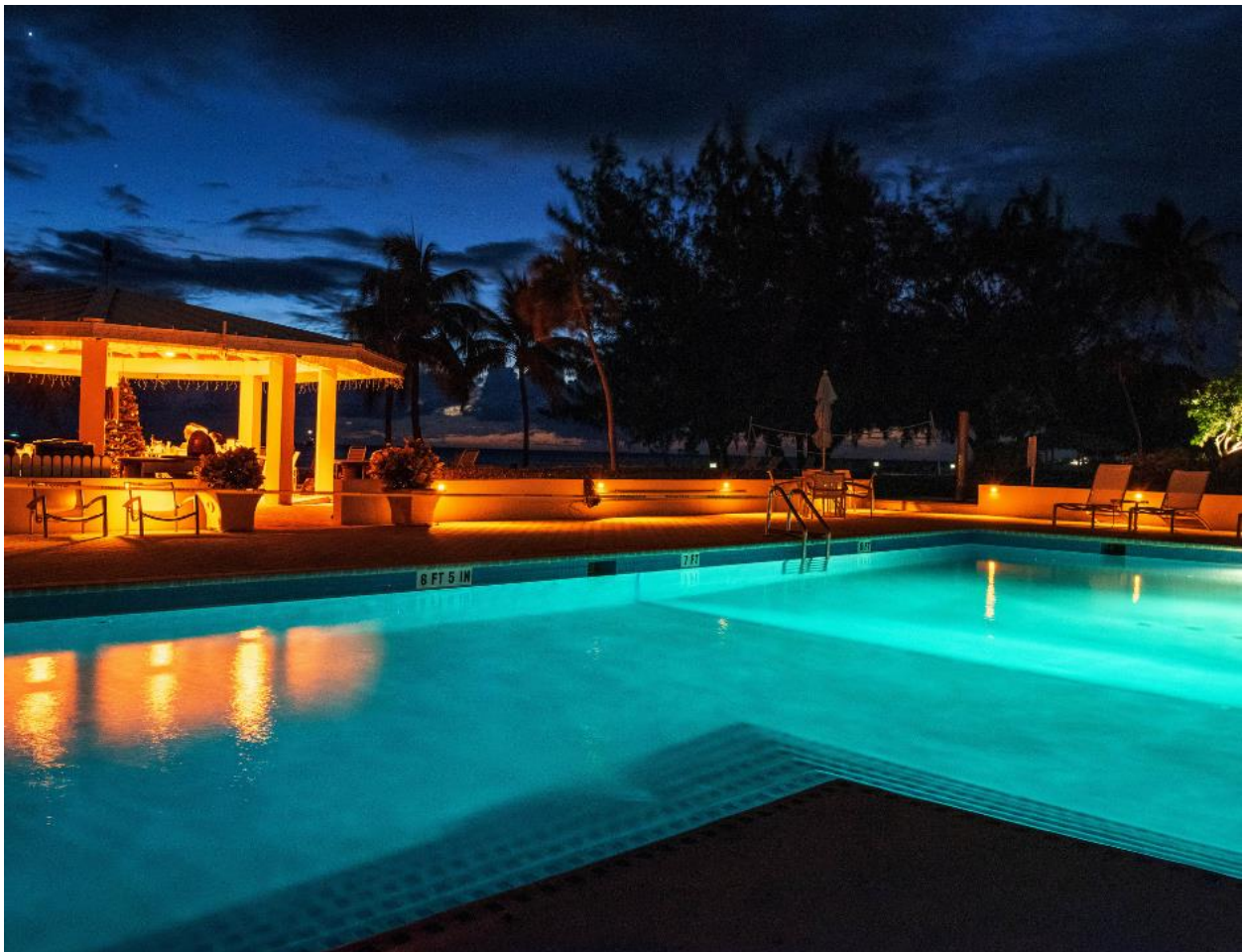


National Conservation Council



Promoting and securing
biological diversity
and the sustainable use
of natural resources
in the Cayman Islands

Annual Report 2020



Turtle Friendly Lighting

In 2020 the National Conservation Council approved an interim directive for wild sea turtle nesting habitat on Grand Cayman, which included the installation of turtle friendly lighting at coastal properties.

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Note: A provisional Report, pending formal approval by a General Meeting of the National Conservation Council, was submitted to the Minister for Environment on 31 March 2021, to meet the requirements of the National Conservation Act, 2013. This Report replaces that provisional Report when confirmed at a General Meeting of the National Conservation Council and submitted to the Minister for onward transmission to the Parliament.

Executive Summary

The National Conservation Council exists to promote and secure the biological diversity of the Cayman Islands and ensure the sustainable use of Cayman's natural resources. It acts to protect and conserve endangered, threatened and endemic wildlife and their habitats. The Council oversees the protection of terrestrial, wetland and marine areas with the support of the current generation and for the benefit of future generations of the Cayman Islands.

During 2020 the Council's capacity to function was reduced first by the COVID pandemic and then by the cessation of member appointments in the latter half of the year. This limited the Council to only one General Meeting for 2020. Despite this the Council was able to maintain ongoing operations and oversee over a hundred permit applications (including renewals) for regulated activities, including the import of species, and the denial of import of some species with heightened invasive potential, to protect the precious biodiversity and natural habitats and species of the Cayman Islands. Also, over 500 pieces of advice were issued to various entities considering decisions or actions which may have had an adverse impact on native species and habitats. The Council was also able to activate its new website in 2020, www.Conservation.ky. This site is now the main information hub between the public and the Council, a site for public consultations, protected species conservation plans and protected area management plans, and copies of Environmental Impact Assessment screening opinions or other documents for public reference.

Entering 2021 new Council members and a new Cabinet will come to grips with the conservation challenges of the Cayman Islands. The Council will advocate for positive resolution by the Cabinet of initiatives that stalled during the 2020 pandemic. The Council will also consult with the public on fresh undertakings to strengthen the Cayman Islands. The Council will continue to encourage the people and government of the Cayman Islands to seize the moment to transition to a greener economy as the country reopens after COVID. In June 2020 a letter promoting that goal was submitted to the Governor, Premier, all Cabinet Ministers and their Chief Officers, the Deputy Governor and the Cabinet Office. The letter was then subsequently published on the Department of Environment and Council websites and publicized in Department of Environment and other partners' social media posts; and is republished here as an appendix to this report.



Conservation enforcement continued throughout the COVID lockdown.

Chapter 1 Cayman Islands National Conservation Council

1.1 Purpose

The National Conservation Council (the Council, NCC) is established by, and to facilitate the goals of, the National Conservation Law 2013 (the Law, NCL), that is: to promote and secure biological diversity and the sustainable use of natural resources in the Cayman Islands; to protect and conserve endangered, threatened and endemic wildlife and their habitats; to provide for protected terrestrial, wetland and marine areas; and to give effect to the provisions of certain international conventions (the Protocol Concerning Specially Protected Areas and Wildlife to the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean region, the Convention on Wetlands of International Importance (especially as waterfowl habitat), the Convention on the Conservation of Migratory Species of Wild Animals, the Global Convention on Biological Diversity and the United Nations Framework Convention on Climate Change).

1.2 Statutory Functions

The functions of the NCC are set out in Part 2, section 3 of the Law, in particular in subsection (9):

- (a) subject to this Law, managing and making recommendations on the use of the Environmental Protection Fund;
- (b) promoting the biological diversity and the conservation and sustainable use of natural resources in the Islands;
- (c) co-ordinating the establishment and adoption by the public and private sectors of national policies for the conservation and sustainable use of natural resources, including-
 - (i) the use of wetlands and wetland resources; and
 - (ii) the excavation of aggregate and fill materials;
- (d) recommending and maintaining protected areas and conservation areas and conserving, maintaining and restoring their natural resources in accordance with Part 3;
- (e) conserving, maintaining and restoring populations and critical habitats of protected species in accordance with Part 4;
- (f) promoting the training of professional and voluntary personnel in the fields of research, management and wardening of protected areas and species and the other natural resources of the Islands;
- (g) promoting wider understanding and awareness of the significance of the ecological systems of the Islands, the benefits of conserving natural resources and of the provisions of this Law and the Conventions;
- (h) publicising the establishment of protected areas and the designation of protected species and raising public awareness, through educational programmes and other means, of the significance and value of protected areas and species and of the benefits that may be gained from them;
- (i) encouraging public involvement, particularly by local communities, in the planning and management of protected areas and the conservation of protected species;
- (j) promoting the adoption of guidelines by entities for the integration of conservation issues into their decision making processes and for the achievement of the sustainable use of natural resources;

- (k) promoting district, national and regional initiatives, including co-operative enforcement measures and mutual assistance in the enforcement of national laws, in order to further the objectives of the Conventions;
- (l) promoting national plans for emergency responses to activities or events, whether caused naturally or not, that present a grave and imminent danger to biological diversity and encouraging international co-operation to supplement such national plans;
- (m) promoting national plans for the sustainable management, conservation and enhancement, as appropriate, of sinks and reservoirs of greenhouse gases; and
- (n) carrying out such other functions and duties as are specified under this Law and the regulations;

and in subsection (12):

the Council, subject to any directions of the Cabinet, may make orders and guidance notes and issue directives for the purpose of giving effect to the provisions of this Law and such orders, guidance notes and directives may include-

- (a) criteria for identifying endangered or threatened species or other species needing protection under this Law;
- (b) criteria for evaluating proposals for the establishment and management of protected areas and for the measures required to protect and conserve protected species and their critical habitat;
- (c) criteria for the application for, and grant of, monies from the Fund;
- (d) criteria for the review, assessment and reporting of activities funded in whole or in part by monies from the Fund;
- (e) the form and content of a petition under section 16(3);
- (f) procedures for determining the circumstances under which permits and licences may be granted under Part 5;
- (g) measures governing the methods and conditions under which the captive breeding or artificial propagation of protected species may be allowed;
- (h) procedures for regulating and controlling wild populations and the import, introduction, possession, transportation and release of alien or genetically altered specimens;
- (i) procedures for consultation by entities pursuant to section 41(3); and
- (j) the carrying out of environmental impact assessments under section 43.

1.3 About this report

This report is prepared in compliance with the duty set out in section 5 of the Law requiring the Council, no later than three months after the end of the financial year, to prepare and submit to the Minister a report of its activities during the preceding year, following which the Minister shall submit it to Cabinet for laying on the table of the Legislative Assembly.

This is the sixth annual report of the National Conservation Council and covers the period from 1 January 2020 to 30 December 2020 inclusive.

1.4 Composition of the Council

The Law regulates the composition of the Council. The Council is composed of thirteen voting members (section 3(2)):

- (a) the Director or his nominee from the Department of the Environment;
- (b) the Deputy Director of Research in the Department of the Environment;
- (c) the Director of the Department of Agriculture or his nominee from the Department of Agriculture;
- (d) the Director of Planning or his nominee from the Department of Planning;
- (e) a person nominated by the National Trust and appointed by the Cabinet; and
- (f) eight persons appointed by the Cabinet.

The Cabinet appoints the Chair. Amongst the Cabinet appointees at least four shall have relevant scientific or technical expertise and they are chosen such that there is at least one person from each of the six electoral districts.

The 2020 National Conservation Council comprised

- McFarlane Conolly - Chairperson; East End and Sustainable Development
- Franklin Thompson - West Bay and Marine Conservation
- Lisa Hurlston-McKenzie - George Town and Sustainable Development & Climate Change
- Dominic Williams - Bodden Town
- Edward Chisholm - North Side
- Pedro Lazzari - Sister Islands
- Nadia Hardie - National Trust for the Cayman Islands
- Patricia Bradley - Avifauna & Biodiversity
- Fred Burton - Terrestrial Biodiversity
- Adrian Estwick - Director of Agriculture
- Haroon Pandohie - Director of Planning
- Colleen Stoetzel - Planning Officer, representing the Director of Planning
- Marco Whittaker - Planning Officer, representing the Director of Planning
- Gina Ebanks-Petrie – Director, Department of Environment
- Timothy Austin – Department of Environment Deputy Director, Research

The Department of Environment is charged with appointing a Secretary to the Council (section 6). John Bothwell, Manager of the Department's Legislation Implementation and Coordination Unit, has remained as Secretary throughout 2020.

Chapter 2 Council Activities, January – December 2020

2.1 Governance

Section 3 of the Law governs the proceedings of the Council. Seven voting members of the Council constitute a quorum. The decisions of the Council are by simple majority and the chair has a casting vote only. The Council is obligated to meet in a place open to the public and cause to be prepared and published the agendas and minutes of all meetings. The Council may, subject to the Law, regulate its own procedure.

The Council's Manual of Policy and Procedure contains rules for administration of the Council, a Code of Conduct, and a procedure for Disclosure of Interests. The Council chose to adopt the model Code of Conduct proposed by the Commission for Standards in Public Life.

In respect of Disclosure of Interests Schedule 2 of the Law provides, in subsection 9:

- (1) If a member of the Council has any pecuniary or other interest in any matter to be dealt with by the Council he shall disclose the fact to the chairman and shall not take part in any meeting at which the matter is considered or discussed.
- (2) A member of the Council who fails to comply with subparagraph (1) commits an offence and is liable-
 - (a) on summary conviction to a fine of twenty thousand dollars and to imprisonment for two years; or
 - (b) on conviction on indictment to a fine of fifty thousand dollars and to imprisonment for five years,
 unless he proves that he did not know that matter in which he had an interest was the subject of consideration at that meeting.
- (3) A disclosure under subparagraph (1) shall be recorded in the minutes of the meeting of the Council.

Council members are also subject to the provisions of the Standards in Public Life Law and were required to file a declaration of interests with the Commission for that Law. Access to that register of interests would be through the Commission on Standards in Public Life.

The Department of Environment's Freedom of Information staff have been delegated to administer Freedom of Information requests to the Council.

2.2 Meetings

The National Conservation Council was only able to hold one General Meeting in 2020, on August 19th. General meetings scheduled earlier in the year had to be abandoned because of COVID restrictions. A General Meeting scheduled for the last quarter could not be held as the Council became inquorate pending the appointment of members.

The notice and agenda of the General Meeting of 19 August 2020 was published in accordance with the statutory requirement and the Council's Policy and Procedure Manual and the agenda is available on the Council website, <https://conservation.ky/download/17/agenda/1368/agenda-19-aug-2020.pdf>. The Meeting was held via Zoom, open to the public and press, and broadcast live

by the Government Information Services on YouTube. The minutes of the meeting will be published once confirmed by a General Meeting of the Council.

Council also conducts non-binding working groups approximately every three weeks in order to prepare for the general meetings, though that schedule was disrupted in 2020.

Matters for the Agenda are cast as Board Papers which may consist of Information Papers or Working Papers prepared by the Department of Environment and papers prepared by Council members either individually or representing Committees of the Council. Matters for decision are usually presented with a recommendation and a draft motion for approval as the resolution of the Council.

2.3 Implementation of the National Conservation Law

Parts 5 and 7 of the National Conservation Law, 2013 (NCL), with the exception of sections 46 and 47 of Part 7, came into force on the 15th day of August 2016. This included section 51, which repealed the Marine Conservation Law (2013 Revision). Now only sections 46 and 47 of the National Conservation Law still remain to come into force.

During 2020 the implementation of the National Conservation Law continued with ongoing efforts to improve management of protected species and important natural areas.

- 2.3.1. Wild Marine Turtles – One of the major threats to wild turtles in the Cayman Islands is beach lighting which disorients nesting and especially hatchling turtles. The need to address this problem has been growing more pressing, especially on high density nesting beaches on Grand Cayman. Recognising the urgency of the situation the Council brought an interim directive under section 17(7) of the Act which designated these high nesting density beaches as critical habitat for wild marine turtles. (<https://conservation.ky/wp-content/uploads/2020/11/Interim-Directive-for-Sea-Turtle-Critical-Habitat.pdf>) This designation allows the Council to require new developments affecting the critical habitat to properly implement turtle friendly lighting.
- 2.3.2. Mangrove Conservation Plan – The mangrove conservation plan was brought into force by the Council. This provides additional protection to mangroves in the Cayman Islands if they are cleared without permission under the Planning Act. It also includes mangrove trimming guidelines by which the public can continue to trim their mangroves back without the need for permits by doing the trimming in an environmentally conscious manner. (<https://conservation.ky/wp-content/uploads/2021/01/Species-Conservation-Plan-for-Mangroves-FINAL.pdf>)
- 2.3.3. Sybils' Crownbeard – Sybils' Crownbeard (*Verbesina caymanensis*) is a rare endemic shrub localised to only a small portion of the cliff face on Cayman Brac. A species conservation plan for Sybils' Crownbeard was drafted, publically consulted on, and approved by the Council, with implementation to begin in the future. (<https://conservation.ky/wp-content/uploads/2021/02/Sybils-Corwnbeard-SCP.pdf>)
- 2.3.4. *Aegiphila caymanensis* - A woody, clambering shrub with soft, downy leaves. Critically endangered and unique to Grand Cayman. A species conservation plan was drafted and public consultation initiated in 2020, with work to continue in the future. (<https://conservation.ky/wp-content/uploads/2020/11/Aegiphila-Caymanensis-NCC-Draft-Conservation-Plan-201112.pdf>)

- 2.3.5. Meagre Bay Pond – A management plan for Meagre Bay Pond was drafted, publically consulted on, and approved by the Council, with implementation to begin in the future. (<https://conservation.ky/wp-content/uploads/2020/03/Meagre-Bay-Pond-managament-plan-.pdf>)
- 2.3.6. Regulations for enhanced marine parks, spear gun licencing and gamebird hunting also remain to be implemented. Also still pending are the 2018/19 proposed protected areas and the listing of all land crabs as Part 2 protected species.

2.4 Invasive Species

The Grand Cayman green iguana cull continued with the success of the project necessitating a raise in the bounty paid to registered cullers per iguana. Payment is now assessed by size categories of iguanas killed and submitted, as well as the quantity. This is to encourage a high level of hunting to continue as green iguana numbers are reduced and the animals become more wary of people. As the collection of green iguanas has become more difficult the number of persons culling has reduced to a core of efficient, effective and consistently active hunters. Targeted culling led by the Department of Environment continued on Cayman Brac, with the assistance of community volunteers. Department of Environment biosecurity activities continued on Little Cayman by their intern and community volunteers in an attempt to keep the invasive green iguana pests from becoming established on that island.

The Council recognised in 2019 the need for, and proposed to the Ministry of Environment, invasive species regulations. These are urgently needed to prevent persons from farming green iguanas for the bounty. They would also provide tools to better prevent or regulate the potential introduction of additional invasive species into the Cayman Islands. To bolster the rules already in place in the National Conservation, Animal and Plants Laws. The introduction of these regulations is needed in 2021 and Council will continue to push, through the Department of Environment, for the Ministry of Environment to have these regulations legally drafted by the Legislative Drafting Department.

2.5 Section 41 Consultations

Under Section 41 of the National Conservation Law all Government entities are required to consult with the National Conservation Council before granting a permit or licence, or making some other decision, that would be likely to have an adverse environmental impact. Section 43 of the Law allows the Council, where necessary, to require the proponent to carry out an Environmental Impact Assessment (EIA). EIAs are only required where the Council is unable to robustly identify and evaluate the potential impacts associated with a particular proposal.

In 2020, under delegated authority from the National Conservation Council, the Environmental Management Unit of the Department of Environment (as part of the Department's Technical Review Committee) reviewed 499 planning applications, 13 coastal works applications and 24 general consultations under section 41 of the National Conservation Law. Seven turtle friendly lighting plans were also reviewed – 5 for residential schemes and 2 for new hotel developments (Beach Bay Mandarin Oriental Hotel and Grand Hyatt, Pageant Beach). These reviews will continue to be required for developments within the wild turtle nesting beaches designated as critical habitat on Grand Cayman as set out in the interim directive.

Three EIA Screening Opinions were issued (proposed rock groyne at the Wyndham Reef Resort and two Opinions for expansion of the Westin hotel). The Screening Opinions were further

reviewed by the Council who concluded that EIAs were not required for these projects. A Scoping Opinion was issued for an update to the Cruise Berthing EIA in January 2020. The Department of Environment also provided input to a request for proposals for consultants to develop Terms of Reference for the proposed east-west arterial highway extension EIA.

EIAs remain international best practice at a relatively minor cost for those projects that require them, especially compared to the potential savings they can identify for the project, and an important tool for assuring the public that environmentally, socially and economically appropriate decision-making is occurring. The activation of Environmental Impact Assessments in local legislation has gone a long way to raising the profile of the Cayman Islands which in February 2013 were assessed as “weak” in each of the four areas of environmental governance (species, sites, development control and people) evaluated by the Foundation for International Environmental Law and Development (FIELD). Having EIA legislation also assists the Cayman Islands in achieving commitments made under the Convention on Biological Diversity, the Ramsar Convention, the Environment Charter, and the Cayman Islands Constitution.

2.6 Climate Change

Throughout 2020 the Council, individual members, and the Department of Environment continued to engage with local and international partners to both better understand the potential impacts and responses to climate change, as well as to promote the need for a robust, national-level local response to the reality of climate change for our small, low-lying country. In exercising its delegated authority the Department of Environment, with input from the Council, ensured that all of its Section 41 environmental reviews recommended measures to reduce physical vulnerability to existing weather-related and projected climate change impacts, and enhance resiliency in efficient ways that address the consequences of and responses to changing climatic conditions. These recommendations sought to deliver win-win outcomes for other government policy objectives such as the National Energy Policy.

During 2020 a particular focus of the National Conservation Council and Department of Environment was to identify ways to upgrade the Cayman Islands’ national planning capacity for climate change.

- The Director of the Department of Environment represented the Cayman Islands at a meeting in Nassau on Climate Change Finance, Tourism, Health and Energy. Unfortunately, she was attending as the Cayman Islands’ Ministry of Finance representative.
- It has been proposed that Cayman ask for UK support to update the old draft Climate Change Policy from a Risk Assessment perspective in the lead-up to UNFCCC COP26 in Glasgow (now delayed to November 2021), and that the Paris Agreement be formally extended to the Cayman Islands as previously requested.
- It has been further proposed that climate change become a Cabinet or Premier’s Office issue, to give it the national-level attention it needs.
- The Climate Change Committee (CCC) Chair arranged for the DoE to present on the environmental implications of climate change to the recently established R3 Cayman Foundation Board and Committees, including an overview of the Seven Mile Beach shoreline analysis and adaptive management options. The Chair provided an additional presentation on the socio-economic implications of climate change to the Caymanian healthcare, tourism, food and energy sectors, and how R3 can support the DOE and NCC’s efforts to enhance economy-wide climate resiliency.

- The CCC Chair continued to work with other local NGOs, such as the National Trust, Island Offsets and Cayman Eco on several initiatives (e.g. climate finance grant writing, carbon offset program development and improving climate literacy of service groups and businesses), and governmental bodies such as the Strategic Economic Advisory Council on seizing climate-smart opportunities as part of post-pandemic reopening plans and rebuilding policies.

Chapter 3 Financial

All accounts for the National Conservation Council and the Environmental Protection Fund are held and administered by the Department and Ministry of Environment. The following information and tables are for qualitative purposes only. Accounts for financial reporting or auditing purposes should be sourced from the Department or Ministry of Environment directly. All information below as reported by the Ministry and Department of Environment.

3.1 Council Budget and Expenses

2020 expenditures reported by the Department of Environment on behalf of the Council totalled \$10,439.06 for member stipends and other committee meeting costs, public consultations (particularly the use of Survey Monkey as a convenient way for the public to provide feedback) and the print advertising required by Law for those consultations, and the Council's new website (including annual hosting and service fees).

Conservation Council 2020 Expenditures	Expenditures
Website	\$ 2,833.60
Public Consultation Feedback	\$ 409.06
Council Stipends & Meeting Costs	\$ 4,420.40
Public Consultation Print Advertising: Meagre Bay Pond & <i>Aegiphila caymanensis</i>	\$ 2,776.00

The Council budget for the financial years 2020 & 2021 was again included with the Department of Environment's biennial budget. The Council continues to be of the view that the Council's budget and expenses should be accounted for separately in core government accounts.

3.2 Environmental Protection Fund

Section 3 (9) of the NCL provides that the Council manage and make recommendations on the use of the Environmental Protection Fund (EPF, Fund). Although sections 46 and 47 of the Law (which provide in greater detail for the operation, management and reporting on activities financed from the Fund) remained unimplemented in this reporting period and the Fund continued to be operated under the pre-existing 1997 legislation¹, the Council makes the following report in completion of its duties under the National Conservation Law.

In 2020 the following was spent from the Environmental Protection Fund by the Department of Environment on behalf of or with the approval of the National Conservation Council. There was significant underspend due to COVID-related limitations on work. Money not spent (the variance) was carried over into 2021.

¹ The 1997 legislation describes the purpose of the Fund as "defraying expenditure incurred in protecting and preserving the environment of the Islands"

EPF Projects - to July 2020	Full 2020 Budget	YTD Expenditure at Dec 31st 2020	Variance
ENV0003 - Stingray Study / \$42k to go to SCTL D Response from August	8,000.00	1,385.32	6,614.68
ENV0004 - Traffic Calming Proposal for SIRI	-	-	-
ENV0005 - Cayman Parrot Amnesty	30,000.00	13,865.84	16,134.16
ENV0006 - Turtle Friendly Lighting	165,000.00	23,307.88	141,692.12
ENV0007 - Coral Reef Restoration \$42k to go to SCTL D Response from August	8,000.00	10,522.30	(2,522.30)
ENV0008 - Legal Advice for NCC	50,000.00	-	50,000.00
ENV0009 - Green Iguana Expenditures	1,825,000.00	1,072,293.97	752,706.03
ENV0010 - Nassau Grouper Monitoring	30,000.00	29,408.22	591.78
ENV0011 - Stony Coral Tissue Loss Disease	84,000.00	29,223.96	54,776.04
Total EPF Expenditures	2,200,000.00	1,180,007.49	1,019,992.51

Chapter 4 2020 Goals & Objectives

With the National Conservation Law now substantially in force the National Conservation Council will balance long-term policy direction with short-term initiatives to achieve those longer-term goals, while maintaining a watching brief on ongoing conservation operations. These ongoing operations for 2021 will include:

1. 2022-24 budget for Council split out from Department of Environment.

2. Final Environmental Protection Fund management sections of the National Conservation Law brought into force for the 2022-2024 budget.
3. Advancing recommendations under *Seize the Moment to Transition to a Greener Economy* (Appendix 1).
4. Issuing Permits and Licences.
5. Providing guidance and advice to all government entities under the consultation requirements set down in Section 41 of the law, as well as screening certain projects for the requirement for EIAs and managing various EIAs for ongoing major infrastructure projects.
6. Elevating the status of climate change on the national agenda.
 - a. Continue to advise the National Security Council and other branches of the Government on the implications of climate change for the Cayman Islands and measures to enhance resiliency.
 - b. Support the implementation of the National Energy Policy through DOE's position on the Energy Policy Council and other collaborations.
 - c. Work with the Minister of Environment and other agencies and stakeholders to review and adopt a National Climate Change Policy.
 - d. Support research by the DOE and continue to provide evidence-based recommendations for managing climate change impacts on Seven Mile Beach and other coastal systems.
 - e. Continue to consult on PlanCayman as this Development Plan review moves into the next phases of developing Area Plans and updating zoning maps and regulations.
7. Management Planning for protected areas, both marine and terrestrial.
8. Resume acquisition of high conservation value lands for protected areas, including a call for public nominations.
9. Species Conservation Planning for the management of selected protected species.
10. Public education and outreach activities, particularly to educational institutions, and in coordination with conservation partners such as the National Trust.
11. Council strategic planning retreat or workshop.
12. Continuation of Invasive Species Control Programmes.
 - a. Green iguana culling efforts on all three islands.
 - b. Feral cat control activities in selected areas for the protection of native species, the welfare of the cats, and the avoidance of potential human health and nuisance issues.
 - c. Invasive Species Regulations. In coordination with the Endangered Species Trade & Transport Law, and Animals and Plants Laws.
 - d. Targeted invasive plant removals.
 - e. Licencing individual and group lionfish control efforts.

Appendix 1: Seizing the Moment to Transition to a Greener Economy



**DEPARTMENT OF
ENVIRONMENT**
CAYMAN ISLANDS GOVERNMENT

5 June 2020

Seizing the Moment to Transition to a Greener Economy

Following the onset of the Covid-19 pandemic, the Cayman Islands Government took deliberate action to suppress the virus and preserve lives. However, the need to limit the local economic impact of the pandemic is now also urgent. Although economic diversification will form an important part of this recovery and future resilience, truly sustainable economic recovery also requires cross-sectoral collaboration and focus to ensure that this recovery strengthens and rebuilds the economy, whilst protecting the environment and the social fabric of the Islands.

In support of the economic recovery efforts of the Government, and in keeping with our mission, the National Conservation Council and the Department of Environment has identified below a series of opportunities to help sow the seeds of an economic recovery plan that builds resilience and has the principles of sustainability embedded at its core. While we have experienced a period of unprecedented upheaval, changing nearly every aspect of our daily lives, it has also provided opportunities to make changes that will result in more climate-sensitive and resilient systems which are better able to manage and mitigate similar future events. As we work towards opening up of the local economy, we must therefore also take deliberate action to plan for a future which capitalises on these opportunities and embraces sustainability.

When strategising on the future economic recovery of the country, it is important to take stock and reflect on the position which immediately preceded the onset of COVID-19 and those aspects of life that could be improved or enhanced as part of the recovery plan. Traffic gridlock, biodiversity loss, and habitat fragmentation were all among the consequences of unbridled growth before COVID-19. On the west side of Grand Cayman alone, 72% of the wetlands have been lost since 1976 to canal-style residential subdivisions and tourism-related uses. Our Central Mangrove Wetland, the ecological heart of Grand Cayman, is under constant development pressure, and our biodiverse primary forests and shrublands are also being cleared and fragmented at alarming rates. As a result, and without the benefit of a national system of terrestrial protected areas to serve as refugia, the populations of several species of endemic plants and animals are under imminent threat. While Marine Parks exist, they are no longer fit for purpose and our vulnerable marine resources continue to be threatened by an ever-increasing human population. There is still no up-to-date comprehensive Development Plan for Grand Cayman and no Development Plans at all for the Sister Islands, who are at increasing risk of losing their unique biodiversity, cultural heritage and identity.

Sustained rapid growth is therefore already having an appreciable impact on the quality of life that we all desire.

The issue of climate change and the failure of countries to address its underlying causes underpins the global environmental crisis. The International Energy Agency (IEA) has predicted that the world's carbon dioxide emissions are expected to fall by approximately 8% this year.² According to the United Nations Environment Programme (UNEP), in order to get in line with the Paris Agreement, global emissions must drop 7.6% **per year** from 2020 to 2030. In order to reach this target, our National Energy Policy (NEP, 2017) commits us to achieving total peak greenhouse gas emissions by 2020 (this year) while not exceeding 2014 per capita emissions of 12.3 tCO₂e, all while striving to achieve the Paris Agreement goal of 4.8 tCO₂e per capita. This will not happen and emissions will quickly rebound³ unless each country, including the Cayman Islands, acts urgently and responsibly. For small, low-lying countries such as the Cayman Islands, the science is now clear that current and future climate-related drivers of risk during the 21st century include sea level rise, stronger tropical cyclones or hurricanes, increasing air and sea surface temperatures and changing rainfall patterns. Climate change is therefore a very real and current threat which cannot be addressed or mitigated without long-lasting structural change. We must not squander this opportunity for 'green' stimulus as a component of the economic recovery plan. In keeping with the NEP's Goal 2 which seeks to position the Cayman Islands as "a destination of excellence and the standard for the development and application of sustainable energy solutions in small island developing states" we must also join over two dozen Caribbean Governments (including UK Overseas Territories) in the world's first climate-smart zone in modernising digital, physical and social infrastructure to become a zone of climate-smart development.

COVID-19 has changed our lives in ways that may have seemed impossible. Surviving the transition to COVID-19 protection measures was hard, but moving forward in a sustainable way will be easier. Through collective, planned and deliberate action, we can make key changes that will have long-lasting effects on the environment and provide for a sustainable future and a better quality of life.

In order to assist with the islands' economic recovery in the short-term and transition to a greener, more sustainable economy, we believe that changes must be made in eight key sectors. The intention underpinning these recommendations is to highlight opportunities for potential stimulation of employment (short-term gains), leading to large 'learning curve' effects, which will generate longer term benefits. High level explanations of the rationale for the recommendations are included below along with a sample of the wider range of recommendations contained in Appendix 1.1.

1) Energy Independence & Diversification

The energy economy of the Cayman Islands is based almost entirely on imported oil products and the pandemic has shown just how variable the world markets can be. The NEP (2017) sets out ambitious targets to enhance and embrace a sustainable lifestyle through responsible and

² International Energy Agency. (April 2020) Global Energy Review 2020.
<https://www.iea.org/reports/global-energy-review-2020>

³ United Nations Environmental Programme. (2019). Emissions Gap Report 2019.
<https://wedocs.unep.org/bitstream/handle/20.500.11822/30797/EGR2019.pdf?sequence=1&isAllowed=y>

innovative energy supply and consumption. In a post-pandemic world, renewable energy is even more important in order to reduce economic and infrastructure vulnerability. Volatility in fossil fuel prices creates uncertainty and threatens energy security. The cost of renewable energy technologies continues to decline at unprecedented rates and investments in renewable energy and energy efficiency can increase green jobs throughout the Cayman Islands, grow the local sustainable energy industry which supports greening of the tourism and construction sectors and real estate market, and provide us with energy security for a climate-resilient future.

As part of our economic recovery plan we could:

- *Immediately implement a government policy to install solar energy on all new government buildings and to retrofit solar energy on all existing government buildings on all three islands, including hurricane shelters, hospitals and schools, in order to make use of the current solar energy allocation for government buildings.* This would support existing workforces and generate green jobs in the short-term as well as increase resilience and decrease the costs of running government buildings in the long term.
- *Mandate OfReg to work with CUC to establish a new version of the CORE program to significantly expand and simplify its implementation and make the best use of Cayman's capacity for rooftop solar (distributed generation).* Cayman's established green jobs are under threat from the limitations of the CORE program and current economic conditions. By expanding and simplifying the CORE program, the government can make best use of established delivery mechanisms and market structures to develop new green jobs and support existing buildings. In addition, lower energy bills could free up capital to be spent elsewhere and build resilience and energy independence.
- *In line with the NEP, establish and promote duty concessions for energy efficient certified or eco-labelled appliances, electronics, office equipment, lighting, heating and cooling, and building products (use EPA Energy Star scheme as guidance). Ensure retailers pass on these cost savings to their customers.* Not only would this help with energy consumption, it would also increase spending in local stores and bring forward deferred purchases, increasing the demand for skilled installation technicians and labour.

2) Sustainable Tourism

As we look to the future reopening of the Cayman Islands' tourism industry, now is the time to ensure that when we restart, we can promote and deliver a high quality, truly sustainable tourism product. We have a window of opportunity to make changes which did not seem possible when our tourism industry experienced very little down-time; changes which help us to emerge stronger than ever, with a larger and more diverse set of employment opportunities for Caymanians. An analysis of the carrying capacity of our existing attractions will help to ensure that they are managed appropriately to maximise visitor experience and satisfaction without compromising the integrity of the attraction. The opportunity to enhance and promote alternative/additional tourism attractions, such as National Parks, can be explored.

To facilitate the diversification of Cayman's tourism offering away from mass cruise tourism, Cayman can direct its energy to upmarket tourism with patrons offered safe and enjoyable islands shielded from COVID-19 and other infectious diseases. Our new tourism product can focus on our natural advantages of safety, clean seas and coastlines with expanded biodiversity activities showcased by trained and certified guides on the three islands.

As part of our economic recovery plan we could:

- *Expand protected areas through the designation of Crown land and the purchase of private lands nominated by the NCC, allowing completion of National Parks and scope to develop visitor infrastructure (trails, interpretation, visitor shelters or even visitor centres in some cases) for recreation and nature tourism at places like Meagre Bay Pond, Hemmington Forest on Cayman Brac, and Barkers.* This would create direct jobs during construction and then provide new, green tourism jobs and new tourism attractions to enhance our tourism product. Being able to advertise the islands as a truly environmentally responsible destination, demonstrated through the protection of its most-unique biodiversity and development of well-thought out nature-tourism experiences, is also a very powerful marketing tool.
- *In line with the recommendations of the National Tourism Plan, develop carrying capacity plans for our most popular attractions so that they can be managed for sustainable tourism once we reopen.* Planning for our future tourism now will enable us to ensure Caymanians are made ready to take up more tourism roles and ensure a higher quality of life for those Caymanians, as well as enhance our tourism product.
- *Mandate the development and implementation of a national certification programme for tourism guides which draws on the knowledge, expertise and experience of existing environmental and cultural departments and Non-Governmental Organisations.* This would ensure that, moving forward, visitors receive accurate information about Cayman's environmental and cultural resources and take away an authentic Caymanian experience. During the ongoing period of 'down-time' for many tourism enterprises, furloughed or unemployed workers could be required to obtain certification, possibly tied to the receipt of any further unemployment benefits, in readiness for the re-opening of the industry.

3) Building Renovations

According to the IEA, energy efficiency actions (like solar panels, installing insulation, tinting windows, and servicing air conditioners) are labour-intensive and benefit small to medium-sized businesses. These businesses and low- to mid- income-bracket households need our support during the economic recovery. Energy efficiency measures have long-term benefits to the cost of running homes and businesses – freeing up capital to be spent elsewhere in the economy. Many energy efficiency measures are low-cost, easy-to-implement measures that can bring economic benefits and cheaper energy bills. Energy efficiency actions not only support the goals of the NEP, but they can also help to meet the goals of economic stimulus programmes by supporting existing workforces and creating new jobs, boosting economic activity in key labour-intensive sectors and

deliver long term benefits such as increased competitiveness, reduced greenhouse gas emissions, improved energy affordability and lower bills.⁴

As part of our economic recovery plan we could:

- *Subsidise and encourage measures to improve the energy efficiency and performance of homes to benefit many levels.* Improved home insulation can help reduce energy costs and Government-subsidised home insulation schemes could be explored, especially for lower-income households, including window tinting.
- *Develop grant schemes and green loans for building renovations* through local banks, Cayman Development Bank and the CICS Credit Union to support retrofits for private home owners, perhaps supported by 'green' capital from international financial institutions e.g. World Bank or Caribbean Development Bank.
- *Develop standard solar panel-equipped carport plans that meet the requirements of CUC and the Building Control Unit to allow for 'off-the-shelf' plans to be available for solar carports.* A current barrier to implementing solar panel-equipped carports is that each project is undertaken from scratch. Off-the-shelf plans would encourage uptake by streamlining the process and would generate additional government revenue.

4) Sustainable Mobility and Transport

No one is looking forward to sitting in stand-still traffic again. The changes we have experienced under the Shelter-in-Place restrictions can be leveraged into long lasting change so that we can be more productive as a society, spending less time in our cars. Our roads can be repurposed, retrofitted and redesigned to make our journeys quicker and more pleasant as well as reduce greenhouse gases and air pollution emissions. Private vehicle use is the second-highest contributor to our national emissions⁵ and is one way people can change their actions for the better if given the right opportunities. There are many quick fixes (e.g. improving Old Crewe Road, existing pedestrian easements, formalising informal routes with easements and physical improvements). Internal neighbourhood connections could be improved by land acquisitions or law. Enabling the uptake of sustainable mobility options can support clean energy transitions while increasing well-being and productivity. Measures to control COVID-19 have changed everyone's working patterns; this disruption will allow for long lasting changes towards more sustainable mobility patterns and practices going forward.

As part of our economic recovery plan we could:

- *Accelerate the National Roads Authority's Complete Streets initiative by building and protecting green corridors and segregated bike lanes.* Repurposing and retrofitting our

⁴ International Energy Agency. (April 2020). Energy Efficiency and Economic Stimulus. IEA Strategic Considerations for Policy Makers. <https://www.iea.org/articles/energy-efficiency-and-economic-stimulus>

⁵ Aether. (2020). The Cayman Islands' GHG Inventory 1990-2018.

existing streets would provide direct jobs through construction and improve quality of life as well as generate health benefits.

- *Reduce transport impacts by executing action 3.4.4.3 of the NEP's Implementation Plan "Adopt measures to decrease road demand" through providing government incentives and leading by example by facilitating staggered hours of work and encouraging regular working from home under normal conditions.* Our response to COVID-19 has proven that e-commerce and e-Government are absolutely possible with huge benefits for reducing our carbon footprint. Fewer hours in traffic would also increase productivity and quality of life.
- *In addition to the measures already taken in 2019, further duty and licensing concessions should be granted to electric tour and public buses, scooters, bicycles and other low-emission vehicles.* With lower duty and licensing fees applied to low-emissions vehicles, it may encourage spending on these items, supporting local supply chains.

5) The Recovery of Biodiversity

How we emerge from the state of lockdown will have lasting effects on global biodiversity. The reduction in environmental degradation as a result of the pandemic has the potential to trigger enormous benefits on biodiversity and conservation outcomes. It seems likely that this virus emerged due to wildlife exploitation and the risk of new diseases increases with environmental degradation.⁶ We are calling for a plan for nature, one that sufficiently invests in the protection, restoration and sustainable management of biodiversity, and that repositions nature at the heart of sustainable development.⁷

Along with increased focus on nature tourism, the control of pests and invasive species (both plant and animal) needs to be addressed, with legal regulations in place to allow humane control. For example, failure to address predation by feral cats has already threatened two breeding seasons of endemic populations of our Blue and Sister Islands Rock iguanas and rare colonies of large seabirds. The control of invasive species and pests is a proven employment generator on the islands.

As part of our economic recovery plan we could:

- *Allocate further budget for the green iguana cull and evaluate potential to expand to feral cats and chickens.* Further budget for iguana culls and other expansion to feral cats and chickens would provide employment opportunities with low barriers to entry and exit. It would also provide an elastic interim opportunity responsive to demand so cullers normally operating in the tourism sector could return to tourism once the sector reopens.
- *Pass the Enhanced Marine Parks Regulations.* The existing Marine Parks were proven to have economic benefits to fishing and tourism. The enhanced Marine Parks were designed

⁶ Pearson et al. (22 May 2020) Covid-19 recovery can benefit biodiversity. Science 368(6493) pp 838-839.

⁷ Ervin, Jamison. (27 March 2020). Apply the hard lessons of coronavirus to the biodiversity crisis. United Nations Development Programme.

with consultation of local fisherman and passing the Marine Parks Regulations can bring about further economic benefits by protecting and enhancing the ecosystem services that we enjoy through recreation, tourism and fishing,⁸ and raising Cayman's international image and marketing potential as a proactive champion of the marine environment.

- *Support turtle friendly initiatives and implement the Turtle Friendly Lighting duty exemption.* The proposal is already being considered by Government and its implementation would make the purchase of certified turtle friendly lighting products more financially attractive, whilst creating green jobs for local electricians and other maintenance works, not just in new construction but in the numerous retrofits needed for established properties. Retailers who stock the products would also enjoy a boost. Wild sea turtle nesting is a huge tourism-draw for the islands and it coincides with the traditionally low-season for tourism (May to November). The DoE is developing an accreditation scheme for properties that have turtle friendly lighting, so that they can promote themselves as being a turtle friendly property which has already proven a powerful marketing tool.

6) Sustainable Agriculture

The threat of COVID-19 made many fear for food security. As we move forward, we must confront and resolve a number of issues and challenges that have impeded the country from achieving its full agricultural potential and increasing domestic agricultural output. The future vision must be a robust and sustainable agriculture sector.

As part of our economic recovery plan we could:

- *Improve education of students and the community at large in agricultural techniques, for example, by using a programme similar to 4-H.* Education in agricultural techniques can encourage agricultural jobs, equip our children with useful skills and knowledge and increase agricultural efficiency.
- *Identify and protect land that is or has been traditionally used for agriculture from conversion into housing. Land traditionally under cultivation should be mapped and, unless there is a compelling reason to change from that use, then it should remain as land for agriculture.* Protecting agricultural land prevents farmers from being pushed out by development pressure, increases yields and efficiency and safeguards primary, undisturbed ecologically sensitive habitats.
- *Support local farmers in the implementation of modern agricultural techniques* such as hydroponics, vertical growing, shade houses, closed loop farming, and encouraging renewable energy. Efficiency measures can not only improve earnings, create sustainable agricultural jobs and contribute to food security, but they will also help to protect biodiverse, environmentally sensitive land from inappropriate conversion to agriculture. In addition, modern intensive farming techniques will diversify traditional farming jobs and will potentially appeal to a greater cross-section of the labour force.

⁸ Wolfs Company. (2017). The Economics of Enhancing the Marine Protected Areas of the Cayman Islands.

7) Amenities and Connectivity

For many people, pre-pandemic daily life was consumed with commuting to work, driving to the gym, and shuttling home. With the Shelter-In-Place restrictions introduced, many people have found themselves walking, jogging or cycling for the first time in years, and appreciating their local community in a new way. But many communities have found themselves without adequate access to useable recreational space, walking along the edge of roads with no sidewalks and no segregation from traffic. Many have found that their communities have no meaningful areas of play for their children or places of respite for the elderly or weary pedestrian. This period of reflection brought about by COVID-19 can be used to channel sustainable development for communities, so that all citizens and residents have access to amenity and recreation spaces to keep happy and healthy.

As part of our economic recovery plan we could:

- *Prioritise the formulation of neighbourhood plans, which ensure that districts have access to usable open space, green corridors and safe transit routes for non-motorised travel, affordable housing, and local infrastructure as appropriate e.g. shop, post office, community centre, playing field(s), recycling drop-off points etc. Neighbourhood plans should be underpinned and guided by community engagement and involvement.*
- *Develop a variety of parks (including dog parks) and nature and urban trails for hiking and biking (ranked highest among those surveyed for PLANcayman).*
- *Develop and enforce guidelines for the development of Crown property, including making best use of existing assets and other opportunities on Crown property to provide residents with reasonable amenity space/recreation space within walking distance.*

8) Circular Economy

A circular economy means designing out waste and pollution, keeping products and materials in use and regenerating the natural system. It means sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products for as long as possible. The post-COVID-19 economic hardships will affect us all, but some are likely to be hit harder than others. A circular economy can provide resilience and a helping hand to those in need, while reducing waste and creating employment in adjacent sectors of the economy.

As part of our economic recovery plan we could:

- *Develop initiatives to divert 'good enough' materials from the landfill e.g. furniture that needs reupholstering or refinishing, cabinets from renovations etc. By increasing the domestic market for goods (e.g. selling second hand products which have been up-cycled), we could increase local spending and avoid importing new items which sends money off-island.*

- *Invest in training opportunities, education, courses etc. for local people in “green” jobs e.g. electric vehicle maintenance, solar panel installation, environmentally sensitive landscaping design. Encouraging training can increase the number of Caymanians in green jobs.*
- *Partner with UCCI or Inspire Cayman to train people involved in the circular economy e.g. providing workspaces and classes to develop e.g. woodworking skills, cabinetry repair skills. Providing classes and workspaces for circular economy initiatives can increase job opportunities and increase skills within our local population*
- *Start a “Cash for clunkers” problem to get unroadworthy vehicles off the roads and reduce the number of discarded vehicles so they can be recycled/scrapped. A Cash for Clunkers scheme can reduce unsightly vehicle dumping, and decrease emissions from old cars. Not only would there be benefits by increasing cash-in-hand for people who properly dispose of unroadworthy vehicles, but it would also create economic benefits in the supply chain by driving new sales as people may bring forward new purchases by using that cash to purchase newer energy efficient cars. A properly managed salvage yard where cars are stored prior to disposal but accessible for parts recycling could also assist with a circular economy.*

Appendix 1.1

To achieve our aims, we have developed a range of suggestions that could feature in the Economic Assessment and Stimulus Plan for our islands.

Goal	Initiative
Energy Independence and Diversification	Install solar energy on government buildings on all three islands including hospitals and schools in order to make use of the solar energy allocation for government buildings. Establish a new version of the CORE program to significantly expand and simplify its implementation, make the best use of Cayman's capacity for rooftop solar. Review duty waiver on renewable energy technologies and update as necessary. Establish and promote duty concessions for energy efficient certified or eco-labelled appliances, electronics, office equipment, lighting, heating and cooling, and building products (use EPA Energy Star scheme as guidance). Ensure retailers pass on these cost savings to their customers. Establish national fuel efficiency standard and incentivise use of new and existing vehicles that meet this standard. Launch a national energy efficiency campaign run through a central hub for information on energy efficiency measures, programs, and product and service availability promoted by retailers and service providers
Sustainable Tourism	Expand protected areas by land purchases, allowing completion of National Parks and scope to develop visitor infrastructure (trails, interpretation, visitor shelters or even visitor centres in some cases) for recreation and nature tourism at places like Meagre Bay Pond, Hemmington Forest on Cayman Brac, and Barkers. Develop carrying capacity plans for our most popular attractions so that they can be managed for sustainable tourism once we reopen. Assess options for managed shoreline retreat (e.g. removal of seawalls and structures located on the active beach) and other environmentally-beneficial works that can be undertaken when there are no visitors. Work with DOT to identify synergies between the employment needs of the environmental and tourism sectors as part of the adaptation strategy in Government's 3-year Cayman Islands Tourism Recovery Plan. Reinstate environmental programmes for the tourism sector e.g. CEPTS to ensure that tourism properties, tour operators and attractions are operating sustainably and are continuously improving sustainability practices to meet

Goal	Initiative
	certification criteria. Implement the recommendations of the Global Sustainable Tourism Council's destination report on the 3 islands.
Building Renovations	Subsidise and encourage measures to improve the energy efficiency and performance of homes to benefit many levels. Improved home insulation can help reduce energy costs. Government-subsidised home insulation schemes could be explored, especially for lower-income households, including window tinting. Develop grant schemes and green loans through local banks, Cayman Development Bank or the CICSA Credit Union to support retrofits for private home owners, perhaps supported by 'green' capital from international financial institutions e.g. World Bank or Caribbean Development Bank. Develop standard solar panel-equipped carport plans that meet the requirements of CUC and the Planning Department to allow for 'off-the-shelf' plans to be available for solar carports. Implement a duty waiver for lower carbon building materials and practices. For new and major renovations of commercial buildings, provide substantial incentives to building owners for projects that demonstrate significantly higher efficiency than conventional buildings of the same category and size (use EPA Target Finder calculator tool).
Sustainable Mobility and Transport	Build green corridors and segregated bike lanes and accelerate the NRA's Complete Streets Initiative. Provide government incentives and lead by example to reduce transport impacts by facilitating staggered hours of work and encouraging regular working from home under normal conditions. Duty waivers for bicycles and other low emission vehicles in addition to the positive recent changes made. Waive licensing fees for electric and hybrid buses/public transport. Reduce licensing fees for scooters or other low-emission vehicles that use roadways (for all owners, not just public transport). Accelerate the development of a more comprehensive public transport system and create innovative ways (including pricing structures) to incentivise its use. Enhance and expand ferry services and terminals at key nodes, ensuring adequate bus and taxi support services to facilitate onward journey of passengers to the Central Bus Depot, other business centres and attractions. Subsidise conversion to fuel efficient marine engines (biofuels if feasible). Establish vehicle emissions standards.

Goal	Initiative
The Recovery of Biodiversity	Set a target for electric vehicles on the roads and implement measures to accomplish it.
	Allocate further budget for iguana cull and potential to expand to feral cats and chickens Pass the Enhanced Marine Parks Regulations. Support turtle friendly lighting initiatives. Establish additional protected areas for local people and as nature reserves. Implement measures associated with the Mangrove Conservation Plan such as mangrove planting projects, 'train the trainer' workshops for mangrove trimming, etc. Relaunch the 'Sea Sense' initiative with a focus on sustainable locally sourced seafood and develop a health and sustainability campaign targeted at lowering meat consumption in the face of rising meat prices and potential global shortages. Launch a survey on social media platforms to identify areas most photographed or where people experienced bird song or interaction with wild species during shelter-in-place and determine how best to recognise and preserve these areas (e.g. existing overlay or new designation which could be integrated into PLANcayman and other policies)
Sustainable Agriculture	Protect prime agricultural land from conversion into housing. Map land traditionally under cultivation and, unless there is a compelling reason to change from that use, then it should remain as land for agriculture. Support local farmers in the implementation of additional modern agricultural techniques. Encourage sustainable aquaculture. Update DOA's Food Security and Nutrition Policy to reflect realities and lessons learned from COVID-19 and support its implementation. Revive lands left fallow and invest in practices to increase yields <i>in situ</i> wherever possible prior to clearance of new areas. Assist farmers to transition to more drought- and salt-tolerant crop varieties Find synergies with agri-tourism to provide further employment opportunities and diversification of the domestic and wider tourism economy. Ensure adequate provisions exist in PLANcayman and Planning regulations to support urban and community gardens, and rooftop gardens, and other food production techniques outside of traditional agricultural land use.

Goal	Initiative
Amenities and Connectivity	Build green corridors and segregated bike lanes and accelerating the NRA's Complete Streets Initiative. Develop and enforce guidelines for the development Crown property, including making best use of existing assets, to provide residents with reasonable amenity space/recreation space within walking distance. Prioritise the formulation of neighbourhood plans, which ensure that districts have access to usable open space, green corridors and safe transit routes for non-motorised travel, affordable housing, and local infrastructure as appropriate e.g. shop, post office, community centre, playing field(s), recycling drop-off points etc. Neighbourhood plans should be underpinned and guided by community engagement and involvement. Encourage the better use of existing government facilities and investigate ways to make existing government buildings more accessible.
Circular Economy	Start a "Cash for Clunkers" problem to get unroadworthy vehicles off the roads and reduce the amount of discarded vehicles so they can be recycled/scrapped. Develop initiatives to divert 'good enough' materials from the landfill e.g. furniture that needs reupholstering or refinishing, cabinets from renovations etc. Explore regulation change to open up the possibility for greywater reuse, composting toilets, rain gardens and soakaways, constructed wetlands and other water reuse measures Encourage large-scale composting to make better use of vegetative waste instead of sending it to the landfill. Invest in training opportunities, education, courses etc. for local people in 'green' jobs e.g. e-vehicle maintenance, landscaping design. Partner with UCCI or Inspire Cayman to train people involved in circular economy e.g. providing workspaces and classes to develop e.g. woodworking skills, cabinetry repair skills. Encourage a trial of sustainable effluent treatment at the Cayman Turtle Centre. Develop a utility body focusing on sustainable drainage systems (SUDS) in order to properly advise on solutions to avoid flooding. This would directly create jobs to staff the utility and create additional jobs in the private sector for implementation of SUDS. Assess and investigate the need for importation of aggregate given the programme of works and development in Cayman.

