and culture.
- Provide further opportunities for local artists, craftspeople and musicians in a revitalized George Town and Cruise Dock.

A MODERN AGRICULTURE SECTOR

During the PPM's term in office from 2005-2009 we worked hard to improve and modernize the approach to agriculture and to increase support for the farming community. Notable among the list of achievements was the establishment of the Saturday “Market at the Grounds” which provides an outlet for farmers to sell their produce and artisans to sell their craft and art.

Over the course of the next term a Progressives administration will continue its support of the Department of Agriculture and the farming community and promote the use of modern farming techniques and technology.



PROTECTING OUR ENVIRONMENT AND A GREEN ECONOMY

Living on a small island nation that is vulnerable to the effects of climate change, our generation of Caymanians has a special responsibility to manage our marine, natural and built environment for the generations that follow after us. We know that development is essential

“A green economy will have long term cost savings for the government and households ”

to provide opportunity, to contribute to the economy and to provide the essentials of shelter, a safe environment, recreational areas, a business community and transportation. A properly planned approach to all of that with appropriate constraints and clear and fundamental overriding goals will be far more effective and cost us immensely less at the end of the day than relying purely on individual common sense and disconnected goals.

Conservation and development cannot be viewed as conflicting goals - it is an imperative that they must co-exist as that is exactly what sustainable development is about. We will therefore:

- Pass a National Conservation Law.
- Pursue a modern waste management solution that includes recycling and a waste to energy component.

ENERGY EFFICIENCY

We also intend to make the Cayman Islands as energy efficient as possible. And this is not only because it is the environmentally correct thing to do. A green economy will have long term cost savings for the government and households alike. We have yearlong sunshine and we must harness the sun's energy in whatever ways we can to reduce both our dependence on fossils fuels and control the cost of living. We recognize that Government itself must lead the way to create buy in by business and households. A new Progressives Government will therefore:

- Conduct an energy audit on all Government buildings to determine how and where we can save on electricity costs.
- Convert all lighting in Government buildings to energy efficient LED lamps.
- Employ the use of solar water heaters where practical.
- Investigate the viability of photovoltaic energy to power all government buildings.
- Review and strengthen where necessary the building code to promote the use of energy and water saving devices.
- Review and strengthen if necessary the legislation governing the Electricity Regulatory Authority given the scope of new technologies to generate clean energy by consumers.
- Grant import duty concessions on solar water heaters, LED lamps,

photovoltaic systems that convert solar energy to electricity and other proven energy-saving devices for heating and cooling.

WASTE MANAGEMENT

The processing of our garbage is an area that has to be dealt with urgently. We must find a proper long-term solution to this issue. New, modern, technologies (e.g. plasma gasification) have to be explored to determine what is feasible, practical and cost effective. This solution has to include the areas of recycling, energy production and any by-product produced has to be safe for additional use. We shall:

- Utilise the several studies that have been conducted to establish the criteria for a solution, which has to include dealing with the existing garbage pile and new garbage being created.
- Engage the expertise to create the requisite proposal request, which can be put out to existing expert companies.
- After an open bidding process, select the best solution, advise the country of the choice and the reasons for the choice.
- Negotiate the chosen solution with the target being to have the solution implemented with minimal initial & ongoing costs to the country in a short a time as possible.
- Look to privatise the collection of commercial & private waste, if possible.



OTHER INITIATIVES

- Investigate solutions that would allow households to mitigate the dangers of septic effluent in a very cost effective way. Work with the private sector to provide these solutions and mandate their use.
- Discourage the clean clearing of land to protect animal habitat and also to maintain rainfall levels.

CAYMAN BRAC AND LITTLE CAYMAN

The Progressives' vision for Cayman Brac and Little Cayman includes a comprehensive plan to stimulate development, improve our standard of living and encourage sustainable growth. Cayman Brac & Little Caymanians mandated that we preserve our local culture, traditions, and environment yet still provide sufficient development to increase employment for school-leavers and returning young professionals.

This mandate guides our efforts and with renewed energy and focus, we will:

- Create local jobs through tourism development.
- Work to create back office jobs.
- Attract new businesses to bring new employment opportunities.
- Complete the Sports Complex on the Bluff including a Youth Centre.
- Provide internships for school-leavers.
- Continue Faith Hospital and Kirkconnell Community Care Centre upgrades.
- Improve air service to and from both Cayman Brac and Little Cayman
- Continue piped water throughout our communities.

- Expand Brac UCCI Campus to provide vocational and trades programmes
- Improve Little Cayman Airport.
- Remove accommodation room tax for Caymanians permanent residents to promote domestic tourism.

CRIME, RCIPS & CAYMAN ISLANDS FIRE SERVICE

Much of the crime in the Cayman Islands today is driven by unemployment factors. We fully expect that the incidences of burglary, robbery and breaking and entering will decrease when people are given the opportunity to be gainfully employed. We shall however continue to support the Royal Cayman Islands Police Service and the Cayman Islands Fire Service by ensuring:

- Training, equipment and supplies are adequate to deal effectively with crime.
- Pursue the establishment of a Police Authority.
- Pursue a review of salaries and conditions of RCIPS and the Cayman Islands Fire Service.

PENSIONS

Give consideration to halting contributions to the pension funds by work permit holders after further consultation with the various stakeholders.

RESPECTING RELIGION

Cayman has a rich Christian heritage, which has moulded and served our people well for many generations. We are now a country made up of people from more than 120 nations of the world.

“Preserve our local culture, traditions, and environment yet still provide sufficient development to increase employment”



The Progressives are committed to freedom of belief and worship as a basic human right and sees faith-based organizations as playing a positive role in the continued development of our country.

“We shall continue to uphold the highest standards of good governance”

E-GOVERNMENT

A Progressives Government will implement a four-year strategy that will transform the Cayman Islands Civil Service into a digital community by taking the following steps:

- Launch a complete review of the digital capabilities of the Civil Service ensuring that all departments have the requisite level of technology skills to conduct a service transformation of existing processes and procedures which could be more efficiently delivered digitally.
- Move to implement a paperless environment wherever possible making use of centralized document management and production technologies.
- All Government online presences will be engineered to support the transformation of legacy services, processes and procedures to the digital community.
- Encourage the use of technology by ensuring the Civil Service members have access to the necessary training and in-house tools and resources.
- Work with local technology firms to achieve a digital roadmap.
- Seek to standardize the technology used across the Civil Service and various departments, ensuring that there is consistency, ease of collaboration and compatibility between systems.
- Ensure that all relevant legislation is updated to take advantage of and

support the move to a digital community. This must provide for and promote the sharing of relevant data across departments to allow for efficiencies to be achieved.

- Encourage and enforce the use of technology for service improvements, better efficiency and improved cost effectiveness of the Civil Service.
- Create a Director of E-Government post reporting to the Deputy Governor, which would be independent of the Computer Services Department and span across all departments in government.
- Explore opportunities to become a centre of excellence for the region, thereby capitalizing on Cayman Islands Government technology advancements through royalties as other jurisdictions adopt services commercialized in the Cayman Islands.

GOVERNANCE AND CONSTITUTIONAL MATTERS

The People's Progressive Movement has a record of honesty and integrity in office of which we are very proud and we intend to build on that and to further strengthen the institutions of government to protect against abuse of office and corrupt practices by those in government. We are the party that passed the Freedom of Information Law in 2007 and we are the party that passed the Anti-Corruption Law in 2008. We shall continue to uphold the highest standards of good governance by:

- Enacting legislation to give effect to the Commission for Standards in Public Life.
- Legislating a Code of Conduct for all Members of the Legislative

Assembly, including the Speaker of the House and Ministers of the Cabinet.

- Improving and enforcing anti-corruption rules.
- Amending the Elections Law to establish single member constituencies in good time for the 2017 elections thereby giving effect to the desires of the majority of Caymanians who participated in the One Man One Vote Referendum.
- Reviewing the system for enforcing the Constitution.
- Examining the efficacy of revising the age rules for judges.
- Starting a debate on whether to permit a recall referendum.

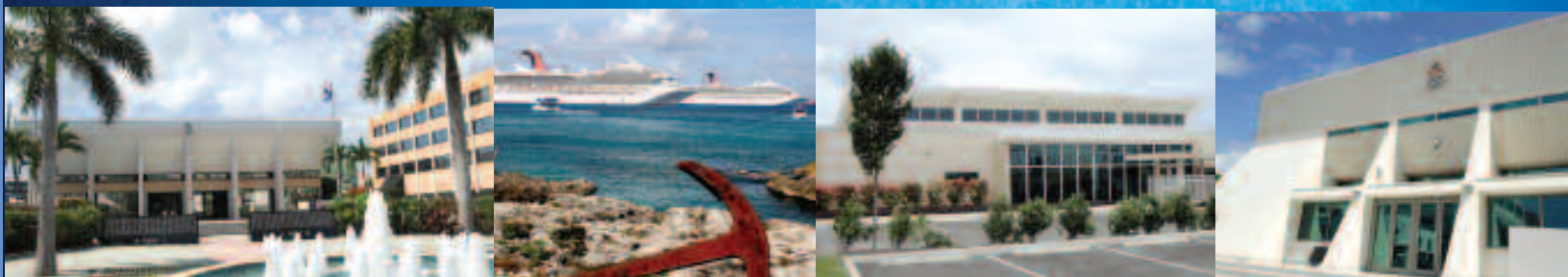
Some of the social plans outlined in this manifesto will involve additional government expenditure. Given our current financial circumstances, we know that their implementation will not be possible immediately, or all at once. As our economic and fiscal strategies begin to take effect, we shall prioritize implementation of the social programme based on the need of those whom it is intended to benefit. We will not be reckless with the public purse, but neither can we allow the increase in poverty or the lack of development of our people to continue unchecked.



PART II

REFLECTIONS

*“We can solve our problems,
but only if we as a country
are determined to do so,
and only if we have
good honest leadership from
our government”*



PART II: REFLECTIONS



PROBLEMS, CAUSES AND FACTS

Having experienced an economic miracle over the last 40 years through financial services and tourism, with huge benefits to its people, our country is now suffering major problems that threaten its economy and its future.

We can solve our problems, but only if we as a country are determined to do so, and only if we have good honest leadership from our government.



The list of problems is long:

- Global economic problems — reducing demand for our financial and tourism services — and leading some other countries to blame offshore centres and discourage their use.
- The high operating costs of government, and its unfunded liabilities for civil service pensions and health care.
- The frequent increases in taxation that are harming business and pushing up the cost of living.
- Corruption, patronage, abuse of power, mismanagement and inefficiency in government.
- Widespread dissatisfaction with politics, and loss of confidence in what politicians say and do.
- High unemployment, especially among school-leavers.
- Inadequate preparation of individuals for gainful employment.
- Dissatisfaction on all sides with the immigration policy and its implementation.
- Increased crime.
- Disagreements with the UK, damaging our reputation with foreign lenders and investors.
- UK intervention in government finances. The Framework for Fiscal Responsibility imposes much-needed fiscal discipline on the elected government and the civil service. But it also reduces our autonomy, and reflects too much the UK's interest in minimizing government debt (which the UK regards as its own contingent liability), and reflects too little the crucial economic and social needs of this country.
- A deteriorating image as a reliable and attractive financial centre in a highly competitive global market.
- Inexcusable delays in improving our tourist arrival facilities.

These problems are inter-related. One problem aggravates another. So it is a tangled web. There are no quick fixes or easy solutions. In combination these problems are doing great harm to our economy; and the situation is getting worse.

“The country is drifting in the direction of catastrophe.

We must without delay get the country back on course”

We make no excuse for talking first about the economy. It is the economy — the business conducted here in the private sector — on which everything else that we want for our country depends — jobs, opportunities, government services, law and order, infrastructure, everything. A healthy economy is necessary for a healthy society.

We could discuss who is to blame for these problems, but that would be unconstructive - and the truth is that we are all to blame. What matters now is that our economy, our government, our society and even our security are under threat. The country is drifting in the direction of catastrophe. We must without delay get the country back on course.

But many people are uncertain and confused about what needs to be done, and many have lost confidence in all politicians. This is one of the legacies of the Bush years. And the C4C group is doing its best to add to the confusion. We need a government that can lead us out of these problems, but no government can lead effectively unless it is trustworthy.

Certain fundamental facts stand out as the channel markers that can and should guide the country back to health. Some concern the kind of government we need; some concern our unusual economy; some concern our society. All of us need to recognize these facts, not just our elected representatives, but also civil servants and voters:

- Corruption, patronage, self-interest and the abuse of power in government are totally unacceptable. They do enormous harm.
- A government cannot lead effectively in difficult times if it is not trusted and believed.
- One-man rule is a bad idea. So is a government under the control of its

financial backers, or of a special interest group. We need a real democracy in which the elected representatives make decisions in the interests of the whole country, and in which public opinion is informed and respected.

- Political parties are a good thing. They are a necessary part of true democracy because they enable voters to choose their next government — not leave it to the MLAs after the election to push, maneuver and bargain for power. Candidates should form themselves into groups before the election, and tell voters who they support as Premier, and what they would do if elected.
- But a political party is a good thing only if it truly serves the country, not itself, its leaders, or its financial backers.
- All parts of government, elected and unelected, should be open and accountable.
- Government must focus more on cost and value for money — both in making policy (the elected representatives) and in carrying it out (mostly the civil service). We must live

“A government cannot lead effectively in difficult times if it is not trusted and believed”

within our means, and prioritise our spending.

- Policy-makers and the public must have prompt and reliable financial information and advice.
- We have an unusual economy. It depends entirely on our pillar industries, presently financial services and tourism. We call them pillar industries because they bring in the money and consumers and investors from abroad that we need to fuel our economy. This is the lifeblood of our economy and our society. We need it, not because of any shortcoming in our people, but because no country that is so small and isolated and without natural resources can have an economy above subsistence level (if that), unless it somehow attracts foreign money, consumers and investors. Our need for this is as great now as it was 40 years ago. We must do whatever we can to make our pillar industries healthy and successful.
- We must search for and encourage new pillar industries that might get us additional foreign money, consumers and investors to fuel the economy. This will make our economy stronger and more stable.
- When the pillar industries are doing well at getting foreign money, consumers and investors, there will be plenty of opportunity for local businesses and employment of all kinds — as long as the running costs of government are not pushing up taxes.



“No one ever accused the PPM government of corruption, self-interest, abuse of power, or intimidation”

- Caymanians must have fair opportunities to participate in every part of our economy, and to compete for advancement.
- Education, training, enterprise and hard work are the ingredients of individual success. No one is owed a good life. It must be earned.
- Parents are as important as schools in equipping and encouraging their children to succeed.
- We cannot afford to ignore the country's infrastructure needs. But there must be careful scrutiny of priorities, benefits, affordability, and impacts.
- We must take care of our beautiful and valuable environment.

If we recognise these basic facts, these channel markers, and guide ourselves by them, the country will be well on the way to success and security. But if we remain uncertain, confused or divided on these things, the country's problems will get worse.

PAST ACHIEVEMENTS AND LESSONS LEARNED

Not only has the UDP destroyed confidence in itself, and caused doubts about party politics, it has also done its best to destroy confidence in the PPM. It has done so by talking down or undermining the achievements of the PPM government, and by blaming the PPM government of 2005-2009 for creating our economic troubles. But recall the facts.

MANIFESTO:

The PPM published a detailed election manifesto in 2005, and the PPM government carried out the promises made in it — though not all of the tasks could be completed in a single term.

PROPER GOVERNMENT:

No one ever accused the PPM government of corruption, self-interest, abuse of power, or intimidation. One of the first changes the PPM government introduced was a weekly press briefing at which journalists could ask what they wanted. The Freedom of Information Law was passed, and the Anti-Corruption Law. Decisions were made after careful thought, advice and consultation. The law and due process were observed. No one ever accused Mr. Tibbetts of being a dictator, or putting his own interests or those of his party ahead of the country's interests.

RESPECT FOR THE OPPOSITION MEMBERS:

Opposition members were involved in various committees and bodies. The Opposition were invited to participate in the national discussion about Constitutional modernization; it was hoped to find an agreed approach to the UK. By contrast, the UDP government has consistently tried to sideline the Opposition, and prevent it playing any role.

MODERNISED CONSTITUTION:

This had been on the agenda for some time, but had got nowhere under the previous government. The PPM government honoured its promise of public consultation and a referendum, took advice from one of the world's leading experts, Professor Jeffrey Jowell, carried out an unprecedented programme of public information and discussion, and concluded negotiations with the UK. At no point was it suggested that the PPM government (in contrast to the UDP government) used constitutional modernization for its own advantage. The only regret is that concessions were made to the UDP in the expectation of getting their support — which in the end they did not give.

EDUCATION AND TRAINING:

The PPM government saw as its first priority a complete overhaul and enlargement of the education system, including the training or retraining of adults. Previous governments had not taken care of this, and it showed in complaints about the literacy of school-leavers, in their difficulty in finding jobs, in heated debates about immigration policy, in the rising level of crime.



The mass grants of status in 2003, and the inflow of dependents, had added greatly to the demands on our education system. Many school buildings had been damaged in Ivan. The PPM's 2005 manifesto had made this priority very clear, and it was a major part of the public discussion during the run-up to the election.

It was recognized that a holistic approach was necessary and a thorough review of the education system was taken which commenced with a National Education Conference in September 2005. From this emerged a blueprint called the "National Consensus on the Future of Education in the Cayman Islands." This document guided efforts to transform our education system in to one that is world-class. Key components of the plan are:

- A child-centred approach to education.
- A personalised approach to education, aimed at the individual needs and aptitudes of each child.

- Greater support for children with special and additional education needs.
- A national curriculum.
- Major emphasis on ICT as both a tool of learning as well a subject in its own right.
- Greater emphasis on and more availability of technical and vocational subjects.
- Modern learning environments.
- Reform of the Department of Education.
- A modern legislative framework to underpin the reforms — the Education Modernisation Law.

The UDP government elected in 2005 criticized the PPM plan but mainly took forward the reforms. Notable exceptions have been the UDP's failure to implement the Education Modernisation Law (2009) and the almost complete absence of technology, ICT or computer science in the UDP's recently released "Cayman Islands Strategic Plan for Education 2012-2017.

THE ECONOMY:

For the first three years of the PPM government the economy did well, recovering from Ivan and posting real inflation-adjusted growth in GDP each year. The decision was made to build a cruise ship landing financed by the cruise lines, and to improve the airport. Other infrastructure requirements, long neglected by previous governments, were undertaken — in the short and long term interests of our society and our economy. We also made progress in our important ongoing relationship with the OECD, and, with the support of the financial community, adopted a policy of offering tax cooperation to countries that would give us an assurance of non-discrimination. Then came the global crisis.

GETTING THINGS DONE:

Compare the main achievements of Mr. Bush and the UDP government during their 7 years in office with the achievements of the PPM government during its 4 years in office:

- Managing the recovery and rebuilding of Grand Cayman in the aftermath of Hurricane Ivan, including the repair and or rebuild of almost every government own building in Grand Cayman.
- Major road builds and improvements including the first and second phases of the Esterley Tibbetts Highway and the first phase of the East-West Arterial.
- Improvements to Post Offices including construction of a new Savannah Post Office.
- Extension of public water supply systems in Frank Sound and North Side.

- Acquisition and Planning and start of construction of new Government Administration Building.
- Completion of the first phase of the terminal expansion at Owen Roberts International Airport, including expanded parking facilities and new roadway circulation system.
- Construction of new Public Libraries for George Town and West Bay.
- Planning and Commencement of construction of the Clifton Hunter and new John Gray campuses.
- The John Gray facility is designed to accommodate 1200 students in 4 “academies”. In addition, it includes an indoor sporting facility capable of accommodating all net sports and a seating capacity for games of 2000. Outdoor sporting facilities include 1 cricket pitch or 2 football fields, 2 practice cricket pitches and 2 outdoor hard courts.
 - The John Gray facility is also designed to withstand category 5 hurricane conditions and as a hurricane shelter capable of accommodating 1840 persons.
- The Clifton Hunter facility provides the Eastern districts with their first ever high school. It currently accommodates 840 students in 3 “academies”. Amenities include a gymnasium capable of accommodating all net sports as well as 5-a-side football and a seating capacity for games of 580. Outdoor facilities include one cricket pitch or 2 football fields, a 6 lane 25M swimming pool and 3 outdoor basketball/netball hard-courts.
- The Clifton Hunter facility is also designed to withstand category 5 hurricane conditions and as a hurricane shelter capable of accommodating 1360 persons.
- Both Clifton Hunter and the new John Gray are designed to serve as community use facilities to accommodate adult education classes, community sporting activities and meeting spaces.
- Major repair and upgrade of Truman Bodden Sports Complex.
- Major repair and upgrade of Ed Bush Sports Centre.
- Major upgrade of the Annex Playing Field.
- Repair and upgrade of all district sports fields.
- Construction of artificial turf football field in Cayman Brac.
- Construction of affordable homes in Cayman Brac.
- Construction of Players Pavilion at Jimmy Powell Cricket Oval.
- Construction of Boxing Gym.
- Construction of jetties/ramps and parks in various communities.
- Establishment of “Market at the Grounds”.
- Held weekly Press Briefings to advise the media and country of government actions and activities.
- Passed the Freedom of Information Law (2007).
- Passed the Anti-Corruption Law (2008).
- Negotiated a modern constitution for the Cayman Islands which was approved by referendum in May 2009.



THE UDP BLAME GAME:

In the 2009 election campaign Mr. Bush and his backers convinced a large part of the electorate (some are still convinced) that the country's economic troubles and the government deficit (which he claimed was \$81m) were the fault of the PPM government undertaking expensive infrastructure projects. They knew this was not true, but it was an effective election strategy.

Mr. Bush and his backers have continued to play this blame game — when it suits them to do so. When addressing other audiences, however, they tell a different story, acknowledging the real causes: the global crisis and the increase in government's operating costs.



INFRASTRUCTURE IS AN INVESTMENT NOT AN EXPENSE:

The infrastructure projects (schools, roads, administration building etc.) were not the cause of the deficit in 2008-2009, and were strongly beneficial to the economy. They were necessary investments long overdue; they are lasting capital assets; and the country will continue to get great benefit from them for generations to come. Had some of the governments of the past 3 to 4 decades put the surplus budget position they claim to have had to some forward looking use, (e.g. purchasing land for major corridors, building a new high school as was advised in the early 1980's) our needs would not have been so great.

There was nothing wrong with the PPM policy that the country should have the best education and training facilities that it could afford.

Making the school facilities multi-purpose — not just for schooling children but for community use and for hurricane shelters — improved value-for-money substantially, as well as being consistent with the government's aim of

changing attitudes to education and training.

There was nothing wrong in funding the infrastructure projects by borrowing. Future generations will benefit from the infrastructure, so it is fair for them to share the financial burden (the cost of servicing the borrowing), not place the whole burden on the present generations.

Indeed a government that refused to fund infrastructure out of anything but accumulated savings or reserves, would be doing the country a great disservice, slowing the development of its society and its economy, and creating many other avoidable problems.

The PPM government was advised that it would be able to service the necessary borrowings for its infrastructure projects out of surplus, without increasing taxes, and without exceeding any of the prudent fiscal management ratios; but that proved to be overly optimistic. When that advice was changed at the end of 2008 the infrastructure projects were cut back substantially.

THE REAL CAUSES OF THE DEFICIT:

The “deficit” means the operating costs of government exceeding revenue. It does not include investments or capital projects, such as the cost of building schools or other infrastructure. It does not include borrowing. It does include the annual cost of servicing borrowings.

We will never know how much was the deficit in 2008-2009; we certainly should not trust Mr. Bush's figure. Even he has since acknowledged that it was an overstatement; and the Financial Secretary made clear to the LA that he did not see it as part of his job to scrutinize figures he received from others,

“The main lesson learned is that policy-makers need more reliable financial information and advice in order to make good decisions”

even when they showed sudden changes. We should have had audited figures to settle this argument and provide a sensible basis for analyzing and rectifying the problem; but the UDP government halted the audit process.

The PPM government did take immediate steps to cut back government's operating costs when advised by the Financial Secretary at the end of 2008 that there was a risk of deficit; but with hindsight it would obviously have been better if this action had been taken sooner. We ordered a freeze on new hires and a 5% overall reduction in operational spending by all government departments, portfolios and ministries.

The increase in operating costs since 2004 had not gone unnoticed, but the government was advised that this was caused largely by the transition into the new Public Service Management Law/Public Finance Management Law regime, that it was therefore a problem which should be addressed when the new regime was bedded in, and that the increase would be covered by estimated revenue (without increasing taxes) — which again turned out to be overly optimistic.

*“It was the absence
of a winning team
at the 2000 election
that opened the way
for Mr. Bush to
maneuver himself
into power”*

LESSONS:

The main lesson learned is that policy-makers need more reliable financial information and advice in order to make good decisions. This is the responsibility of the civil service — with the help of outside experts as needed. We do not expect our elected representatives to be the experts. Indeed an expert in Cabinet would be counter-productive, making it more difficult for his colleagues to obtain and weigh advice from others. But Cabinet does need to have a sufficient understanding of matters financial and economic to appreciate needs, considerations and advice.

And of course the deficit (operating costs exceeding revenue) must be brought under control and turned into surplus — without damaging the economy — recognizing that most forms of taxation do damage the economy.

Many governments around the world have been struggling for some time to do the same thing. Few of them would claim they have succeeded — their methods are widely criticized. Some

governments and international bodies thought austerity was the answer, but they are learning that austerity alone does not fix the problem, and it creates other problems.

Our problems are not exactly the same as those of large developed countries, and our economy is very different. We have to focus on achieving a gradual well-planned reduction in government's operating costs, but above all on reviving and growing the pillar industries on which we depend. Raising taxes is counter-productive — as was pointed out in the PPM's 2009 manifesto — and the failure of Mr. Bush and his colleagues to understand that is threatening the geese that lay our golden eggs.

POLITICAL PARTIES: GOOD AND BAD

The UDP government has been a failure. It has achieved very little during its 7 years in office. It has done real and lasting harm to our economy, our society, our politics, our country. Most of its promises and pronouncements have turned out to be empty or false. Most of its announced decisions have turned out to be ill-considered. It has tried to conceal facts, and mislead the public. It has tried to intimidate or silence its critics. It has tried to assassinate the character of its opponents. It stinks of corruption, patronage, self-interest and abuse of power. It has lost all confidence and credibility here and abroad.

Should we put all the blame on Mr. Bush? No. The blame is shared by everyone who encouraged or allowed him to behave in this disgraceful way. That includes the UDP MLAs who eventually, far too late, withdrew their support for Mr. Bush when the election was in sight.

It also includes Mr. Bush's backers. They thought Bush rule would suit them, so they used their money and influence to keep him in power. Some of these people are now believed to be in the C4C group trying to engineer another government that they can influence or control — voters should beware.

Above all we should recognize after 7 years of UDP government that the UDP is (or was) the wrong kind of party. Its foundation was greed. Greed for power, greed for money, self-interest, no guiding principles or ethics, it appears that everyone was in it for what they could get. The country's interests came a poor second, after self-interest. A party of that kind inevitably does harm and creates fierce divisions.

Some now think all political parties are like the UDP, and that party politics is the cause of all our problems. They wonder whether we would be better off with a government of independents, and some think this is how the country was governed in the “good old days”. The C4C group is trying to cash in on this — though they themselves are obviously a political party.

But all parties are not the same. They are not all founded on greed and self-interest. And we should not blame the party system for giving us greedy self-interested MLAs. There is no reason to expect an independent candidate to be less greedy and self-interested than a party candidate.

Certainly, we should try to keep greedy self-interested MLAs out of government; but the best way of doing that is to develop movements or parties (the name does not matter) that are determined to put a stop to self-interest and abuse of power in government and will put forward candidates who are committed to putting the country first.

Those who provide financial support for the right kind of party do so in the interests of the country as a whole, themselves included; they understand that they are not buying special favours or the right to tell the government what to do.

In other words, ordinary people need to organize themselves and work together to put a stop to corruption, patronage, and self-interest in government. That was one of the key aims of the PPM when it came together 10 years ago, and it still is.

A GOVERNMENT OF INDEPENDENTS?

The idea of a government of independents, the idea promoted by the C4C, is based on a misunderstanding of our history, the role of parties, and our Constitution.

Until 2000 our elections were won by teams (aka parties) who had come

together before the election. From 1976 to 2000 we had the Unity Team, the Dignity Team, Team Cayman and the National Team.

2000 was different. There were no large teams contesting the election, and none won enough seats to form the government. The new MLAs had to negotiate with each other to arrive at a majority decision on who should be in Cabinet and who should be the leader. That led to a disunited government, one that had no shared vision; and it led to disharmony and instability - because the MLAs went on struggling for power.

The first leader was Mr. Tibbetts, with Mr. Bush as deputy leader. But after only a year Mr Bush engineered a vote of no confidence by a majority of MLAs and secured his own appointment as leader. It was a clear case of the desire for power overriding principle; several of the MLAs supporting Mr. Bush had said after the election that Mr. Bush should be kept out of Cabinet altogether.

The change in government at the end of

2001 naturally aroused strong feelings. And it was followed by 3 years of Bush rule, marked by corruption, self-interest, patronage, intimidation, secrecy, and disregard for the law. It was unpopular and very divisive.

The lessons were, and still are, clear. If voters do not choose a governing team, and they leave it to the MLAs to form a governing team and choose a leader, the result may well be surprising and unpopular; the government could be unstable; it could be disunited, ineffective, with no clear mandate for its policies and plans (if it has any); having made no team promises, it may not be accountable; and its leader is likely to be the MLA who is best at maneuvering for power, best equipped with threats and inducements to encourage other MLAs to follow him. It is a recipe for bad government.

In other words, it is in the interest of the country to return to the old kind of government - by a team that came together before the election and was chosen by voters (not by MLAs); and it needs to be the right kind of team, one



that will govern properly in a democratic way and put the country's interests first. That was the genesis of the PPM 10 years ago.

However, memories are short, and now some think that the evils of Bush rule and the divisions it has caused are a consequence of party politics. They recall that the UDP was formed in 2001 at the beginning of Mr. Bush's first period in office as leader, and the PPM shortly thereafter.

But it was not party politics that caused Mr. Bush and his West Bay colleagues to be elected in 2000; the UDP did not exist then. It was not party politics that enabled Mr. Bush to persuade other MLAs to vote for him as leader in place of Mr. Tibbetts; the UDP did not exist then. Quite the reverse: it was the absence of a winning team at the 2000 election that opened the way for Mr. Bush to maneuver himself into power.

Nor was it party politics that caused Mr. Bush to behave as leader in the way he did. It was not party politics or the UDP label, but a desire to stay in power, that caused certain MLAs to continue their support for Mr. Bush (until an election was in sight).

It was not party politics that caused Mr. Tibbetts and others to recognize that Bush rule was very bad and dangerous for the country.

Those who still think a government of independents might be best should consider how the Constitution works. MLAs are divided into two groups. On the government side of the House are the Premier and those MLAs who supported his appointment as Premier. They are the government team. The Premier decides which of them shall have a seat in Cabinet. The Premier can replace Cabinet members. The Premier

will of course want to put together the most effective Cabinet to work with him; and an MLA who insists on his independence and his right to rock the boat whenever he pleases, is unlikely to be chosen. If he is chosen, and he does rock the boat publicly, he is unlikely to stay in Cabinet for long.

Furthermore, Cabinet members are bound by the Constitutional principle of collective responsibility; they must support Cabinet decisions.

In other words, whichever way voters vote, government will be in the hands of a government team led by the Premier, not by a gathering of independents. The only question is whether the team and its leader:

- come together before the election and are chosen by voters, or
- come together after the election, chosen by MLAs making deals with each other behind closed doors.

The second way is obviously second best. Voters may get a leader and a government they do not want. None of the MLAs can be held to their election promises — they will say, rightly, that they do not have the power individually to make it happen. There is no team manifesto; so the government has no mandate from voters for policies and plans; and, with no team promises, there is nothing to which the team can be held to account. No one knows what deals, compromises, threats and inducements were made to put the team together. There is greater instability, with nothing to prevent MLAs continuing to struggle and maneuver for more power.

And of course the other big question is whether the government team is founded on and held together by:

“Whichever way voters vote, government will be in the hands of a government team led by the Premier, not by a gathering of independents”

- greed and self-interest — the team members and their backers wanting power, influence, contracts or money, or
- shared views of what the country needs, shared principles, and mutual respect.

These two questions are linked. If the government team did not come together before the election, it is highly unlikely that they have shared views and principles. It is highly likely that they had to compromise their views and principles in order to get a place at the Cabinet table. And if they sold themselves to voters as independents, promising that they would always vote according to their own conscience, that promise is the first casualty. To stay at the Cabinet table and obey the Constitutional duty of collective responsibility they must default on their promise to voters. To honour their promise they would have to stay on the Opposition side of the House.



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