

Paul Byles

FTS

By Email: Pbytes@focus.ky

11 June 2020

RE: Tourism plan consultation – COVID-19 exit strategy

Dear Paul,

Every resident of Cayman is a tourism Ambassador and in Cayman, we are all its ambassadors.

We start by thanking you for providing the opportunity for Amplify Cayman to present our comments and feedback into the COVID-19 exit strategy for Tourism in the Cayman Islands.

This follow up letter to our 9 June 2020 zoom meeting provides some recommended action government can take in the immediate, short, medium, and long-term that will benefit Cayman's residents and support the renewal of the tourism economic pillar.

Our immediate concern is for the safety and wellbeing of all those who are left without an adequate source of income. Many members of Amplify Cayman also rely on the tourism sector for their livelihoods. Some of these sectors have separately compiled their members' concerns and responded to you with their suggestions.

Financial aid is the immediate solution, but there must be a plan to stimulate the energy, hearts and minds to change the scene from hopelessness to assurance and vitality. Business owners and employees must have hope their businesses will not be

forced to close their doors forever. This time can be used to proudly enhance their businesses with supportive measures from government.

COVID-19 highlighted the most urgent need for political willingness to apply the existing studies of researched measures towards achieving the vision of a sustainable Cayman. We refer to the existing National Tourism studies of:

- Focus for the Future A Tourism Policy Framework for The Cayman Islands 2003¹
- 'A New Focus' For Cayman Islands Tourism A Revised National Tourism Management Plan 2009 – 2013 & addendum 'GO EAST' A Strategy for the Sustainable Development of The Eastern Districts of Grand Cayman²;
- National Tourism Plan 2019-2023 (NTP)³

Target Areas for Growth and Recovery

It is clear that Culture, Conservation and Community must be at the heart of our recovery plan.

Stories of environmental renewal since the reduction in land and marine traffic congestion have been widespread and undeniable. The quality of our tourism offering "Product Cayman" is the vitality of life on land and sea.

Something we have all missed that was found again is the quiet and peaceful island life. The renewed energy and appreciation for these simple pleasures in life is the very thing that attracts our visitors. We can no longer take for granted the uniqueness of our exquisite three (3) island nation. We must be united in embracing these enchanting natural and cultural qualities to ensure the benefits are maximised for both the Caymanian people and those who visit our shores.

Learning from the world stage, the United Nations World Tourism Organisation ('UNWTO') has issued guidelines on how to restart tourism⁴. The United Nations Sustainable Development goals ('SDGs')⁵, Goal 12 calls for responsible production

¹ <https://www.yumpu.com/en/document/read/53825849/a-tourism-policy-framework-for-the-cayman-islands>

² https://www.planning.ky/wp-content/uploads/pdfs/Policies/NTMP_2009-2013.pdf

³ <https://www.visitcaymanislands.com/Visitcaymanislands.com/files/e3/e32b4905-39fb-4575-8762-0144676f068a.pdf>

⁴ <https://www.unwto.org/restarting-tourism>

⁵ <https://sustainabledevelopment.un.org/sdgs>

and consumption, which includes tourism and advice on restarting tourism as sustainable. It should no longer be a niche; the sustainable tourism market needs to be the new normal.

In line with UNWTO recommendations Amplify Cayman continues to support the existing National Tourism Plan 2019-2023 (NTP)³ Vision statement:

“The Cayman Islands will protect our environment, celebrate our cultural heritage, while ensuring a vibrant tourism economy that benefits the people of the Cayman Islands.”

The 2019 NTP noted the growing market for millennials, Gen Z and the eco conscious traveller looking for the cultural experiences, unique opportunities and minimal environmental impact. Our history of marketing the sun, sea and sand does not capture all that Cayman is or could be. It is leading to radical destruction of the ecosystems Caymanians are intrinsically tied to. Now is the time to invest in the Caymanian people.

Government opportunities for support

As citizens of Cayman we expect value-for money, transparency and fairness from our government institutions. With this at the forefront of every decision the government should seek to maximise value from emergency action plans in contributing to the long-term strategic vision.

Government can:

- (i) adopt laws and regulations
- (ii) stimulate targeted areas for growth/recovery through incentives and subsidies
- (iii) facilitate funding mechanisms including public/private partnerships
- (iv) facilitate training opportunities including public/private partnerships
- (v) facilitate the communication platform for stakeholder input to expedite feedback loop and corrective action as part of an adaptive management strategy to monitor performance.

The NTP clearly indicates which recommendations are necessary for success in our tourism industry and should remain the framework for post COVID 19 tourism recovery plan.

Governance, Laws and Regulations

The following recommendations noted from the NTP remain intrinsic to the success of our tourism pillar achieving the vision statement and need urgent attention from cabinet:

			NTP ³ Priority issue
1	Multi-Agency Co-operation ³	Identified in the NTP as Governance priority issues	1, 2 ,3, 4
2	National Development Plan ⁶	Not finalized or published and includes a variety of matters which need to be considered alongside the NTP such as carrying capacity studies	5, 6, 14, 20, 30, 33
3.1	Climate Change Policy (draft 2011) ⁷	This policy should be updated and finalized to ensure the long-term quality of our tourism product and goal alignment.	8, 9, 12, 13, 31 Pg 23-26
3.2	Private member's motion no. 2/2019-2020 on climate change ⁸	Climate Change was brought to the Legislative Assembly on 31 January 2020 and remains to be enacted and enforced	8, 9, 12, 13, 31 Pg 23-26
4.1	National Conservation Law 2013 ⁹	Required to be implemented in full to meet vision statement "protect our environment"	8, 9, 10, 12, 13, 14, 15, 16,17, 18, 20, 22, 23, 24, 31
4.2	National Biodiversity Action Plan 2009 ¹⁰	Not approved or enacted	14, 15, 31
5	National Cultural & Heritage Policy Strategic Plan 2017-2026 ¹¹	Integral to the success of diversifying our tourism market	11, 16, 17, 18, 24, 25, 34
6.1	Public transportation legislation ¹²	Review is recommended in NTP which requires multi-departmental co-operation	6, 11, 12, 13, 21, 32 37

⁶ <https://www.plan cayman.ky/get-involved/>

⁷ <http://doe.ky/wp-content/uploads/2019/03/Cayman-Islands-Climate-Change-Policy-Final-Draft-30-Sep-2011-v1.pdf>

⁸ <https://cnslibrary.com/wp-content/uploads/PPM-on-climate-change-Jan-2020-Alva-Suckoo.pdf>

⁹ <http://doe.ky/natl-conservation-council/national-conservation-law/>

¹⁰ <https://www.darwininitiative.org.uk/documents/14051/14060/14-051%20FR%20NBAP%20full%20text.pdf>

¹¹ <http://ministryofhealth.gov.ky/sites/default/files/National%20Culture%20%26%20Heritage%20Policy%20and%20Strategic%20Plan%20for%20the%20Cayman%20Islands%20-%20final%20draft.pdf>

¹² <https://www.caymantransport.ky/transportation-services/public-transport-legislation>

6.2	Public Transportation Strategic Plan 2019-2024 ¹³	Requires implementation.	6, 11, 12, 13, 21, 32, 37
7	Tourism Law and Regulations ¹⁴	Review must be supportive of tourism businesses and new technology which enhances tourism offerings	14, 16, 19, 22
8	National Energy Policy ¹⁵	Supports growing visitor expectations of reducing carbon footprints, reduces accommodation energy costs, supportive construction laws and regulations required	10, 31
9	National Solid Waste Management Strategy 2016 ¹⁶	Not yet implemented	9
10	Sewage and wastewater management strategy	A Strategy is needed supported by the Wastewater Collection and Treatment law ¹⁷	8
11	National Workforce Development Strategy	Workforce Opportunities & Residency Cayman ¹⁸ needs to be fully operational. The strategy must include increasing the minimum wage and remove tipping as the main proportion of income	26, 27, 28, 29

The following sectors are not included in the NTP but are highly important in diversifying our tourism product to offer variety and adventure-oriented activities and need attention:

12	National Sports Policy & Strategic Plan 2013-2018 ¹⁹ (to be updated)	<p>Sports policy needs updating and include sports tourism such as volleyball, open-sea and pool swimming, freediving, kitesurfing, paddle-boarding, kayaking, sailing. Even in light of social distancing measures, there are sports that require much less contact than others. There is an urgent need to build a 50 meter (Olympic size), whose plans exist and have been presented to CIG, as it supports local athletes, families and benefit mental health. With such a non-contact, open air sports facility, hosting international competitions would bring free international media coverage and greater visibility to Cayman, as leader in the Caribbean region. In addition, SMB can easily host competitions of sea swims, free diving and triathlons.</p> <p>All potentially low contact, open air activities. The tourism website²⁰ can be much more detailed and work with tour guides in the industry to better market these activities.</p>
13	National Agricultural Policy (to be developed)	A National Agricultural Policy or strategy must be developed. Farm-to table, meet the farmer at the farm, in-season meal options, visit the farmer’s market, tourism market strategies should be aligned with the agricultural sector in the culinary and gastronomy tourism strategy.

¹³ <https://www.caymantransport.ky/upload/files/2/5e0dbfb7249c8.pdf>

¹⁴ <https://www.visitcaymanislands.com/en-us/ourcayman/business-in-tourism/laws-policies>

¹⁵ <https://www.ofreg.ky/energy/upimages/commonfiles/1548054584NationalEnergyPolicyoftheCaymanIslands2017-Approved.pdf>

¹⁶ <http://ministryofhealth.gov.ky/sites/default/files/36082%20Strategy%20Final%20Report%2016229i1.pdf>

¹⁷ <https://www.waterauthority.ky/laws>

¹⁸ <https://www.worc.ky/about-us/vision-mission>

¹⁹ <http://departmentofsports.com/blog/wp-content/uploads/2011/04/NATIONAL-SPORTS-POLICY-AND-STRATEGIC-PLAN-2013-2018.pdf>

²⁰ <https://www.visitcaymanislands.com/en-us/ourcayman/about/focus-areas/sports>

The tourism website²¹ and marketing can be enhanced to attract this market. Ministry of agriculture should partner with Caribbean Agricultural Resource and Development Institute (CARDI)²² to align with their **Strategic Plan 2018-2022**²³ to enhance local and regional access to fresh produce for restaurants and supermarkets. With only 0.83%²² land considered arable this needs to be aligned with the Cayman Islands Land Use Policy and Development Plan⁶.

14 **Dining /Food & Beverage and Entertainment Industry Strategy** (to be developed)

This needs to align with the Food & Beverage and Agriculture sectors as promoted in Cayman Good Taste Magazine²⁴ eg Cayman Cookbook, Taste of Cayman and Cayman Cocktail Week. Caymanians must have access and sponsorship for training across all Food, Beverage and Entertainment industry work opportunities bar tendering, cocktail (mixology) sommelier (wine tasting), Server, Maitre'd and culinary training. Caymanian events musicians and entertainers must be supported with training, resources, marketing promotions and aligned with tourism conference and events strategies. They must be part of every governmental-supported activity, being essential part of the Cayman brand.

The value of our cultural heritage and natural environment must be recognised financially by Government and incorporated into decision making²⁵. This requires introducing Cultural Value Measurement²⁵ systems and Natural Capital Accounting²⁵ to quantify ecosystem service benefits while recognising the detrimental costs of all forms of pollution (including land, water, air and noise). Full exploration of all Blue Economy²⁶ opportunities using widely available research is achievable. These provide job creation opportunities and accountability.

Immediate Emergency Plan

Opportunities which enable job creation and increase workforce readiness for an enhanced tourism product catering to the post COVID-19 traveller should be prioritised.

- Low-density tourism will be required to meet the social distancing requirements
- The summer months provide opportunities for piloting programmes using the domestic market.

²¹ <https://www.visitcaymanislands.com/en-us/ourcayman/about/focus-areas/culinary>

²² <https://www.cardi.org/country-offices/cayman-islands/>

²³ <http://www.cardi.org/wp-content/uploads/downloads/2018/05/CARDI-Strategic-Plan-2018-to-2022-Final.pdf>

²⁴ <https://www.caymangoodtaste.com/>

²⁵ <https://www.weforum.org/agenda/2016/04/beyond-gdp-is-it-time-to-rethink-the-way-we-measure-growth/>

²⁶ <https://ukhodigital.blog.gov.uk/2019/04/05/how-the-ukho-is-supporting-the-blue-economy/>

- o Promoting family excursions
- o Staycation promotions
- o Attraction passes
- o Summer camp tourism activities
- o Promotions for short term residents to explore Cayman’s cultural and natural attractions
- Effective monitoring and feedback mechanisms from all stakeholders is necessary to continually adapt to new medical advice and industry expectations
- Civil society must be included in the decision making and ongoing feedback process as what is developed for tourism also affects our citizens

Strategies outlined below advised in the NTP can be accelerated by government investment in incentives and resource allocation:

Short Term Action Plan (0-3 months)

Goal	Strategy	Assistance required
Goal 1 Protect, manage and enhance cultural and natural resources	S1.4 Cayman Islands Environmental Programme for the Tourism Sector CEPTS launched in 2008 but no longer active	Training opportunity
	S1.5 Blue Flag certification for beaches	Training opportunity
Goal 4 Deliver outstanding visitor experiences	S4.2 Public-Private Visitor Experience Development Fund	Funding Mechanism
	S4.3 Credit facility for small businesses	Funding Mechanism
	S4.5 CaymanKind ambassador programme	Training opportunity
	S4.6 Vacation Rental concierge programme	Training opportunity
	S4.7 Domestic tourism awareness campaigns linked to CaymanKind	Training opportunity
Goal 5 Develop a highly skilled tourism workforce	S5.1 National Tourism Workforce Development Plan	Training opportunity
	S5.3 School of Hospitality Studies outreach to potential students	Training opportunity

S5.4	PRIDE Training	Training opportunity
S5.5	Tour Guide training and certification including Codes of Conduct for Boat Captains and Guides	Training opportunity

Scholarship recipients from the Ministry of Tourism should actively be consulted and engaged on this plan.

Existing funding mechanisms must be fully utilised and urgently co-ordinated such as:

- International funding eg the EU RESEMBID²⁷ (Resilience, Sustainable Energy and Marine Biodiversity) Facility 4-year programme currently available which does not have an effective application process
- Blue/Green Fund²⁸ introduced by the Prince of Wales
- Environmental Protection Fund must be used for its intended purpose

Medium Term Action Plan (3 - 12 months)

The Framework for Visitor Management must be developed alongside stakeholders as we start with domestic tourism and gradually increase the visitor numbers as rapid testing kits become available and scheduled air travel routes resume from select markets. The recommendations in the NTP must be implemented:

1. Visitor Management Plan / Strategy because Visitor impact monitoring lacking
2. National Tourism Plan Action Plan
3. Local Tourism Committees
4. Performance Monitoring Plans
5. Implementation Steering Committee
6. Visitor Management Sub-committee of a National Tourism Council
7. Visitor Management Programme
8. National Inventory of attractions and sites
9. Visitor Management Team
10. Visitor Management initiatives
11. Visitor Management Monitoring and Evaluation

²⁷ <http://www.octassociation.org/new-fast-track-eu-funded-covid-19-resilience-facility-to-benefit-caribbean-octs>

²⁸ <https://caymannewsservice.com/2020/03/prince-charles-premier-discuss-eco-fund/>

Long Term Action Plan (12+ months)

Long term actions must ensure wealth creation for Caymanians, with less profit transferred overseas. Increasing productivity within businesses by focusing on quality of service, staff and customer safety, treading lightly on the environment so businesses can maximise revenue while charging more instead of relying on increasing quantities of customers.

Refer to [Appendix 1](#) for detailed examples to align tourism activities with Culture and Conservation target areas.

In summary, we must now align our emergency action plans with our long-term vision. All plans must move simultaneously in order to build the framework of sustainability. This requires Government take the lead in nourishing the industry to grow into a more cultural (Caymanian) and Eco (Conservation) position by securing protection for Caymanians and natural environment by:

- (i) reviewing existing laws, regulations and strategies
- (ii) engaging a wide cross-section of stakeholders
- (iii) aligning stakeholder proposals with the nation's long-term best interests in a defined action plan
- (iv) implementing the action plan by delegating and mobilising resources
- (v) monitoring and evaluating progress
- (vi) re-engaging and communicating with stakeholders
- (vii) reinventing or innovating where there is a lack of progress.

Success will be outlined not only through visitor experiences, but through the healthy and sustainable livelihoods of the host country and her people.

We look forward to hearing from you and engaging in-depth practical discussions at the earliest opportunity.

Kind Regards,

Amplify Cayman

Appendix 1 Culture & Conservation suggestions

- Receive passengers at ORIA with local flowers and fresh coconut water. That would create tremendous positive image of Cayman similar to Hawaii, helping the CaymanKind branding initiative.
- Limit tour guide certificates and licences to only Caymanians in sensitive areas eg WIZ permits, only Caymanian
- Develop a more 'Chic, Calm, Caring & Clean Cayman' strategy. Stay-over tourists want to enjoy a destination that provides relaxation, beauty. Several steps have to be taken, all doable.
- Promote the use of naturally available materials that reflect our culture ie no hot paving and concrete. Delineate pedestrianised historical sites with cobbled stones. Increase shade, and get tourists to plant trees (similar to adopting animals in Africa, where kids get a certificate and can log in the future to see 'their trees').
- Identify and beautify existing monuments such as the main Post Office, the National Museum, Miss Lassie's home, all that could be enhanced with local flora and fauna, along with by pedestrianizing selected roads eg Fort George,
- George Town must be re-invested in. Visitor surveys highlighted that the harbour and George Town felt unauthentic yet it is the capital of our country and the centre of our legislature.
- Establish community based ecological mangrove restoration projects to help educate, preserve and share our natural ecology
- Be mindful of not disrupting the micro eco-system. For example, at the Crystal Caves the two largest trees at the entrance to the cave and by the bar have died.
- Promote and support visiting scientist programmes
- Increase regional and international collaboration on science projects eg via the United Nationals Caribbean Large Marine Ecosystems²⁹ will increase positive international recognition and marketing opportunities as well as access to international and regional funding sources
- Embrace the UK Blue Belt programme³⁰, resources and marketing opportunities

²⁹ <https://clmeplus.org/>

³⁰ <https://www.gov.uk/government/publications/the-blue-belt-programme>

- Land purchased for full protection. All Central Mangrove Wetland parcels, the largest contiguous (connected) mangrove forest in the entire Caribbean and use as a primary marketing strategy, Eg Muir Woods in San Francisco³¹
- Implement the National Conservation Law9 'Conservation Warden' as a paid position to safeguard our natural assets from damage and pollution and increase participant safety. Ensure they are first aid trained and have training in land and marine endemic species and threats. These act as CaymanKind ambassadors, knowledgeable in Cayman history, culture and natural environment tour guides, safety trained and collaborate with law enforcement officers.
- Develop Science and Arts Institute of Cayman to increase jobs and education opportunities for Caymanians and align with tourism strategy to host visiting scientists, offer educational experiences for tourists which don't involve exploitation of animals (EG Turtle Centre and Dolphinariums) which have very poor reputations world-wide and can threaten Cayman with international boycotts.
- Reinvent the Turtle Centre. Establish a proper rescue and recovery operation run by a qualified marine scientist and ensure that Caymanians are sponsored to train specifically in scientific research so the farm can be self-sustaining into the future. No amount of marketing or rebranding will disguise the fact that the turtle centre is a failed vanity project and will always be a target for animal rights concerns. It should not be propped up or disguised as an amusement park, especially when tourism surveys state it is overpriced, has poor customer service, facilities are dilapidated, and people leave with more concern for the turtles than having an appreciation of turtles in the eco-system.
The turtles are over-crowded and breeding should be extended into the pools. Stayover are not going to swim in lagoons, give turtles the room that they need and cut a lot of the costs associated with the centre. Run sponsor-a-breeder programs and tag and release should be re-established and run year-round. Set-up live cams so you can watch turtle hatching and/or recovery programs and sponsors can look up their favourite breeder.
- Implement fully the National Conservation Law, Biodiversity Action plan and Climate Change Policy to create jobs and secure natural environment and infrastructure protection. As an example the current NRA road upgrades are not consistent with any of these. They are made from heat trapping material, have no drainage, no cycle or walking lanes or trails. The very hot black tarmac material increases localised heat detracting from

³¹ <https://www.nps.gov/muwo/index.htm>

pedestrian and cycling activity and enjoyment, increases the ambient temperature of the street, increases electricity use to run A/C to combat the heat and increases costs of living and operations. Tarmac increases air and groundwater pollution while increases pollution from ground run off entering the sea. There is either no or ineffective drainage, where drains are on the highest part of the road, there are no gullies to manage rain or stormwater.

- Contradictory messages come from the Ministry of Tourism which need to be corrected. A clear, concise strategy needs to be followed through with. Advertising the importance of the environment and investing large amounts of money into a marketing programme while actively promoting the bulldozing of the most famous dive sites world-wide in George Town harbour are contradictory and visitors know this. Visitors and residents for many years have complained the 7MB corridor is over-developed and more hotels and tourist activities are introduced, exacerbating a problem already identified. This needs to be addressed by aligning with the National Development Plan⁶
- Assist NGO's to offer voluntourism and citizen science activities for visitors which are increasingly popular, eg attending Plastic Free Cayman Beach Cleans, turtle nest monitoring, community tree re-planting projects, coral reef restoration, wildlife surveys (eg parrotfish). NGO's need government funding and assistance with resources to carry out these activities which are enjoyed widely by visitors.
- Implement a science-based nationwide clean up activity, include scientific education to participants on land and marine litter including plastic pollution and solutions, recyclable materials, alternative uses for waste, incorporate data collection surveys and ongoing litter data collection and monitoring to employ people out of work, empowering them with knowledge and instil a sense pride in their work. Participants will be involved in the data collection results and solutions. This aligns with the National Waste Management Strategy¹⁶. Tourism budget allocations should be used to assist with the 'maintenance' of our environment and heritage sites, including supporting NGO's like the National Trust, working with Department of Environment and Department of Environmental health
- Train and pay job-seekers to manage invasive species which harm the reefs visitors come to see eg Lionfish culling requires dive training and education. similar to the Iguana culling programme.
- Sunday Trading laws must be updated to support the entertainment industries contributions to culture

- Prioritizing use of local arts and entertainment talent in creating promotional media for revitalizing tourism and complimenting the Culture and Conservation message as they did in Palau's in-flight video "The Giant"³². This would extend from live events, to video production, photographic, graphic and fine art design, narration and voice-over, and, of course, music jingles, scores and soundtracks for promotional video.
- Home delivery of fish to stay-over tourists or the establishment in NS of an outpost to sell fish products;
- Develop and integrate local tour experiences such as:

Rainy Days Tours (when tourists can't or won't go to the beach or ocean):

- i. Establish local tours that incorporate visit to locals' homes to enjoy tea, bake-along traditional cakes, meet and chat to old-time Caymanians;
 - ii. Visit to several art galleries (In Breakers alone, there are two)
 - iii. Cayman trivia aboard the tour buses or vans; fun facts about churches and banks, cemeteries, plants, animals, etc
 - iv. Visits to local farms to see plants, chickens and buy local organic products
 - v. Visit local breweries and stop for jerk chicken experience
 - vi. Take kids fishing with a young Caymanian
- Establish Cayman as a "Calm-experience" destination and explore US-based groups who would benefit from visiting here. For example 1 out of 54 US kids in the US are diagnosed with Autism - how about establish Cayman as "The destination of choice for families with Autistic kids" - our tour guides, hotel staff and airport personnel would learn how to deal with these kids - Stingray City would have especial times for these families, no loud music, etc.
 - Clearly defined attraction based hop-on hop-off bus loops with set trip or day pass prices which have a "Beach Loop" or a "Cultural Sites" loop to ease congestion an parking, ease visitor planning, increase access to Eastern districts, reduce drink driving while visitors can relax at Rum point with a cocktail without needing to drive back to George Town.
 - Create a database of tour operators listing their personal skills (such as 'trained to deal with autistic kids", languages spoken, expertise with local plants, animals, music etc - so each time a customer seeks specific information, the database would be used for a perfect tour-customer match - call it 'match made in Cayman heaven!'"

³² <https://www.youtube.com/watch?v=UKhmZbY3FYY>

- Due to the extensive number of resident foreign nationals on island - create a database of foreign language speakers - who would be contactable should a Stay over tourist need assistance with understanding diving instructions, walk tours etc. Think of an uber type solution, where one would visualise translators in the neighbourhood - and WP holders would gain points towards their application for residency or a small monetary token for helping DoT.
- Utilize free time to teach Latin American languages to local tour operators so DoT can attract a wider group of tourists.
- Explore the international education markets of Exchange Students who want to learn English while studying marine biology, diving, etc - allowing them to pursue seasonal jobs in restaurants or dive shops, etc. These students would learn English at UCCI and marine biology at CCMI. They would be hosted by Caymanian families. Major Latin American countries to be the targeted countries.
- Promotion of the islands great infra-structure: high-speed WIFI, world class offices, efficient airport, support for disabled visitors, world class hospital network, scuba diving decompression chamber.
- Promotion of the islands' good safety standards: beach safety (eliminate all beach vendors returning to a pristine experience), low crime, no poverty in sight.
- Discuss & define what is 'world class beach experience' – no plastic straws, plastic cups, paper napkins, no loud music by boats, constant clean-ups, sargassum management, organized parking.
- Ban single-use disposable toiletries at hotels, condos and villas, opting for mandatory use of refillable dispensers.
- Dramatically improve garbage collection frequency especially in public areas and beaches and include recyclable items such as glass and metals. Curb-side appeal has to be approached as a community effort to beautify roads and enforcing laws on derelict cars and littering must be a priority.

Funding suggestions

- Increase fees received by tour operators – reduce commissions sent to overseas travel agencies and cruise ships through organised negotiations
- Department of Tourism to collaborate in a 'penny box' program with the National Trust to allow donation collection stations at the Cayman Airways routes (similar to the UNICEF programme), ORIA, the Private Air Terminal and at designated Cultural Tours.

A collection tickbox could be displayed on the DOT website celebrating milestones or to boost certain initiatives.

- Charge visitors an entry fee or pass for sensitive areas eg marine park use and access, charge for personal cameras on dive boats eg the Philippines.