

# Throne Speech 2006

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*Delivered by His Excellency the Governor, Mr. Stuart Jack, CVO on Friday, the 28th April 2006.*

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## Introduction

Madam Speaker, Members of the Legislative Assembly, it is an honour for me to present to you my first Throne Speech. Today marks a new phase in the way these islands are governed, as the Throne and Budget Speeches are held on the same day at the end of April in anticipation of the fiscal year from July to June.

Today's ceremony also marks a new phase for me, as well, having arrived in late November last year. At that time I said I wanted to listen, learn and understand. Five months is not so long and I have a lot more to learn, but it is long enough for me to begin to understand some of the complexities and concerns of government and the people.

In my Christmas message I shared that, as your Governor, I consider myself not just as the Queen's Representative – but I see my role equally as representative of the people of the Cayman Islands to Her Majesty's Government. And I reaffirm that today.

At this time we celebrate, together with the people of the UK, the 80th birthday and the 54th year of the reign of Her Majesty the Queen.

Cayman's relationship with the United Kingdom has been evolving in recent times into a much stronger working partnership. I am encouraged that there is much continuing goodwill and effort on both sides to consolidate that positive state of affairs.

I am encouraged in this view by the recent resumption of contacts with the United Kingdom on modernizing the Constitution. It is vital that in that process the people of the Cayman Islands are properly consulted. I commend the stated intention of the Government and the Opposition to do so, and I welcome the work that the Cabinet Office is already undertaking to research possible referenda mechanisms.

Similarly, I commend the Government for introducing measures directed at strengthening public participation in our democratic process and in seeking to foster greater openness and transparency. This is evidenced by the plan to introduce a Freedom of Information Act, and the emphasis that has been placed on public involvement in formulating legislation acceptable to a wide cross-section of our community.

Human rights, too, are moving more properly into the mainstream of government and society. I am sensitive to fears among some that this may create a shift away from social standards that mean so much to us and that make Cayman the society that we all cherish. I believe, however, that society here is developing into one which can accept differences and engage in discourse with those who may not share our particular insights.

Together, better information and transparency, greater public involvement, respect for human rights and for Cayman's heritage and environment will provide a strong basis on which we can tackle the many challenges facing these islands.

That applies to the Government's key policies and strategies and to those priorities of mine to which I referred in my address on being sworn in as Governor, and which remain my priorities: law and order, best possible planning for disasters, and the continuing efforts towards a more efficient and effective public service, as well as constitutional modernization.

None of these issues is easy; in many cases adequate results will come only after sustained efforts over time. I am conscious, for example, that the major changes facing the civil service can be a cause of uncertainty, even stress, and I wish to say a heartfelt thank you to our civil servants for their efforts. We must persist with the changes underway and seek early results where we can.

Two aspects of these priorities to which I will be turning more of my attention are better customer service by public servants and ways of addressing the causes of crime, particularly among our youth.

This is a most exciting time for the territory -- and for me as Governor -- as I share in facing these challenges. After five months I am even more optimistic that we can do so successfully through the joint efforts of the Government, the Legislature, the Judiciary, the civil service, the private and voluntary sectors, and the people.

I pledge my continuing commitment to work with you all to the best of my ability for the benefit of all our Islands and people.

I should like to take this opportunity, as well, to pay tribute to Mr. Colin Ross, MBE whose planned retirement from the Civil Service was announced last week. Mr. Ross has risen admirably to the challenges of managing change. We wish Mr. Ross a long, healthy and happy retirement.

I turn now to report on the activities and plans of various Ministries, Portfolios and Departments, starting with the Judicial Branch of Government.

## **The Judiciary**

The Judicial Branch anticipates that two key initiatives will be realized -- the acquisition of a Summary Court building and the establishment of the first phase of a fully functional legal and judicial website.

The website, a joint project with the Attorney General's Portfolio, will allow hyper-linked access to laws and law reports and searching of the registry of actions. It will also enable electronic filing of pleadings and other documents, encrypted access to case files and, ultimately, payment of court of fees, fines and other remittances.

## **The Cabinet Office**

The Cabinet Office will continue to expand its role in facilitating better policy coordination, communication, and IT functions across Government.

The freedom of information legislation will be in place this year, with regulations to follow early next year.

The Policy Coordination Unit will be seeking to advance work with development partners in the region and internationally. This will include the application for financial aid from the European Union for rehabilitation and reconstruction of homes damaged by Hurricane Ivan.

GIS will be reintroducing its weekly television programme on government activities and will be launching an electronic newsletter on Cabinet activities.

Computer Services is working diligently to maintain a more resilient data centre and network, including the Category Five hurricane-resistant facilities on Grand Cayman and in the Sister Islands.

## **The Portfolio of Internal & External Affairs and The Portfolio of the Civil Service**

The Portfolio of Internal & External Affairs is committed to maintaining public safety and security through strong law enforcement, risk management, immigration and border control.

The Portfolio of the Civil Service will continue to prepare itself for its new functions and responsibilities, in accordance with the Public Service Management Law, which will come into effect on January 1st 2007. This will include providing administrative support, training, advice, and technical assistance, as well as promoting public service values.

## **The Police Department**

The new five-year strategic plan for the Royal Cayman Islands Police Service (RCIPS) will reinforce the safety and protection of the people of the Cayman Islands and of the tourism and financial industries.

Intelligence-led policing will continue to drive the RCIPS' efforts in the fight against crime. Both overt and covert operations will be used to target criminals and to drive home a zero-tolerance message.

The RCIPS will also focus on neighbourhood policing and the use of technology -- including closed-circuit television -- and forensic science will continue to play an important role.

Work will continue to improve the capabilities of the reconstituted Marine Policing Unit. The visibility of police officers is being increased through patrols and road blocks.

Rigorous enforcement alongside engineering and education will form the cornerstones of the RCIPS' focus on driving down road injuries and deaths. The RCIPS will apply technology, also, to effect remote traffic enforcement.

Partnerships are being forged to ensure that the local and business communities can assist the RCIPS, in a coordinated strategy with government and elected members.

## **Civil Aviation Authority Of The Cayman Islands**

The Civil Aviation Authority of the Cayman Islands (CAACI) will be further developing processes for regulating the aviation sector.

In conjunction with the Cayman Islands Airports Authority (CIAA), the Civil Aviation Authority will license and certify the Owen Roberts and Gerrard Smith International airports. This will include developing action plans to ensure compliance with international standards and requirements.

## **The Fire Service Department**

The Fire Service will be separated into the Airport Emergency Fire Services Department and the Cayman Islands Domestic Fire Services Department. Training, particularly with respect to airport rescue and firefighting, will remain a major focus. A new fire-rescue boat will be commissioned.

Crown property has been identified for a domestic fire station on the Bluff in Cayman Brac, and a combined facility to house a police station and headquarters for the domestic fire services will be built in the Bodden Town/Savannah area.

## **911 Emergency Communications**

Several staff members of the 911 Emergency Communications Unit will attend an international communications conference in Florida, strengthening disaster mitigation and management.

Staff will also be exposed to various technology and systems that can aid in processing emergency calls.

## **Cayman Islands National Archive**

The draft Public Records Law, tabling of which is anticipated in 2006/7, proposes a legal framework for records management and essential support to the proposed Freedom of Information Act.

A series of training sessions are scheduled to assist entities in understanding record-keeping requirements. The new Archive facility will be ready to accept records prior to the 2007 hurricane season, thus preventing a records disaster similar to that which occurred during Hurricane Ivan.

## **Immigration Department**

The Immigration Department will be introducing the latest technology to detect false documents and to read biometric data contained in the latest generation of passports.

The department will aim to provide faster, more efficient processing of applications. Interaction with the public and employers will be improved through an enhanced website, informational materials and the creation of a call centre.

The department plans to publish a two-year business plan stipulating goals and standards of customer service.

## **Cayman Islands Prison Service**

The Cayman Islands Prison Service anticipates major strides in prisoner rehabilitation in 2006/7, while not compromising security.

Key elements of this effort will be the appointment of a Commissioner of Corrections and Rehabilitation, the introduction of a proper system of sentence planning, and support for sentences that are safe alternatives to prison.

## **Hurricane Preparedness**

The National Hurricane Committee will produce a National Hurricane Plan 2006 to replace the 2004 edition. This will feature a new and common format and address a

number of shortcomings following Hurricane Ivan. A real-time inundation and damage projection model is being developed to better predict the impact of tropical systems and new sub-committees are being added to address areas needing attention.

## **Emergency Management**

The government is committed to establishing an agency to spearhead disaster mitigation and management. The agency's role will be to assist and complement the strong cadre of first responders. A director is being recruited and should be in post by early July. Legislation will be put to parliament in the fourth quarter.

## **Cayman Islands Cadet Corps**

The Cadet Corps, now numbering 90 members, is laying the foundation for enrollees' ultimate award of the Technical Education Council (BTEC) First Diploma in Public Services. Administered in the UK, this certification is equivalent to four GCSE O-Level subjects.

## **The Portfolio of Legal Affairs**

The Portfolio of Legal Affairs' continuing role in improving the criminal justice system will include the eventual commissioning of DNA and full service forensic laboratories and the enactment of legislation to give the Courts alternative sentencing options. This will include provisions for the establishment of the Drug Court, placing emphasis on rehabilitation.

In the area of legal education, the Portfolio will be recruiting lecturers to offer courses in human rights laws and will partner with the Judicial Department to establish a legal aid clinic to assist persons with small claims.

## **The Portfolio of Finance & Economics**

During 2006/07, the Portfolio of Finance and Economics will continue to provide the government with sound financial and economic advice, accounting and registry services and will support the financial services sector. These objectives will be realised through the following key goals:

- an internationally recognized Custom's tariff classification system;
- value-for-money internal audits and strengthening of risk-management strategies;
- sound econometric models for the collection, forecasting and reporting of revenue;
- launching websites and online services at the General Registry, the Customs Department, and the Maritime Authority;
- participation in a voluntary audit scheme of the International Maritime Organization to ensure adherence to accepted maritime standards and conventions;
- the Cayman Islands Monetary Authority's new initiative enabling electronic filing of returns; and
- upgrading the government's financial accounting system to facilitate accrual and output accounting.

## **Ministry of District Administration, Planning, Agriculture & Housing**

The key goals for the Ministry of District Administration, Planning, Agriculture and Housing in 2006/7 are to strengthen the economy of the Sister Islands and improve service delivery, manpower and infrastructure in all key agencies throughout the three islands. This will include facilitating the provision of affordable housing, supporting the agricultural sector and assisting the Planning Department in facilitating the quicker movement of planning applications through the process.

The Ministry will promote efficient public administration by advancing plans for a new purpose-built government office accommodation. It will also expedite works for a new Bodden Town hurricane shelter as well as an Emergency Services Centre for the district of Bodden Town.

The Ministry will strengthen the public health system through MRCU's and Agriculture's focus on disease prevention.

## **District Administration**

Little Cayman continues to have the highest tourism occupancy rates in the Cayman Islands, and Cayman Brac is strengthening its natural attractions.

A new pre-school facility will commence operations and an emergency special-needs facility for the elderly will be added to the Aston Rutty Centre.

The Sister Islands Affordable Housing Development Corporation is moving full speed ahead to have house plans developed, sites prepared and needs assessments undertaken to provide as many houses as possible during the 2006/7 fiscal year.

## **Planning Department**

As the construction industry continues its current boom, the Central Planning Authority (CPA) has proposed amendments to the Development Plan 1997. The 1975 Guidelines for Development Control in Cayman Brac and Little Cayman will be reviewed to ensure that policies and guidelines aimed at achieving an array of economic, social and security goals are accurate and up-to-date.

The Planning Department continues to strengthen its enforcement processes to reduce occurrence of, and compliance time for, illegal development.

The department will be tabling legislation to regulate the construction industry and drafting legislation to register architects and draftsmen. The Electricity Law and its regulations are to be reviewed.

## **Department of Agriculture**

The Department of Agriculture, in conjunction with government partners, will continue to implement surveillance and preparedness programmes to stem the threat of Avian Influenza (H5N1).

The department, in conjunction with the Agricultural Society, will advance plans for an Agri-tourism centre and farmers market at the Stacey Watler Agricultural Pavilion in Lower Valley.

## **Mosquito Research & Control Unit**

The Mosquito Research and Control Unit (MRCU) will move into new laboratories and offices, greatly improving the department's research capabilities. Construction will begin on a new aircraft hangar on Grand Cayman and, on Cayman Brac, new staff accommodations and pesticide storage facilities.

A progressive approach towards the control of mosquitoes – the large-scale application of pellets to prevent mosquito emergence – will become the predominant control method.

The department will maintain an aggressive campaign against the mosquito responsible for transmitting Dengue Fever to minimise its threat.

## **Lands and Survey**

Lands and Survey anticipates a number of initiatives, including:

- completion of a hydrographic survey to assist with the provision of a computerized storm model for the National Hurricane Committee;
- assistance with the development and introduction of a new computerized storm and hazard prediction model together with the design of a user friendly Geographic Information System (GIS) interface; and
- completion of an expanded and 3-D GIS data visualization project providing a more user friendly system and data.

## **Chief Petroleum Inspectorate**

The Chief Petroleum Inspectorate will continue to ensure compliance with the highest environmental protection and workplace standards. Both oil companies are finalizing upgrades of their underground piping systems.

## **Housing**

The National Housing and Community Development Trust continues to ensure fiscal responsibility and viability. In light of a growing waiting list of households in need, the Trust will seek to address the immediate housing needs of Caymanians, while also taking steps to engage the construction and finance industry in moving forward with a longer-term plan to make affordable homeownership a reality for many more Caymanians.

## **Ministry of Health & Human Services**

The Ministry of Health and Human Services will take a holistic approach to addressing human needs. This will include efforts to integrate agencies providing health and human services, promote the development of supportive community action groups, support the rehabilitation of criminal offenders, and initiate more intensive cross-ministerial collaboration.

## **Public Health Department**

The Public Health Department will place even greater emphasis on health promotion and protection, particularly in light of concern regarding a potential influenza pandemic.

An inter-departmental surveillance programme is in place for early detection and, if necessary, case management of avian flu in birds and humans. In addition to early detection, the programme involves working with the Pan American Health Organization and the World Health Organization to guarantee appropriate assistance for securing vaccine and antiviral drugs in the event of avian flu reaching Cayman. This collaboration will also ensure guidelines to help protect workers with site cleaning, transportation and disposal of dead birds.

Comprehensive legislation will be finalized regarding the sale of tobacco products and the prohibition of their use in public and work places.

A study to be completed by June 2006 will guide the process of updating Public Health legislation.

## **The Health Services Authority**

Quality patient care, improved customer service and a well motivated staff will be high priorities for the Health Services Authority.

The Health Services Authority (HSA) will implement a plan to increase accessibility of patient-focused services in the districts.

It will also establish a foundation through which the public may donate to specific medical projects, supplementing available funds.

## **Cayman Islands National Insurance Company Ltd.**

A high priority for the Cayman Islands National Insurance Company (CINICO) will be the management of the high cost of overseas treatment.

## **Health Insurance Commission**

The Health Insurance Commission plans for increased enforcement of employers' legislated responsibility to provide health insurance for employees. The commission will also review the Standard Health Insurance Fees (SHIF) implemented in 2005.

## **Health Practice Commission**

The Health Practice Commission will be seeking to establish the number of continuing medical-education hours required of practitioners.

## **Department of Children and Family Services**

The Department of Children and Family Services (DCFS) will continue to promote and foster healthy family life as a means to strengthening positive social development and overall well-being of Cayman society.

## **Children and Youth Services Foundation**

The Children and Youth Services Foundation (CAYS) will continue with its strategic re-direction, further evaluating its current structure and programmes to better serve young people in its care.

## **Department of Counselling Services**

The Department of Counselling Services will broaden its mandate in 2006/7, extending its service to youth and adults experiencing a range of family, relationship and personal difficulties.

Also, the Caribbean Haven Residential Centre will offer a gender-sensitive treatment programme for women, integrating posttraumatic stress disorder work with substance abuse treatment.

## **Probation and Aftercare Unit**

To ensure high quality supervision, intervention, and rehabilitation for offenders, the Probation Aftercare Unit has hired additional staff and has stationed a Probation Officer in Cayman Brac.

## **National Drug Council**

Under the guidance of a new board, the National Drug Council will be formalizing a master plan to reduce the overall misuse of drugs in the Cayman Islands.

## **Ministry of Education, Training, Employment, Youth, Sports & Culture**

Following the National Education Conference's comprehensive review and the unanimous approval of the Legislature, the Ministry of Education is actively engaged in implementation of all strategies identified at the conference.

An overarching goal for the coming school year in all schools will be strengthening literacy. Qualified and competent personnel will have access to vital resources, including libraries, to improve students' literacy levels. Principals will ensure that literacy is addressed as an essential part of the curriculum across all subject areas.

The services of Professor Steven Heppel, an international expert on design and development of "future schools", are being contracted to assist with the new schools and the creation of learning communities. He will provide mentorship for the new approach being taken at the George Hicks High School, which will open in September 2006 as four separate learning units of 230-240 students.

Preparatory work has commenced on the new secondary schools. Construction is expected to start early next year, with the opening of the three in early 2008.

## **The Department of Youth and Sports**

With a view to benefiting the health of the nation and realizing the potential of our young athletes, the priorities of the Department of Youth and Sports will include:

- development of sports-based after-school programmes;
- further development of inter-school competition;
- recruiting a sports consultant; and
- creation of a National Sports Policy and National Sports Council.

## **Culture**

With a focus on traditional Caymanian culture, the government will continue to support the work of the Cayman National Cultural Foundation and the National Gallery of the Cayman Islands. Support for the National Museum will aim to portray fully the impacts of the diverse influences on the evolution of the Cayman Islands.

## **The Department of Employment Relations**

The Department of Employment Relations will undergo a technical review and its services upgraded in order to provide increased levels of proactive services to clients. A major focus for the department will be occupational health and safety across all industries.

## **Human Rights Committee**

The focus of the Human Rights Committee will include better public awareness, investigation of individual cases, and advice to government entities.

## **The National Pensions Office**

The National Pensions Office will consult with the private sector with a view to amending existing legislation to provide for registration of offshore pensions.

## **Ministry of Communications, Works & Infrastructure**

The Ministry of Communications, Works and Infrastructure will continue hurricane mitigation activities, which will include placement of sea defense systems in coastal roads and beachside cemeteries.

The Ministry will also be developing engineering-design solutions to flooding in the Savannah Gully area.

## **National Roads Authority**

Traffic congestion will be another key focus, with major works of the National Roads Authority (NRA) to include:

- a long-range transportation plan for Grand Cayman;
- completion of Phase Three of the Esterley Tibbetts Highway;
- the westward extension of the merge lane at the Savannah-Newlands junction, reducing peak-hour travel delays; and
- commencement of construction of the east-west arterial corridor from Newlands to the Prospect area.

## **Department of Environmental Health**

The Department of Environmental Health (DEH) plans include:

- a new plan for a solid waste collection, treatment and disposal facility/system for Grand Cayman;
- an environmental impact assessment in Cayman Brac in advance of the resumption of the development of the bluff landfill site; and
- an assessment of the solid waste management strategies for Little Cayman.

Also anticipated is a review of the existing Public Health Law with the objective of introducing legislation to enable the DEH to function more efficiently.

## **The Electricity Regulatory Authority**

The Electricity Regulatory Authority (ERA), which commenced operations in May 2005, will support the conclusion of negotiations with CUC.

Goals are to replace existing licensing arrangements, encourage competition, and improve fuel efficiency and encourage alternate sources of energy.

## **Information Communications and Technology Authority**

The Information & Communications Technology Authority (ICTA) anticipates additional services and service providers, particularly in new areas such as residential and business fixed-line voice and data services, use of Internet for phone calls, and television and video-on-demand.

## **The Water Authority**

The Water Authority will continue the pipeline extension into North Side and the development of that district's water storage and pumping facility. It will install new two-million US-gallon storage tanks, at the Red Gate and North Side water works sites.

## **Grand Cayman Wastewater Infrastructure**

There will be significant capital investment to rehabilitate sewers, replace 17-year-old pumps and install effluent-transmission pipes and sewer mains.

## **Postal Services**

Savannah, as one of the fastest growing communities in Grand Cayman, will receive a new post office in 2006/7.

## **Public Works Department**

The focus of the re-structured public works department will be to provide its customers with measurable improvements in the quality, timeliness and cost of services.

## **Department of Vehicles and Equipment Services**

The Department of Vehicles and Equipment Services' efficiency measures will seek to enable government clients to maximize return on transport investments.

## **Department of Vehicle Licensing**

The Department of Vehicle Licensing will continue to improve services by:

- the separation of the Public Transport Unit from the Department of Vehicle Licensing by July 2006;
- implementation of legislation for graduated drivers licensing and parking provisions for disabled persons.
- development of new on-line customer service systems, customer help desk and complaint/suggestion handling procedures; and
- development of proposals for amalgamation of the two George Town offices into one facility, and an eastern district service.

## **Park, Cemetery, Jetty, Ramp And Public Beach Unit**

The Ministry of Communications, Works and Infrastructure will create a separate unit for administration of parks, cemeteries, jetties, ramps, and public beaches.

## **Ministry of Tourism, Environment, Investment & Commerce**

The Ministry of Tourism, Environment, Investment and Commerce will pursue the enactment of legislation, with particular reference to environmental conservation, tourism management, music and dancing, and public transportation.

Work will continue on transitioning the Department of Tourism into a statutory authority, expected to be launched 1 July 2007. Efforts to re-engineer the public transport sector will continue with the establishment of a dedicated Public Transportation Unit.

## **Department of Tourism**

The Department of Tourism (DoT) is working with all interests to return stay-over visitor arrivals to pre-Ivan levels.

The travel agent familiarisation programme will continue to be expanded, and direct marketing and multi-media advertising increased, including support for Cayman Airways.

The Go East project, to encourage tourism development in the Bodden Town, East End and North Side districts, will seek to spread tourism's economic benefit, provide education and training, and do much to preserve the environment.

Complementing this initiative is the further development of the soft adventure and nature tourism markets, particularly with respect to the Sister Islands.

Apprenticeship programmes to raise standards of customer service will be initiated.

## **Tourism Attractions Board**

The Tourism Attractions Board will play a key role in the tourism sector's Go East initiative. The Pedro St James historic site will be fully re-opened and the Rankin House in the Heritage Gardens at the Queen Elizabeth II Botanic Gardens restored.

The board will organize a workshop to train artists and vendors on production and marketing strategies, strengthening sustainability of supply of products to the Cayman Craft Market.

## **Boatswain's Beach**

Phase two of Cayman's newest and largest tourist attraction -- Boatswain's Beach -- will open this summer. Phase three is scheduled for opening in 2007.

## **Department of Environment**

As part of the UK-funded Darwin Initiative project, the Department of Environment (DoE) will in 2006/7 begin the compilation of action plans for threatened plants and animals.

The department's in-house Sustainable Development Programme will formulate mechanisms and policies to ensure that the islands are positioned to adapt to or mitigate forecast effects of global climate change.

On introduction of regulations, the department will implement the North Sound Special Management Areas in the vicinity of the Sandbar and Stingray City. Additionally, the DoE will work towards full implementation of the Endangered Species (Trade and Transport) Law and the enactment of the draft National Conservation Legislation.

## **Cayman Islands Investment Bureau**

The Cayman Islands Investment Bureau will continue to expand assistance to small businesses and entrepreneurs, via workshops, seminars, individual counselling and the facilitation of access to potential funding opportunities.

## **Cayman Islands Development Bank**

The Cayman Islands Development Bank (CIDB) will pursue new sources of funding with a view to minimizing on-lending costs for its customers.

CIDB is also expanding to serve as a financial intermediary or provider of loan funds to government entities.

In partnership with the Cayman Islands Investment Bureau, the bank will sponsor workshops and seminars to augment basic business management knowledge and skills among clients. Sister Islands' clients will benefit from regular visits and promotions.

The second phase of the physical restructuring of the bank's offices is scheduled to be undertaken in 2006/07.

## **Cayman Islands Airport Authority**

The Cayman Islands Airport Authority (CIAA) will be embarking on expansion and upgrading of the Owen Roberts International Airport terminal as part of a major, multi-year re-development programme.

Site preparation for construction of the planned airport on Little Cayman will continue and the capabilities of the air traffic control unit at the Owen Roberts Airport will be enhanced with the installation of radar.

## **Cayman Airways**

With the forecast 20 percent increase in revenue for the current fiscal year, the overriding objective for Cayman Airways in 2006/7 will be to implement recommendations of its efficiency audit with a view to reducing further gaps between revenue and expenditure.

The cargo operation is expected to generate continued growth in excess of 30 percent. The inter-island service is forecast to achieve a moderate increase in both flights and passengers. The airline plans to reduce the number of jets in the fleet from five to four with the retirement of one aircraft in March 2007.

The company will be evaluating available options with a view to upgrading its computerized reservation system.

## **Port Authority of the Cayman Islands**

The Port Authority will continue investments in fixed assets and human capital to ensure that cargo processing demands similar to those experienced post-Ivan are handled safely and efficiently.

The Royal Watler Cruise Terminal will facilitate greater efficiency in passenger movements off and on cruise ships and otherwise enhance visitor experience. The existing cruise terminals in George Town and the Spotts Landing are slated for major improvements. The Port Authority will be working towards developing docking facilities for berthing of up to four cruise ships simultaneously.

## **Conclusion**

Madam Speaker, Members of the Legislative Assembly, as I come to the close of my first Throne Speech, I wish to thank the many people throughout the Civil Service who played a part in preparing it. I also extend my appreciation to those who will work behind the scenes to implement the plans described today, including private citizens who participate in the work of the statutory boards and consultative groups.

To Members of this honourable House, as you embark on a new Session of the Legislative Assembly, I pray that God will continue, during the coming months and in the longer future, to watch and preserve these Islands.