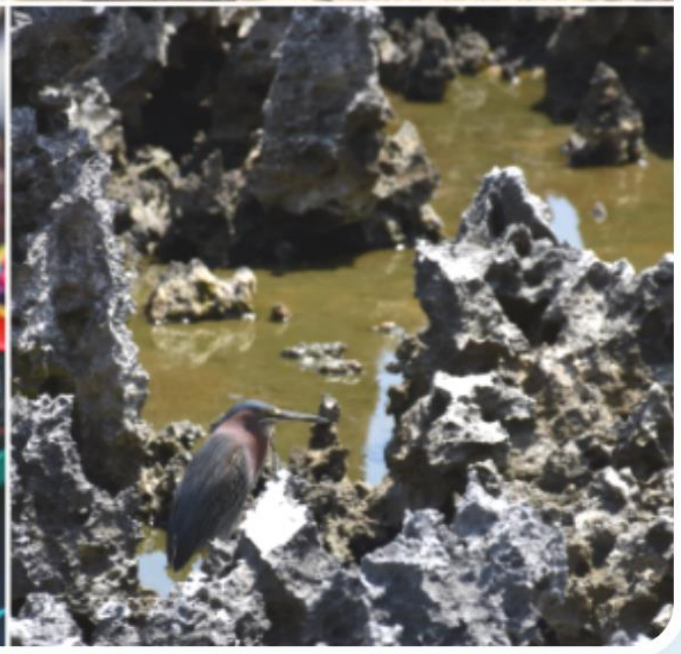


ANNUAL REPORT

2020



TOURISM ATTRACTION BOARD

www.tab.ky | 345-949-6999 | info@tab.ky

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Message from the Chairperson

The Tourism Attraction Board (TAB) was established by the Tourism Attraction Board Law, 1996 (Law 17 of 1996) and its primary function is the general and financial management of the national historic site Pedro St. James, the Queen Elizabeth II Botanic Park, the Hell Geological Site and the Cayman Craft Market. The Board hold regular monthly meetings and is made up of five members and a Secretary with the Chief Officer from the Ministry of District Administration, Tourism and Transport serving in an ex-officio capacity. The day-to-day management of the TAB rests with the Director and his team along with the management and staff of each of its entities.

The organisation performed well in the first quarter of 2020 but with the onset of the global pandemic all international visitors ceased. While the islands were in lockdown the management used the time to ensure regular maintenance to the sites continued and where possible, the staff undertook online training. Another major change for 2020 was the move of the Pirates Week Festival from the Ministry of Tourism to the Ministry with responsibility for Culture. The TAB office, the Pirates Week Office and the National Cultural Foundation worked to ensure a seamless transition.

With the limitations brought on by the pandemic in 2020 the Cayman Craft Market and the Hell Geological Site remained closed at the end of the year. Once residents could move freely, local visitors to the Botanic Park and Pedro St James resumed, although on a much reduced scale.

The Board wishes to congratulate the Director and his team for their endeavours to ensure an unqualified opinion from the Auditor General on the financial statements for the 2018-2019 period. Additionally, we thank the management and staff of each entity for their continued efforts despite the challenges faced this year and look forward to 2021 with optimism.

Carla Reid

Chairperson

Board Members

Cabinet appointed the following persons to serve at the pleasure of the Governor as members of the Tourism Attraction Board on September 23, 2014.

Mrs. Carla Reid	Chairperson
Mr. Chet Ebanks	Deputy Chairperson
Director of Tourism	Member
Chief Officer with responsibility for the Ministry of Health, Sports, Youth and Culture or nominee	Member
Chief Officer with responsibility for the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure or nominee	Member
Chief Officer with responsibility for the Ministry of District Administration, Tourism and Transport or nominee	Ex-officio
Financial Controller, Tourism Attraction Board	Secretary

During the year ended December 31, 2020 the Board met eleven times.

Message from the Director

The Tourism Attraction Board (TAB) continues in its bid to enhance and differentiate the tourism product of the Cayman Islands through its diverse tourist attractions and events that exhibit the rich culture, history, heritage, flora, fauna, and geology of the islands.

The TAB commenced the 2020 fiscal year with the ambitious goal of closing the gap between its 2019 self-generated (unsubsidized) revenue and the “50% of expenditure” revenue target, anticipated to be achieved within the next five years. The COVID-19 pandemic, however, devastated global tourism and consequently caused significant setbacks to the local tourism industry and the goals of the TAB.

The agency only managed to operate at normal capacity for the first two months of the fiscal year and suffered a \$142K loss as a result. While this loss was significant for the TAB it is worthwhile noting that initial projections indicated a loss in excess of \$300K. Management and staff, however, worked tirelessly to reduce this deficit by implementing new revenue generating events and programmes at the sites as well as applying cost cutting initiatives where possible.

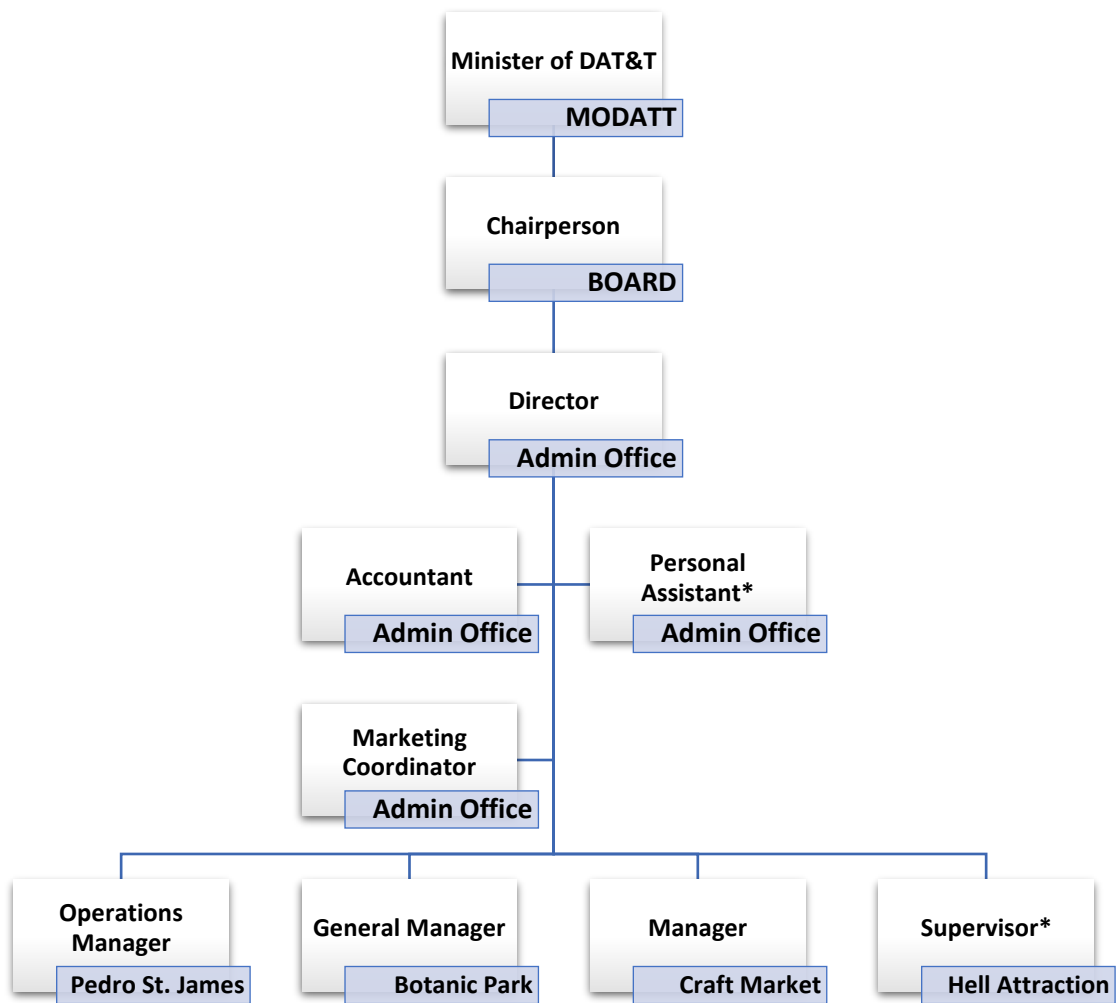
In April 2020 the TAB received an unqualified opinion from the Office of the Auditor General for the 2019 financial statements and was presented with Unqualified Audit Opinion Awards for fiscal years 2018 and 2019 at the Standing Public Accounts Committee presentation ceremony later in the year. The agency anticipates similar results for subsequent periods as greater emphasis is being placed on the continuous improvement of our financial systems and the enhancement of existing internal controls.

In summary, the 2020 calendar year was extremely challenging but allowed management and staff to realize and identify attributes and talents they had which were previously undiscovered. Individuals had an opportunity to move out of their comfort zones and be challenged to learn new things and experience other areas. I am pleased with what we have achieved as a team, and I look forward to the year ahead.

Patrick Thompson

Director

Management Structure



* The PA to the Director functions in the capacity of Supervisor for the Hell Geological Site.

Nature of Activities

The activities of the Tourism Attraction Board involve the oversight management and maintenance of tourist attractions which fall under its control,. The Tourism Attraction Board discharges its statutory obligations through its administrative office, which oversees the implementation of policies, and provides management assistance, including strategic marketing guidance and accounting expertise, to the staff of the attractions.

Scope of Activities

The scope of the Tourism Attraction Board activities is as follows:

ADMINISTRATIVE OFFICE – Development and implementation of marketing strategies, personnel management, general accounting & insurance management; preparation of budgets and financial statements; and the provision of secretarial services for the Board.

PEDRO ST. JAMES – Operational management and custody of a historic site; operation of a gift shop and 3D multi-sensory theatre; collection of monthly rental fees; promotion and administration of site rental for special events; generate revenue from onsite activities.

BOTANIC PARK – Operational management for the display and maintenance of the Floral Colour Garden, Heritage Garden, Orchid Garden, Xerophytic Garden, and Palm Walk; maintenance of nature trail; plant sales and maintenance; educational seminars; operation of a gift shop; and the promotion and rental of the site for special events..

CAYMAN CRAFT MARKET – Organise and manage the activities of artists and vendors; promote Caymanian arts and craft and the maintenance of the site and building.

HELL GEOLOGICAL SITE – Preservation of natural resources; maintenance of buildings and site; collection of monthly rental fees.

Strategic Goals & Objectives

The key strategic goals and objectives (from an ownership perspective) for the Tourism Attraction Board for the 2020 financial year are as follows:

1. To increase attendance to the attractions by redeveloping and maintaining a compelling offer for all visitors.
2. To ensure the sustainability of the attractions as essential tourism products in the Cayman Islands.
3. To preserve and further enhance the physical environment of the attractions.
4. To enrich the visitor experience through education, improved signage, accessibility, and technological enhancements.
5. To maintain existing partnerships, aimed at cross-promotion of government owned tourist attractions, and develop new partnerships with private and public-sector tourist attractions.
6. To enhance the brand and visual presence of the attractions.

ADMINISTRATIVE OFFICE

TOURISM ATTRACTION BOARD



Highlights of Major Events and Achievements

The COVID-19 pandemic caused global tourism to suffer its worst year on record in 2020. According to data from the World Tourism Organization (UNWTO) international arrivals declined by 74%. On March 23, 2020, all TAB sites were closed to the public following a directive issued by the government in accordance with the Public Health (Control and Suppression of COVID-19) (Amendment) Regulations, 2020 published on March 20, 2020.

In April 2020 several members of staff were redeployed to other areas of government including the Joint Communications Services of the National Emergency Operations Centre and at the government isolation facilities in response to a request for volunteers for redeployment to Public Sector Essential Services by the Portfolio of the Civil Service.

The administrative office and the major TAB sites were reopened to the public on July 6, 2020, after the lockdown restrictions were lifted in Grand Cayman on June 21, 2020.

In August 2020, the TAB was presented with Unqualified Audit Opinion Awards for fiscal years 2018 and 2019 at the Standing Public Accounts Committee presentation ceremony.



Figure 1 – The Director receiving the awards from the PAC

On Saturday September 19, members of staff from the TAB, PSJ and BP along with four volunteers participated in the annual Chamber of Commerce Earth Day Clean Up along the Frank Sound Road.



Figure 2 - TAB Employees volunteer for Chamber of Commerce's Annual Earth Day Clean-Up

As a part of the TAB's Workplace Wellness employee initiative, management and staff from the National Attractions donated toys to the Cayman Islands Motorcycle Riders Association's (CIMRA) Toys 4 Tots annual toy drive.



Figure 3 - Tourism Attraction Board donates to CIMRA's Toys 4 Tots Annual Toy Drive

Ownership Performance

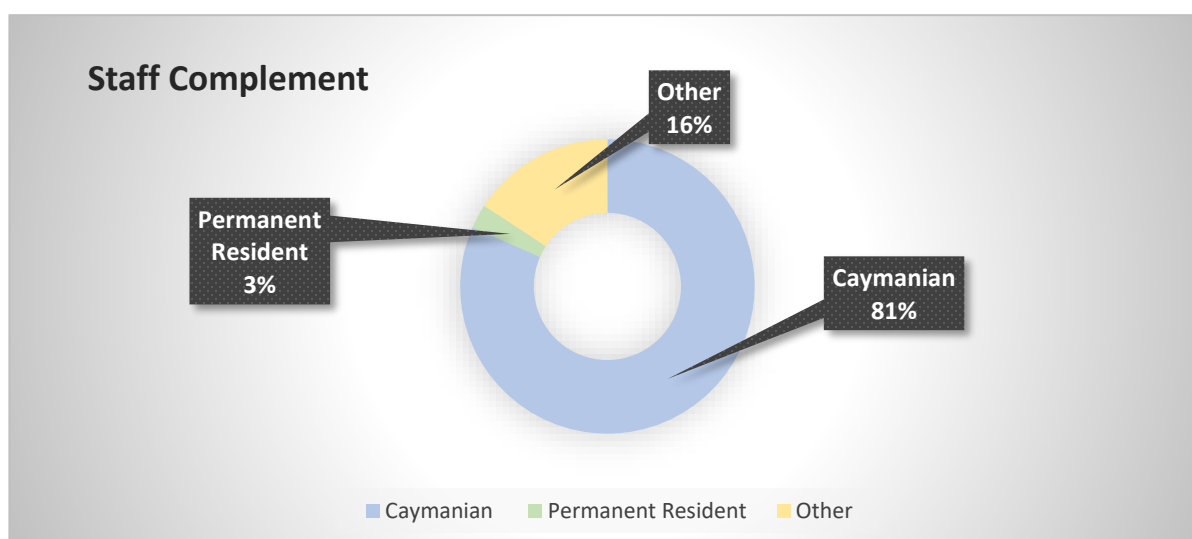
The ownership performance actuals for the Tourism Attraction Board for year ended December 31, 2020 are as follows:

Financial Performance Measure	2020 Actual \$	2020 Target \$
Revenue from Cabinet	1,760,000	1,760,000
Revenue from ministries, portfolios, statutory authorities, and government companies	0	0
Revenue from other persons or organisations	612,389	1,020,000
Surplus/deficit from outputs	0	0
Other expenses	0	0
Net Surplus/Deficit	(142,139)	98
Total Assets	6,969,470	6,978,000
Total Liabilities	(329,815)	(128,000)
Net Worth	6,639,655	6,850,000
Cash flows from operating activities	(48,685)	229,000
Cash flows from investing activities	(296,835)	(110)
Cash flows from financing activities	17,081	0
Change in cash balances	(328,439)	119,000

Financial Performance Ratio	2020 Actual %	2020 Target %
Current Assets: Current Liabilities	535	1,328
Total Assets: Total Liabilities	2,113	5,451

Maintenance of Capability

Human Capital Measures	2020 Actual \$	2020 Target \$
Total full-time equivalent staff	37	37
Staff turnover (%)	2.70%	2.70%
Average length of service (number)	12	12
Senior management	14	14
Professional staff	5	5
Administrative staff	4	4
Significant changes to personnel management system	None	None planned



Physical Capital Measures	2020 Actual \$	2020 Target \$
Value of total assets	6,969,470	6,978,000
Asset replacements: Total assets	0%	0%
Book value of depreciated assets: Initial cost of those assets	82%	80%
Depreciation: Cash flow on asset purchases	0%	0%
Changes to asset management policies	None	None Planned

Other Financial Information

Major Capital Expenditure Projects	2020 Actual \$	2020 Target \$
	-	-
	-	-
	-	-
	-	-

Transaction	Amount for 2020 \$
Equity Investments into TAB	-
Capital Withdrawals from TAB	-
Dividend or Profit Distributions to be made by the TAB	-
Government Loans to be made to the TAB	-
Government Guarantees to be issued in relation to the TAB	-
Related Party Payments (Non-Remuneration) made to Key Management Personnel ¹	-
Remuneration ² Payments made to Key Management Personnel	0
Remuneration Payments made to Senior Management	495,944

Description	Number for 2020
Key Management Personnel	7
Senior Management	6

¹ Key Management Personnel as defined by International Public Accounting Standards No 20, e.g. Minister, Board Member and Senior Management Team

² Remuneration as defined by International Public Accounting Standards No. 20 Par. 34(a)

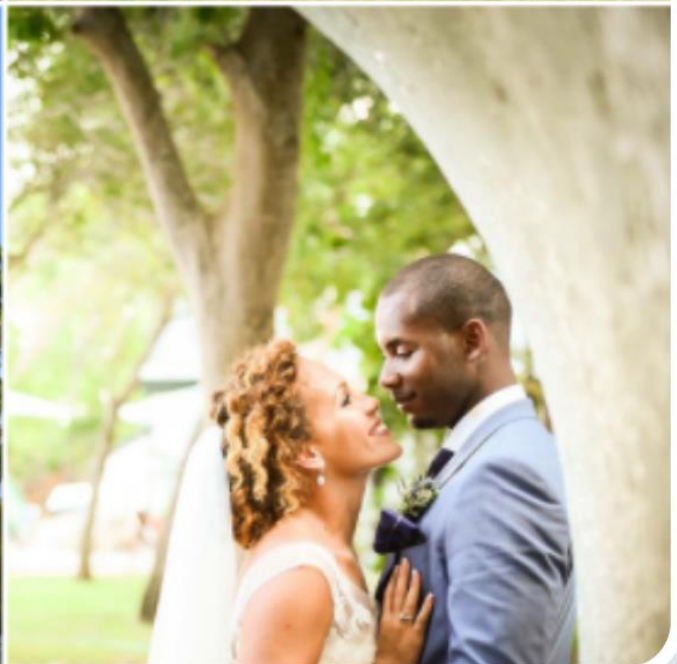
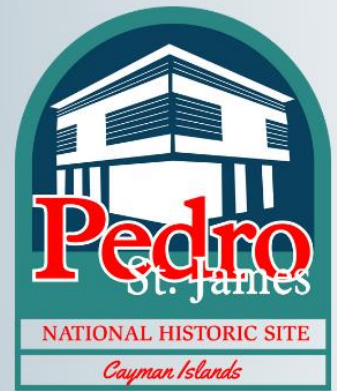
Risk Management

Key risks	Change in status from previous year	Actions to manage risk	Financial value of risk
Property Loss Due to Hurricanes or other Natural Disasters	None	Take necessary precautions on-site to minimize damage in the event of a hurricane or other forecasted natural disaster and review insurance policy to ensure adequate coverage is in place.	Cost of debris removal plus insurance deductible.

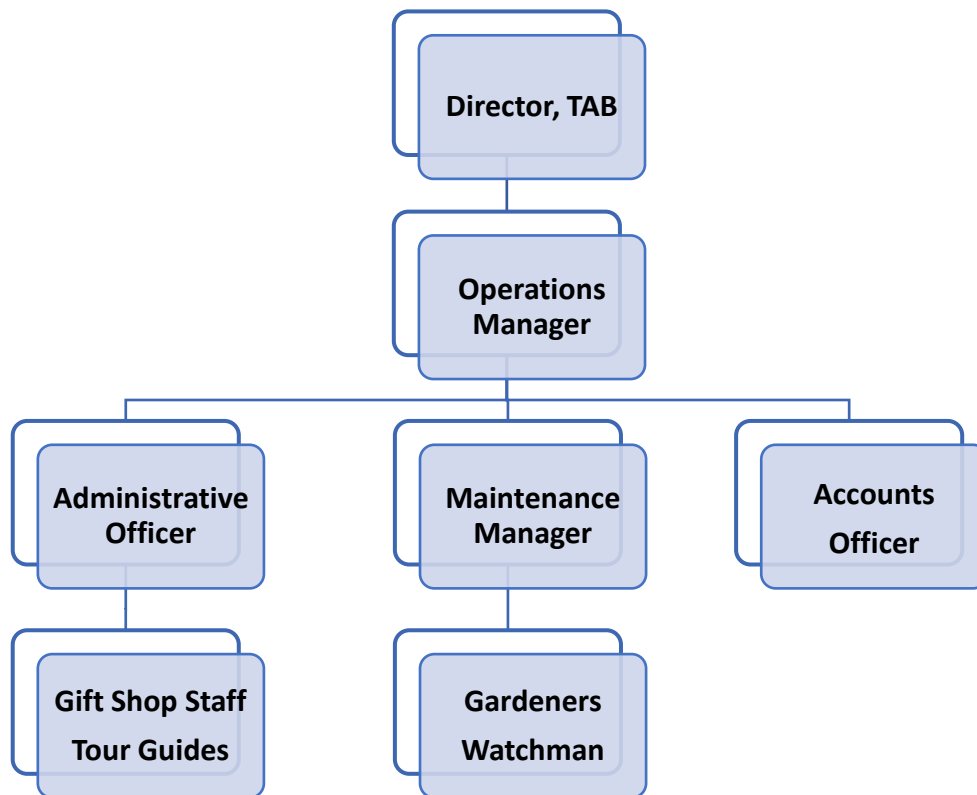
PEDRO ST. JAMES

NATIONAL HISTORIC SITE

A "living museum" that uses
21st-century technology
to transport you back to
life as it was in the
18th-century



Entity Structure



Highlights of Major Events and Achievements

The fifth annual Coco Fest was held on February 8, 2020, and it was a remarkably successful event that attracted more than 2,000 patrons to the site and raised significant funds for the Meals on Wheels Cayman charity.



Figure 4 - Vendors, artists, and patrons at Coco Fest 2020



Figure 5 - Coco Fest in full swing at Pedro St James

The major attractions were reopened to the public on Monday July 6, 2020. Pedro St. James staff returned to work on Tuesday June 23 to prepare for the reopening. Physical distancing decals and hand sanitizing stations were placed in the Gift Shop, Courtyard, Theatre and the Great House as per the recommended COVID-19 suppression protocols.



Figure 6 - Physical distancing decals and sanitizing stations installed

As part of the TAB's post COVID-19 border closure plan, smaller scaled events were developed and held on a weekly basis to entice residents to visit the site. The Sunset and Rum Tasting Tour as well as the Lantern and Appetizer Tour commenced in July and were held twice weekly through to November 2020.



Figure 7 - Staff and guests experiencing the new tours.

Movies on the Lawn was another initiative developed by management. The initiative commenced in August 2020 and was held every Tuesdays for three months.



Figure 8 - Guests enjoying movies on the Great Lawn of Pedro St. James

From October 21, the TAB entities were able to offer live music to attraction visitors courtesy of the Cayman Islands Department of Tourism sponsored musicians. Patrons were able to enjoy Caribbean sounds every weekend at both Queen Elizabeth II Botanic Park and Pedro St. James from 11:00 am to 3:00 pm.

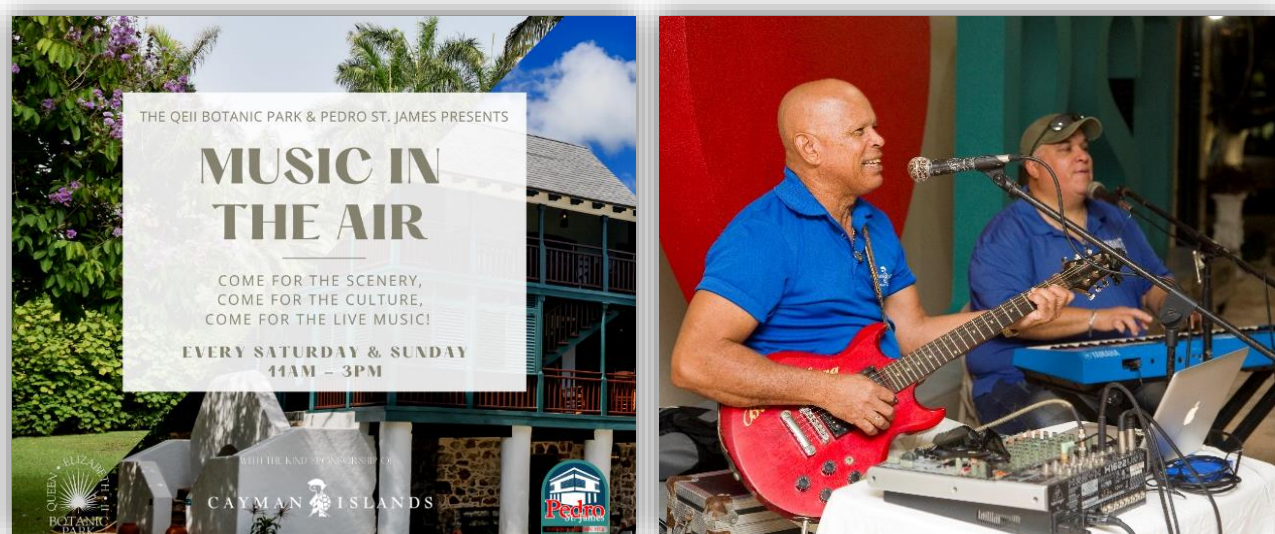


Figure 9 - CIDOT sponsored musicians offering live music at Pedro St. James

The second annual Christmas at the Castle event was held on Sunday, December 6, 2020, and was warmly supported and very well received by the community especially after being locked down for most of the year. The 2020 edition of Christmas at the Castle was sponsored by the Ministry of Culture and Tortuga Distributors. A raffle was held to raise funds for the proposed wheelchair accessible walkway at the site and vendor spaces were sold allowing the attraction to earn revenue from the free to the public event.



Figure 10 - Patrons enjoying the festivities of Christmas at the Castle

Tortuga Distributors used the event as a springboard to reveal, on a national level, a collectable Holiday Coca-Cola can which depicted the Cayman Islands Coat of Arms. This helped to raise the spirit of the community in light of a tough few months of lockdown and imminent economic strain.



Figure 11 - Deputy Governor Franz Manderson at Christmas at the Castle after being presented with a collectable Holiday Coca Cola can with the Coat of Arms



Figure 12 - UCCI Dancers and Radiant Dance Studio Dancers performing at Christmas at the Castle

Output Delivered

TBD 1	Management of Pedro St. James National Historic Site	\$880,000	
Description			
To preserve, facilitate and market Pedro St. James for the enjoyment of both residents and tourists including the provision of: preservation, protection and restoration of historical buildings; educational resources and information; maintenance and administration of visitors' centre and gift shop; collections and exhibitions; recreational and leisure facility for social events; special events and catering services.			
Measures	2020 Budget	2020 Actual	Variance
Quantity			
Number of historical material and artifacts preserved	190-200	196	-
Number of historical buildings and memorials maintained	4	4	-
Number of social events organised	25-40	3	-
Collections and exhibitions arranged/maintained	3	3	-
Hours of administration of Visitor Centre and Gift Shop	3,000 – 3,100	2,253	-
Hours of inspection and maintenance of landscaping	1,750 – 2,000	1,825	-
Quality			
Preservation complies in accordance with established guidelines	100%	100%	-
Maintenance meets the standard guidelines	100%	100%	-
Events organised by qualified personnel	100%	100%	-
Inspection and maintenance of landscaping meets design criteria	100%	100%	-
Timeliness			
Open to the public daily 8:30 a.m. to 5:00 p.m.	100%	100%	-
Special events available as agreed by appointment	100%	100%	-
Location			
Grand Cayman	100%	100%	-
Cost	\$880,000	\$880,000	\$0
Related Broad Outcomes:			
A Strong Economy to Help Families and Businesses			
The Best Education Opportunities for All Our Children			
Stronger Communities and Support for the Most Vulnerable			

Admissions

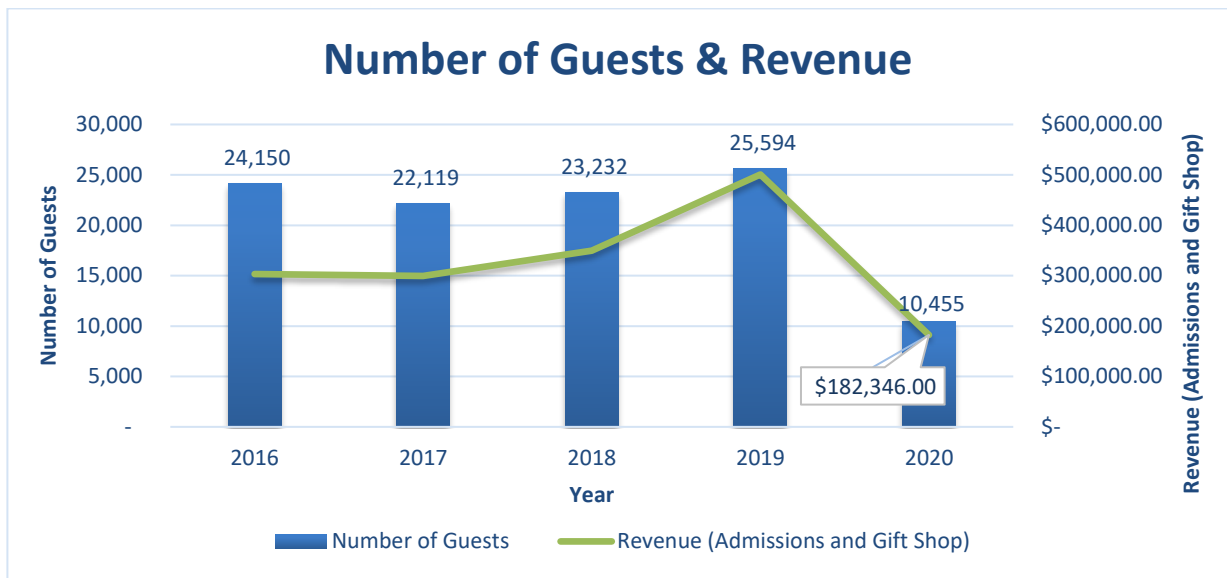


Figure 13 - Number of guests admitted and the corresponding revenue earned

For the year ended December 31, 2020 a total of **10,455** guests were admitted at Pedro St. James and the revenue generated from admissions and gift shop sales for the year was **\$131K**. A significant decrease of over **64%** when compared to the previous year.

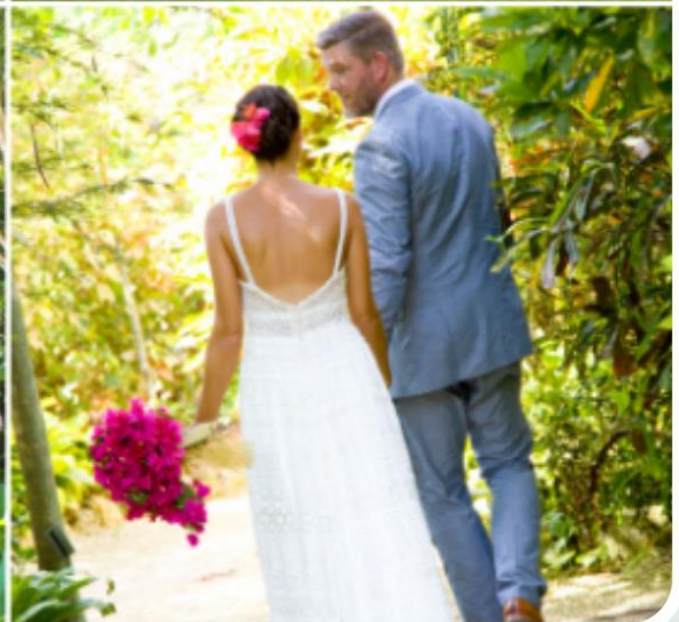
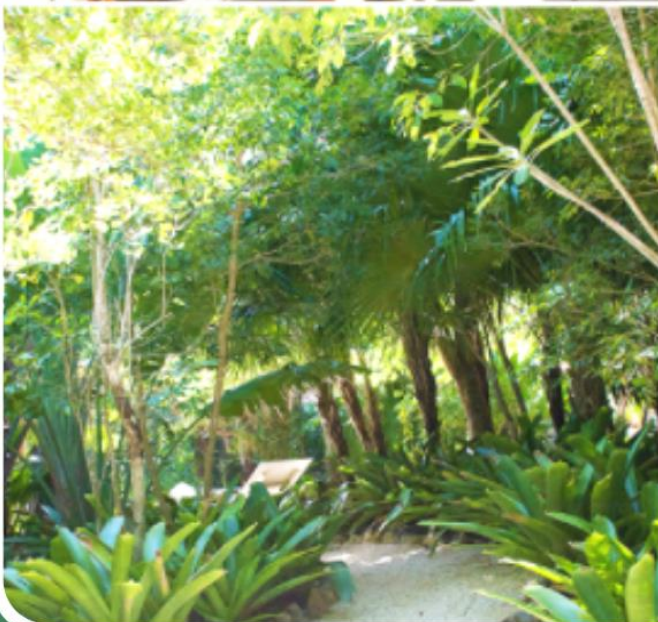
Risk Management

Key risks	Change in status from previous year	Actions to manage risk	Financial value of risk
Property Loss Due to Hurricanes or other Natural Disasters	None	Take necessary precautions on-site to minimize damage in the event of a hurricane or other forecasted natural disaster and review insurance policy to ensure adequate coverage is in place.	Cost of debris removal plus insurance deductible.

QUEEN ELIZABETH II BOTANIC PARK

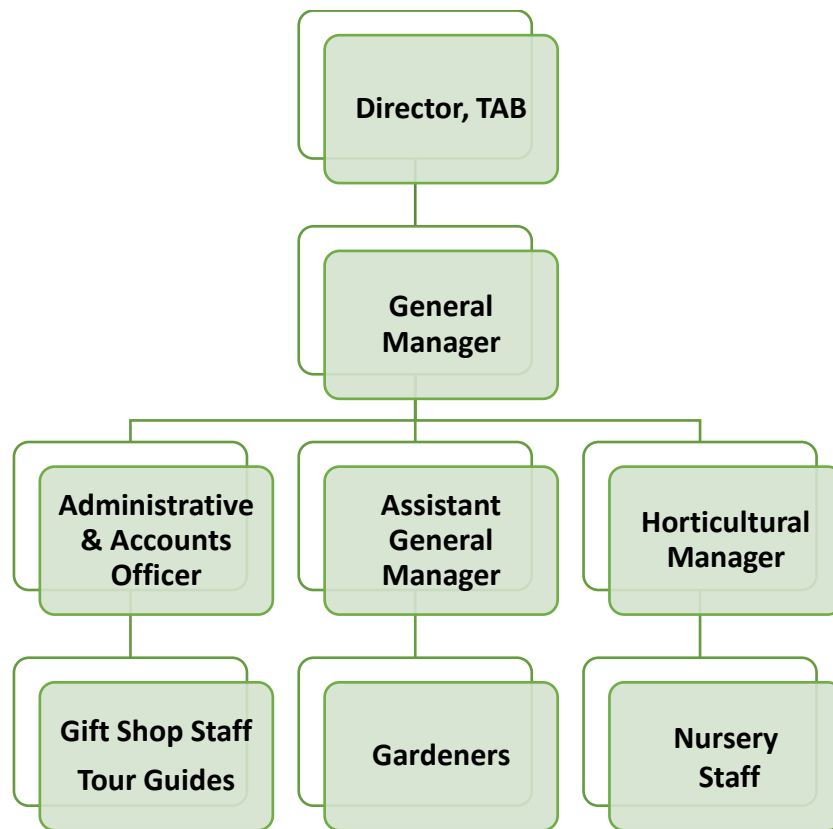
BE ONE WITH NATURE

Unwind, reconnect, and discover
65 acres of tropical landscape



www.botanic-park.ky | 345-947-9462 | info@botanic-park.ky

Entity Structure



Highlights of Major Events and Achievements

On January 26, 2020, the Garden Club of Grand Cayman partnered with the Botanic Park to host the Annual Family Fun Day. The event was very successful, having attracted approximately 1,110 patrons and raising much needed funds to for the Children's Garden development.



Figure 14 - Scenes from the Garden Club's Family Fun Day

The Orchid Boardwalk renovation project was completed in March 2020.



Figure 15 - Workers reconstructing the Orchid Boardwalk

After a three-month closure due to the COVID-19 lockdown on March 22, 2020, the Park reopened to the public on Constitution Day, July 6, 2020.



Figure 16 - Botanic Park staff raise flags on Constitution Day as the Park finally reopens to the public.

As part of the TAB's post COVID-19 border closure plan, smaller scaled events were developed and held on a weekly basis to entice residents to visit the site.

The Park hosted a Masterclass Workshop Series with Horticultural Manager Nick Johnson during the months of August and September 2020. The workshop was held in the Rotary Schoolhouse and focused on growing plants from cuttings and division, seed germination and collection and storage.



Figure 17 - Social media posts for Masterclass series.

The annual Orchid Show and Sale which was originally planned for March 2020 had to be rescheduled due to the lockdown. The event was held on August 1, 2020.



Figure 18 - Social media posts for Orchid Sale

Work continued on the Children's Garden Project during the month of September. The Observation Towers were erected, the irrigation installation commenced, and the prep work for the perimeter planting was completed.

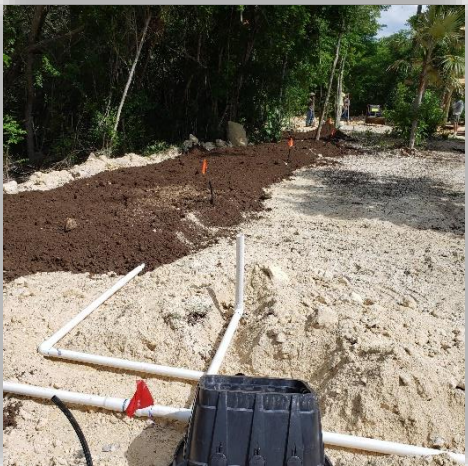
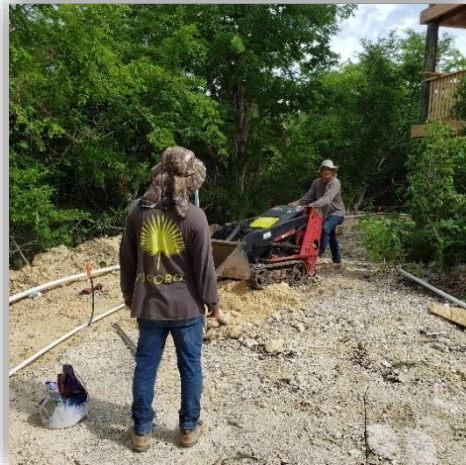


Figure 19 - Work continues at the Children's Garden site.

From October 21, the TAB entities were able to offer live music to attraction visitors courtesy of the Cayman Islands Department of Tourism sponsored musicians. Patrons were able to enjoy Caribbean sounds every weekend at both Queen Elizabeth II Botanic Park and Pedro St. James from 11:00 am to 3:00 pm.



Figure 20 - CIDOT sponsored musicians offering live music at the Botanic Park

A Garden Tour Series which featured Horticultural manager, Nick Johnson, and guest docents knowledgeable in specific flora and fauna found at the 65-acre property was introduced in the last quarter of the year. Patrons had the opportunity to follow along as presenters moved through the Woodland Trail and Heritage Garden teaching of traditional and medicinal uses of Cayman's native plants.



Figure 21 - Garden Tour Series social media posts

Members of the Garden Club were at the Park in the month of November installing handmade Christmas decorations. Club members have been dressing the Park for several years as a way to encourage visitation during the holiday season.



Figure 22 - Garden Club members decorate the Park for Christmas

On Saturday November 28 the Park hosted a one day only Pop-Up Plant Sale at the Nursery. The Park partnered with local farms Plantation Organic Gardens, Cayman Farm and Garden, and the Farm That Is, to offer a wide selection of local produce to encourage greater patron attendance. The event was very successful.

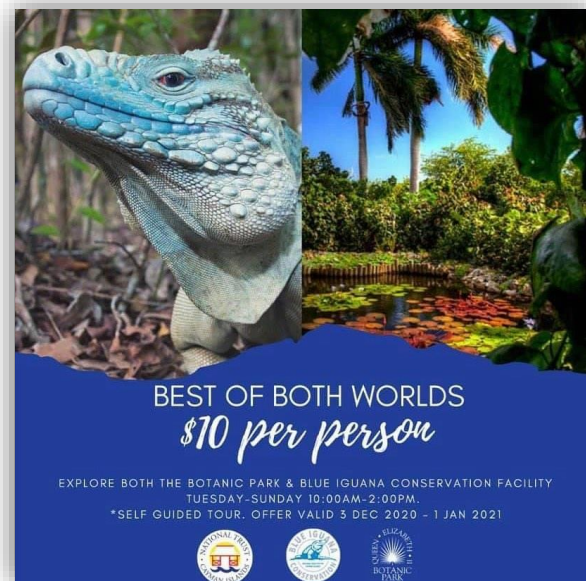


Figure 23 - Promotions aimed at assisting with increasing visitation to the Botanic Park

The National Trust for the Cayman Islands and Botanic Park partnered in December on a special promotion benefiting both the Park and the Blue Iguana Conservation (BIC) programme. Individuals and families were encouraged to take advantage of promotion from December 2020 - 1st January 2021 where they could explore both the Botanic Park and Blue Iguana Conservation facility.

Output Delivered

TBD 2	Management of Queen Elizabeth II Botanic Park		\$700,000
Description			
To preserve, facilitate and market the Queen Elizabeth II Botanic Park for the enjoyment of both residents and tourists including the provision of: preservation and protection of native fauna and flora; species management; maintenance of specialist gardens; maintenance of Visitor Centre and Gift Shop; recreational and leisure facility; educational resources/information; social venue; walking trails and maintenance of nursery.			
Measures	2020 Budget	2020 Actual	Variance
Quantity			
Hours of administration of Visitor Centre and Gift Shop	3,000 – 3,100	2,253	-
Number of acreage preserved and protected in partnership with the National Trust	65	65	-
Number of specialist gardens	6 – 8	5	-
Number of special events	4 – 6	2	-
Number of visitor centre displays	2	2	-
Number of workshops organised	2	4	-
Quality			
Preservation, maintenance of plants, trails and gardens in accordance with established guidelines	100%	100%	-
Well documented and labeled plant collection	100%	100%	-
Special events organised by qualified personnel	100%	100%	-
Safety standards in accordance with the Dept. of Agriculture and the Dept. of Environment regulations	100%	100%	-
Timeliness			
Open to the public daily 8:30 a.m. to 5:00 p.m.	100%	100%	-
Rentals by appointment	100%	100%	-
Special events and workshops available as agreed by appointment	100%	100%	-
Location			
Grand Cayman			
Cost	\$700,000	\$700,000	\$0
Related Broad Outcome:			
A Strong Economy to Help Families and Businesses			
The Best Education Opportunities for All Our Children			
Stronger Communities and Support for the Most Vulnerable			

Admissions

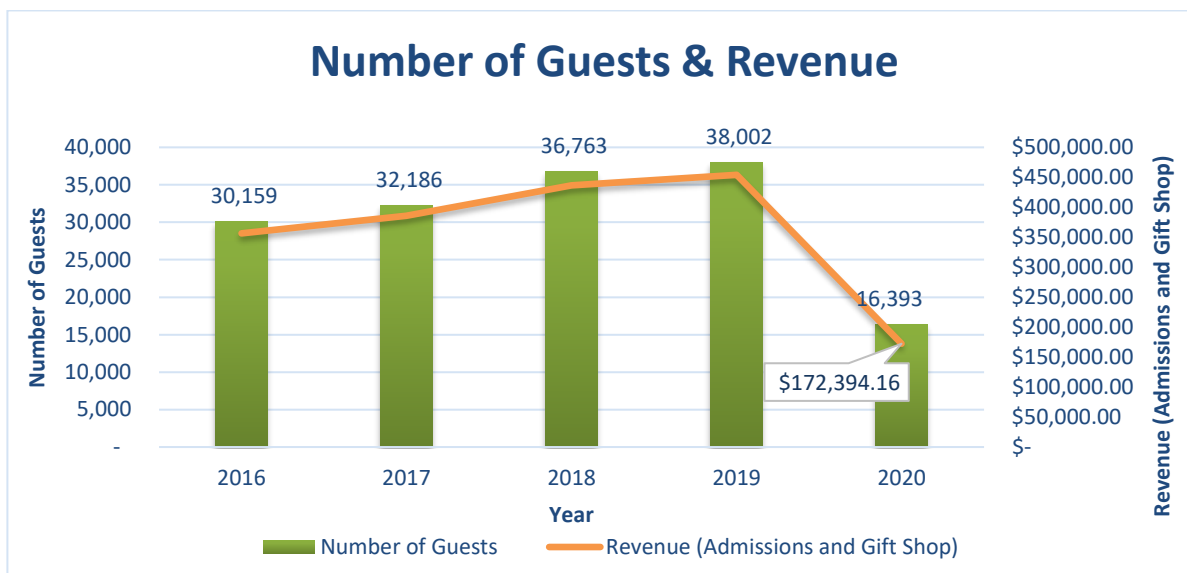


Figure 24 - Number of guests admitted and the corresponding revenue earned.

For the year ended December 31, 2020 a total of **16,393** guests were admitted at the Botanic Park and the revenue generated from admissions and gift shop sales for the year was **\$172K**. A significant decrease of over **62%** when compared to the previous year.

Risk Management

Key risks	Change in status from previous year	Actions to manage risk	Financial value of risk
Public Liability	None	Insurance	Unknown
Natural Disasters	None	Take necessary precautions on-site to minimize damage in the event of a hurricane or other forecasted natural disaster and review insurance policy to ensure adequate coverage is in place.	Cost of debris removal plus insurance deductible.

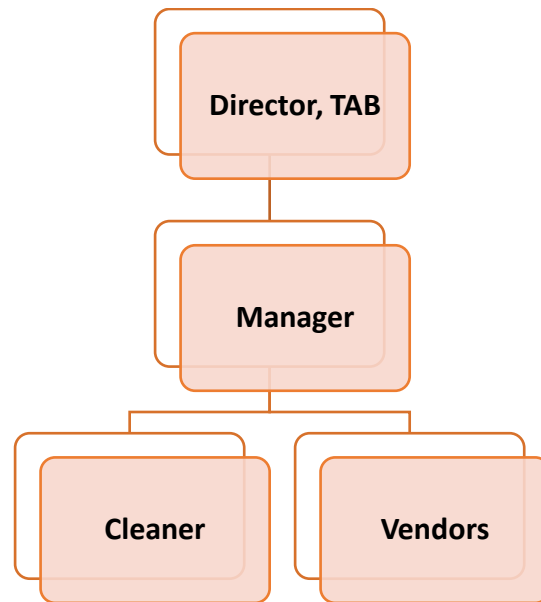
CAYMAN CRAFT MARKET

PROMOTING CULTURE, CRAFTS & TRADITION

The Cayman Craft Market was developed to provide an avenue for local artists to showcase their unique and indigenous products



Entity Structure



Highlights of Major Events and Achievements

The Cayman Craft Market site was closed to the public on March 23, 2020, due to the COVID-19 global pandemic. The site remained closed for the next eight months, however, routine maintenance was ongoing during this period.

A Pop-Up market event was hosted at the site in December 2020 for nineteen (19) local micro businesses that had no physical storefront. Venue rental for entrepreneurial platforms focusing on retail offerings, etc., commenced on December 19 with the launch of the Pop-Up event for local online businesses. The event had an array of vendors, music, and local food, to enhance the Saturday marketplace, while simultaneously promoting the CCM site.



Figure 25 - Scenes from the Pop-Up Market Events at the Cayman Craft Market

Output Delivered

TBD 4	Management of Cayman Islands Craft Market		\$140,000
Description			
Organise, promote, administer and execute the Cayman Craft Market as a venue for local artisans and musicians to exhibit and sell their products and crafts to visitors. The Cayman Craft Market will promote on-island offerings and provide an outlet for native arts and crafts.			
Measures	2020 Budget	2020 Actual	Variance
Quantity			
Number of applications processed or amended	10 - 15	1	-
Number of vendors and artists coordinated	25 - 35	27	-
Number of inspections of supply and quality of products	230 - 250	58	-
Number of craft market buildings, tents, and landscaping maintained	7 - 9	7	-
Number of special events organised when not operated as a market	1 - 3	0	-
Quality			
Ensure vendors compliance with code of conduct	100%	100%	-
Scrutinise applications for proper products criteria	100%	100%	-
Ensure quality presentation	100%	100%	-
Adherence to good public safety practices	100%	100%	-
Meet required standard of hygiene for the facilities	100%	100%	-
Events organised by qualified personnel	100%	100%	-
Timeliness			
Open to the public Monday to Friday	95-100%	95-100%	-
Events organised by the required time frame as agreed	95-100%	95-100%	-
Location			
Grand Cayman			
Cost	\$140,000	\$140,000	\$0
Related Broad Outcome:			
A Strong Economy to Help Families and Businesses			
The Best Education Opportunities for All Our Children			
Stronger Communities and Support for the Most Vulnerable			

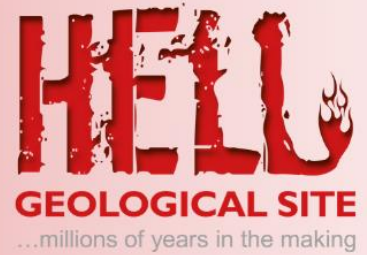
Risk Management

Key risks	Change in status from previous year	Actions to manage risk	Financial value of risk
Public Liability	None	Insurance	Unknown
Natural Disasters	None	Take necessary precautions on-site to minimize damage in the event of a hurricane or other forecasted natural disaster and review insurance policy to ensure adequate coverage is in place.	Cost of debris removal plus insurance deductible.

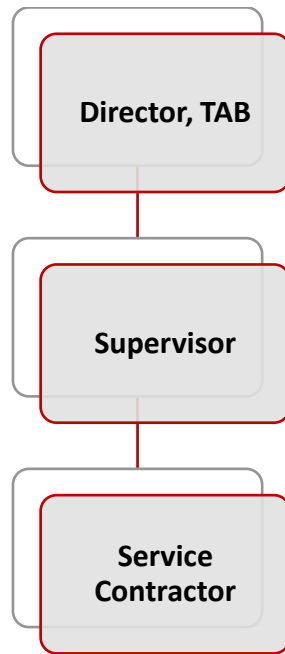
HELL GEOLOGICAL SITE

ONE OF CAYMAN'S AMAZING NATURAL TREASURES

Hell is a unique geological wonder of rugged blackened limestone.



Entity Structure



Highlights of Major Events and Achievements

The site was closed to the public on March 23, 2020, due to the COVID-19 global pandemic. The site remained closed for the rest of the year, however, routine maintenance was ongoing during this period.

New Interpretive signage was developed for the Hell Geological Site in July. This was done in collaboration with the Cayman Islands National Archives and Mr. Stuart Mailer, volunteer bird expert at the Queen Elizabeth II Botanic Park. The first sign provides an explanation of the historical origins of the attraction's name and geological makeup of the unique limestone rocks. The second sign highlights some of the different species of birds that frequent the site.




[View Gallery](#)



WHAT IS HELL ROCK?

Hell is a group of short black stone formations estimated between 10 and 15 million years old. The area is roughly the size of half a soccer field (50 yards).

Made up of a bed of **limestone** and **dolomite rock** it underwent extreme bio-erosion by **algae** - a process called **Phyto-karstification**. "Phyto" meaning "plant" and "Karst" meaning "eroded form consisting of holes and pockets".

Limestone (CaCO₃) is a **sedimentary rock** composed largely of the minerals calcite and aragonite. The rocks are razor sharp and can cause serious injury.



HOW WAS IT FORMED?

Similar to limestone, is dolomite which is made up of the same constituents of limestone but also contains magnesium. Dolomite is composed in the same way as limestone and often forms along with it. Through the passage of time - thousands to millions of years - the ocean waters grew shallower, exposing the limestone and dolomite.

As this formation sets in shallow water it is covered with **tiny sea organisms**, better known as **algae** which eat away at the limestone or dolomite and removes only the calcium. By the removal of the calcium, the formation is more dolomite than limestone, forming dagger-like peaks and ridges.

WHY IS IT BLACK?

The algae stains the rock giving its black colour (the actual rock is snow white in colour).



Most of the algae need water to stay alive so all of the areas of **Phyto-karst** that sits above the water is no longer being eaten away but you can see **fossilized remains** of the algae.

Limestone can also be eaten away simply by the actions of the moving water.

IT'S ALL IN A NAME!

There are three variations of how Hell allegedly got its name.

- In the 1930s when the then **British Commissioner, Sir Allen Wolsey Cardinall**, while on a visit to the area - took one look at the rocks and remarked "This must be what Hell looks like"
- Another claim is that Commissioner Cardinall was hunting birds, took aim at one but missed, and said "Oh hell!" and from that day onward the name stuck.
- It is also said the name was derived from the long echoing sound made by a pebble thrown out into the formation. Some say the sound was as if the pebble was "falling all the way down to Hell".



Sir Allen Wolsey Cardinall
Courtesy Cayman Islands National Archives Photographic Collection

HELL
GEOLOGICAL SITE
centuries of years in the making

Hell Geological Site is administered by the
Cayman Islands National Archives




DISCOVERING THE BIRDS OF HELL



GREEN HERON
(Butorides virescens)

Nesting habits:
Small wetlands in low-lying areas.

The species is most conspicuous during dusk and dawn, and if anything these birds are nocturnal rather than diurnal, preferring to retreat to sheltered areas in daytime.

They mainly eat small fish, frogs and aquatic arthropods.

Description:
This bird is relatively small; adult body length is about 44 cm with a glossy, greenish-black cap, a greenish back and gray-black wings grading into green or blue. Its bill is dark with a long, sharp point.

It also boasts a chestnut neck with a white line down the front, grey underparts and short yellow legs.



WEST INDIAN WHISTLING DUCK
(Dendrocygna arborea)

Nesting habits:
These birds are mostly nocturnal and secretive, inhabiting wooded swamps and mangroves, where it roosts and feeds on plant food including the fruit of the Royal Palms.

Description:
This is the largest (48-56 cm) and darkest of its genus.

It has a long black bill, long head and long legs with a pale fore neck and light brown face. The crown, back, breast and wings are dark brown to black.

Its underparts are white with heavy black markings.



SNOWY EGRET
(Egretta thula)

Nesting habits:
These birds are secretive, but can become tame in some areas.

It lives around well-vegetated bodies of water including marshes, ponds, and canals.

Description:
These birds are entirely white apart from the yellow lores between the long black bill and the eye, black legs, and bright yellow feet.

The raps and neck bear long, shaggy plumes known as aigrettes.

Immature snowy egrets have duller, greenish legs.



COMMON MOORHEN
(Gallinula chloropus)

Nesting habits:
It is found in wetlands of many types; marshes, riceparks, lakesides, pools, salt marshes and estuaries.

These birds stalk prey in shallow water, eating fish, crustaceans, insects, small reptiles, snails, frogs, worms and crayfish.

Description:
The Moorhen is a distinctive species, with dark plumage apart from the white undertail, yellow legs and a red facial shield.

The young are browner and lack the red shield. It has a wide range of gurgling calls and will emit loud hisses when threatened.

Figure 26 - Hell Geological Site's new informational signs.

Output Delivered

TBD 5	Management of Hell Attraction			\$40,000
Description				
To preserve and protect the natural resources of the attraction for the enjoyment of both residents and tourists. To manage the rental agreements for the operation of the on-site gift shops and to oversee the general upkeep of the buildings, property and monitoring of visitors.				
Measures		2020 Budget	2020 Actual	Variance
Quantity				
• Number of rental agreements managed		3	3	-
• Number of buildings and landscaping maintained		2	2	-
• Number of acres of natural resources preserved and protected		1.44	1.44	-
Quality				
• Rental agreements signed by authorized personnel and meets contractual agreements		100%	100%	-
• Adherence to good public safety practices		100%	100%	-
• Preservation and maintenance of property in accordance with established guidelines		100%	100%	-
Timeliness				
• Open to the public daily		100%	100%	-
Location				
Grand Cayman				
Cost		\$40,000	\$40,000	\$0
Related Broad Outcome:				
A Strong Economy to Help Families and Businesses				
The Best Education Opportunities for All Our Children				
Stronger Communities and Support for the Most Vulnerable				

Risk Management

Key risks	Change in status from previous year	Actions to manage risk	Financial value of risk
Public Liability	None	Insurance	Unknown
Natural Disasters	None	Take necessary precautions on-site to minimize damage in the event of a hurricane or other forecasted natural disaster and review insurance policy to ensure adequate coverage is in place.	Cost of debris removal plus insurance deductible.

FINANCIAL STATEMENTS

TOURISM ATTRACTION BOARD

2020

