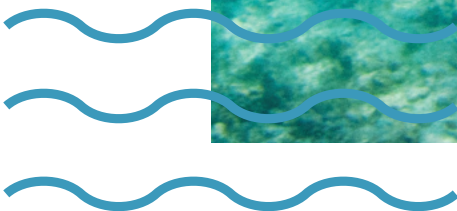




# 2021 ANNUAL REPORT

Cayman Islands Tourism Association



DECEMBER 2021



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## VISION

The Cayman Islands Tourism Association represents a united voice that advocates for the empowerment and protection of its members and stakeholders, in order to support a diverse, sustainable and thriving tourism industry.

## MISSION

Our mission is to unite, protect, and grow our industry by Advocating for our collective interests, Empowering our tourism community through education and information and Engaging our members to listen, support, and collaborate in making the Cayman Islands a leading tourism destination.



## BOARD OF DIRECTORS (2020 - 2021)



Marc Langevin,  
President & Director for Hotel  
Sector



Theresa Leacock- Broderick,  
Immediate Past President



Michael Tibbetts,  
Vice President & Director for Hotel Sector



Markus Mueri,  
Treasurer & Director for Restaurant  
Sector



Natalie Porter,  
Secretary & Director for Land-  
based Attractions Sector



Juliet Cumber-Forget ,  
Condominium & Villas sector

## BOARD OF DIRECTORS (2020 - 2021)



Danielle Wolfe,  
Condominium & Villas sector



Joshua Pawlik,  
Allied sector



Walker Romanica,  
Allied sector



Tony Land,  
Watersports sector



Ash McKnight,  
Watersports sector



Ron Hargrave,  
Restaurants sector



Gary Todd,  
Transportation sector

## CITA's INFLUENCE



### CITA's INFLUENCE ON THE REOPENING PLAN

- Determination of a credible opening date
- Collaboration with CIG in developing protocols supporting the reopening
- Removal of the QR code certification restriction for vaccine verification
- Modifying the regime of the LFT ( 2-5-10) testing for arriving passengers
- Removing the regulation on employee LFT testing obligations
- Pushing for an enlargement of allowable group size for events
- Collaboration with Cayman Airways to add more flights
- Review of the PCR testing sensitivity



## CITA's ONGOING PRIORITIES



### CITA's ONGOING PRIORITIES TO REBUILD OUR INDUSTRY

- Prompt announcement of a credible target date for Phase 5 of reopening
- Remove key hurdles:
  - Allow unvaccinated visitor children to travel with their parents without quarantine
  - Reduce the regime of lateral flow tests for visitors
  - Simplify and expedite the travel authorization process
- Address urgently the shortage in Tourism workers, especially in food and beverage positions, recreation and diving operations.
- Address shortage in air arrival capacity
- Build trust with our business partners, airlines, travel advisors and meeting planners.
- Support the return of cruise ship tourism , and the repositioning of this important industry.
- Engage of private sector in the review of protocols and regulation through the upcoming phases of reopening.
- Review of the current PCR testing standard and quarantine policies
- Financial support and relief in the form of CIG fee reductions, stipends, grants, and loans.



## THE PRESIDENT'S REPORT

■ Despite the tremendous obstacles we have faced, I am very proud of the diligent efforts of the CITA Board of Directors.

Dear Members,

I have been honored to serve as your President for the past year. I am grateful for the confidence you have placed in me and can promise that I have done my best to represent you and our industry.

While I knew the task was going to be challenging, nothing could have prepared me, or the Board of Directors, for the journey ahead and the hurdles we faced. A year ago, it seemed unimaginable that our borders would be closed for another full year.

Despite the tremendous obstacles we have faced, I am very proud of the diligent efforts of the CITA Board of Directors. We have been in the trenches together to defend your livelihoods and the future of our Islands. We spoke up, asked tough questions, and challenged the status quo, but only after careful research and vigorous internal debate. We learned hard lessons about the political process – particularly as it pertains to an election year. We didn't just criticize, but instead proposed proactive and rational solutions, pushing policy makers to think outside of their ministry silos to collaborate. We aimed to speak truth to dispel fear and emotion. In everything, we strived to relentlessly represent you.

I will spare you the details of all the specific actions and meetings we held in the last year, as we made great effort to keep you regularly informed along the way at the multiple "extraordinary" general meetings and sector meetings.

However, I would like to remind you about the critical priorities that the newly elected board established and shared with our CITA membership in December 2020 (see the slide below). We took every opportunity to present these priorities along with constructive recommendations to members of the Government and the Civil Service including to the Program Board in February 2021, the previous elected Government in March 2021 and the newly elected PACT Government in May 2021.



## CITA PRIORITIES

### PRIORITY 1

#### RE-OPENING PATH TO TOURISM

- Communication with the community and Government
- Cooperation with CiG to develop and implement protocols for testing, health monitoring, operating, tracing, isolation and vaccination.
- Collaboration with WORC on a remobilisation strategy
- Partnering with DOT to relaunch destination marketing and airlift
- Identifying financial support for Tourism related businesses in regard to pension, work permit fees, duties, business fees, loans, etc.

### PRIORITY 2

#### TOURISM PRODUCT & SERVICE

- Reset the vision and priorities for Brand Cayman supporting:
  - Stay-over tourism
  - Cruise tourism
  - Destination
- Review and advocate SEAC tourism recommendations.
- Support hospitality education, training and promotion of careers in the industry.

### PRIORITY 3

#### REVIEW THE CITA MODEL

- Reposition of Purpose:
  - Review CITA's mission statement
  - Empowerment of sector members
  - Redefine membership value:
    - Benefits
    - Advocacy
    - Training
- Evaluate the effectiveness of membership communications
- Financial Independence:
  - Review organisational model
  - Seek fundraising opportunities
  - Identify sponsorship opportunities

You will note that the same priorities for CITA remain today. While there has been progress with the Phase 4 border reopening on November 20, we have been frustrated on many fronts. Yet we remain resolute – we have no other choice.

You will note that the same priorities for CITA remain today. While there has been progress with the Phase 4 border reopening on November 20, we have been frustrated on many fronts. Yet we remain resolute – we have no other choice.

As an organization, we learned how to better make our voices heard by leveraging various media outlets and innumerable meetings with Government and community leaders. In the process, our association was strengthened, demonstrating the relevancy and power of our membership and gaining the respect and support of many. However, we must also acknowledge that criticism from others in the community who did not share or understand our views and our direct approach. I can honestly say that throughout the tumultuousness of this past year we have kept our heads up with the confidence that we are doing everything we can to serve you.

On a personal level, I must admit I learned a lot a lot over the past year, some valuable lessons but also some sad realities I wish did not exist. I learned:

- About the various constituents within the Cayman Islands tourism industry and their critical role in our destination
- How to collaborate more effectively with others
- The importance of communication during moments of crisis, adapting and reinventing to improve effectiveness
- To listen better and to be patient, a virtue that does not come easily for me

I also unfortunately learned how political priorities can influence a Government's ability to lead through a crisis. In turned I gained insight into the systemic lack of understanding and trust of our industry from within the Government and broader community.

While the phase 4 reopening is far from perfect, we need to appreciate the moment and also acknowledge that we influenced several critical items for our reopening:

- Determination of a credible opening date
- Collaboration with CIG in developing protocols supporting the reopening
- Removal of the QR code certification restriction for vaccine verification
- Modifying the regime of the LFT ( 2-5-10) testing for arriving passengers
- Removing the regulation on employee LFT testing obligations
- Pushing for an enlargement of allowable group size for events
- Collaboration with Cayman Airways to add more flights

The journey to recovery is not over, and the road ahead will certainly bring more challenges and more time together in the trenches. In the immediate, we need to address promptly the key priorities issues critical for our recovery in the next phase:

- I. We will need to emphasize with the CIG the importance of communicating urgently the conditions to move to phase 5, the key elements and a credible target date necessary for all stakeholders to prepare and communicate.
- II. We must continue to share that tourism will not return to a substantial level until we
  - 1) Allow unvaccinated visitor children to travel with their parents without quarantine
  - 2) Reduce the regime of lateral flow tests for visitors
  - 3) Simplify and expedite the travel authorization process
- III. We will need to regain the trust of our business partners, airlines, travel advisors and meeting planners, working collaboratively and cohesively by partnering with the DOT to develop a targeted and effective sales and marketing communication strategy.
- IV. We will need to address the shortage in air arrival capacity, and continue our collaboration with Cayman Airways and the Airport Authority to compensate for the loss of flights from the major US carriers.
- V. We will need to address urgently the shortage in Tourism workers, especially in food and beverage positions, recreation and diving operations and getting the support of the WORC and the CIG to develop fast track access to work permit to ensure we are not limited in our recovery effort.
- VI. We will need to support the return of cruise ship tourism, and participate in the revision and repositioning of this important industry.
- VII. We will need to continue our participation in task force to support the CIG in the continuous review and adopt the most relevant protocols and regulation through the upcoming phases of reopening.
- VIII. We need to lobby the CIG for a review of the current PCR testing standard and quarantine

policies which are currently creating undue economic and mental hardship on so many families and businesses.

- IX. We need to keep supporting efforts to reduce the spread of COVID-19 in the community while also promoting Cayman as a safe destination.
- X. Finally, but no less importantly, we will need to lobby the CIG for financial support and relief in the form of CIG fee reductions, stipends, grants, and loans to allow our businesses to rebuild.

Luckily in my role, I was blessed to be supported by a dedicated Board who demonstrated exceptional commitment, worked tirelessly responding to last-minute requests for meetings or information, and ensured the interest of their respective sectors were represented, bringing diverse perspectives, and strengthening the value of our Association. I would like to also thank CITA members such as Troy Leacock, Jim Leavitt and others who complemented our efforts, directly or indirectly, by leveraging their influence.

I especially would like to thank the Executive team, our Vice-President Michael Tibbetts, our Treasurer Markus Mueri, our Secretary Natalie Porter, and our Past-President Theresa Broderick, whose respective contributions were so instrumental, continuously supporting me with expertise and guidance, bringing different perspectives and challenging my stubbornness at times.

And finally, I would like to acknowledge the instrumental role of Jay Erhart, our Executive Director, who kept the organization working without administrative support, without an office and with minimal funding.

My mandate as President allows me to continue leading the Association for another year. I am committed to serve you to the best of my ability, but as I will also need to spend more time to support the recovery process of my own business, I will ask you all to be more involved. It is my genuine desire to see each sector become more independent with strong voices to represent the various interests, while also finding points of agreement with the broader business community.

*Our journey to recovery will be long and paved with many expected and unexpected challenges, yet I am confident that working together will allow us to come out stronger.*





## THE TREASURER'S REPORT



Membership fees are the lifeblood of The Cayman Islands Tourism Association (CITA) . The office has cut costs to the barebones.

The CITA has had another challenging year financially, but with prudent cost cutting measures and limited expenditures the office will end the 2021 year with a very small amount in reserves. This year, in another measure to save the CITA expenses, the financials were reviewed and not audited. This means a well-known financial expert reviewed our books and found them to be in excellent shape.

Membership fee invoices were sent to all sector members with the exception of the watersports industry. We sent the statements with a caveat that members that could pay to please do so and members that could not, we could wait until tourism returned. The board made the decision recently to allow existing members to pay a prorated fee for this year only to become a member in good standing. That being said, membership fees are the lifeblood of the CITA. The office has cut costs to the barebones, with only one employee and an office which costs almost 60 percent less annually than the previous location.

The government's Prevention, Control and Suppression of Covid – 19 Regulations 2021 stat that no gather of more than 250 people can take place outside, that means there will be no Taste of Cayman in 2022. The taste of Cayman is our major fundraiser for each year, so again, the CITA will be heavily reliant on membership fees to finance the 2022 year.

Seaspice was a huge success both financially and entertainment wise. This event will continue in 2022 taking place once again at the Kimpton Seafire Resort.

With the resumption of tourism in 2022, the sale of Kittiwake licenses, wristbands and tokens will continue in June of 2022.

*Please find the financial report below for your review.*

Marcus Mueri  
Treasurer, Cayman Islands Tourism Association

## FINANCIAL STATEMENTS

## CITA Balance Sheets As Of August 21, 2021

ASSETS Current Assets	TOTAL AS OF AUG 31, 2021	AS OF AUG 31, 2020 (PY)
Bank Accounts		
CASH & BANK BALANCES	0.00	0.00
Butterfield Accounts		
BoB CI\$ Checking	46,017.37	
BoB CI\$ Kittiwake Environ CD	140,000.00	
BoB US\$ Checking	33,480.30	
BoB US\$ Kittiwake Property Damage CD	41,000.00	
<b>Total Butterfield Accounts</b>	<b>260,497.67</b>	<b>0.00</b>
CNB Accounts		
CNB CI\$ Checking 8194	0.00	2,774.89
CNB US\$ Checking 5178	0.00	179.33
Kittiwake Environ Fund CI\$	0.00	170,009.56
Kittiwake Property Damage US\$	0.00	49,973.99
<b>Total CNB Accounts</b>	<b>0.00</b>	<b>222,937.77</b>
Office Petty Cash	293.00	150.00
Office Petty Cash USD	82.00	82.00
<b>Total CASH &amp; BANK BALANCES</b>	<b>260,872.67</b>	<b>223,169.77</b>
<b>Total Bank Accounts</b>	<b>\$260,872.67</b>	<b>\$223,169.77</b>
Accounts Receivable		
Accounts Receivable	56,336.10	26,456.66
<b>Total Accounts Receivable</b>	<b>\$56,336.10</b>	<b>\$26,456.66</b>
Other Current Assets		
Accrued Interest	24.55	
Inventory Asset	1,762.51	1,762.51
Prepaid Health Insurance	-498.00	332.00
<b>Total Other Current Assets</b>	<b>\$1,289.06</b>	<b>\$2,094.51</b>
<b>Total Current Assets</b>	<b>\$318,497.83</b>	<b>\$251,720.94</b>
Fixed Assets Computer Equipment		
Accumulated Depreciation	0.00	-2,683.75
Cost	0.00	2,683.75
<b>Total Computer Equipment</b>	<b>0.00</b>	<b>0.00</b>
Furniture, Fixtures & Equipment		
Accumulated Depreciation	-18.76	-10,263.43
Cost	450.35	10,263.43
<b>Total Furniture, Fixtures &amp; Equipment</b>	<b>431.59</b>	<b>0.00</b>
Leasehold Improvements		
Accumulated Depreciation	-98.16	0.00
<b>Cost</b>	<b>2,360.02</b>	<b>0.00</b>

# FINANCIAL STATEMENTS

## CITA Balance Sheets As Of August 21, 2021 (continued)

ASSETS Current Assets	TOTAL AS OF AUG 31, 2021	AS OF AUG 31, 2020 (PY)
<b>Total Leasehold Improvements</b>	<b>2,261.86</b>	<b>0.00</b>
<b>Total Fixed Assets</b>	<b>\$2,693.45</b>	<b>\$0.00</b>
Other Assets Prepaid Exps - Taste of Cayman	33,750.00	33,750.00
<b>Total Other Assets</b>	<b>\$33,750.00</b>	<b>\$33,750.00</b>
<b>TOTAL ASSETS</b>	<b>\$354,941.28</b>	<b>\$285,470.94</b>
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable Accounts Payable	1,236.75	300.00
<b>Total Accounts Payable</b>	<b>\$1,236.75</b>	<b>\$300.00</b>
Other Current Liabilities		
Accrued Expenses	573.38	651.25
Covid Raffle Trust Account	20,500.00	
Deferred Income	0.00	0.00
Membership dues	23,377.79	33,447.22
<b>Total Deferred Income</b>	<b>23,377.79</b>	<b>33,447.22</b>
<b>Total Other Current Liabilities</b>	<b>\$44,451.17</b>	<b>\$34,098.47</b>
<b>Total Current Liabilities</b>	<b>\$45,687.92</b>	<b>\$34,398.47</b>
Long-Term Liabilities Trust Funds		
Kittiwake Envmtl Contingency	200,000.00	200,000.00
Kittiwake Future Misc. Needs	37,574.00	37,574.00
Kittiwake Prop. Damage Fnd	50,000.00	50,000.00
<b>Total Trust Funds</b>	<b>287,574.00</b>	<b>287,574.00</b>
<b>Total Long-Term Liabilities</b>	<b>\$287,574.00</b>	<b>\$287,574.00</b>
<b>Total Liabilities</b>	<b>\$333,261.92</b>	<b>\$321,972.47</b>
Equity		
Equity & Retained Earnings	-36,501.53	13,201.84
Net Income	58,180.89	-49,703.37
<b>Total Equity</b>	<b>\$21,679.36</b>	<b>-\$ 36,501.53</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$354,941.28</b>	<b>\$285,470.94</b>





## 2021, WE HAD HIGH HOPES!

### A message from the Executive Director

We had high hopes for the Tourism Industry in 2021. At the start of the year, it looked like we might have the borders open before the summer. The CITA was meeting often with the government of the day, planning the reopening, providing insight, assisting with protocols etc. In all, we had almost a half dozen meetings with the previous government on the way forward.

After the election, we still had high hopes. Following each informative meeting with government we held special CITA membership meetings to keep you up to date. The office of the CITA hopes we kept our promise of keeping you our members in the loop of what the government was thinking and decisions regarding reopening.

During the year, the CITA found a new office, 102 Regency Court on West Bay Road. We updated our mission and vision statements, and it was the most successful restaurant month ever just to name a few things.

The CITA also partnered with the R3 organization to provide a vaccination drive and the funds to offer the 25 thousand US dollars in prizes. More on that during the AGM itself.

The Board of Directors extend appreciation to

Rod McDowall who provided guidance on matters of Ethics and Policy and to Theresa Leacock Broderick, the Association's Past President who provided some continuity in the operational affairs during transition period and thereafter as needed.

We also recognise and thank Julie Arnall, our independent accountant, who is the longest serving contracted service provider or employee in the Association's history. She has been a tremendous support and source of information over the transitions.

As the other contracted service provider, we recognise and thank "Team Tower", that is the leadership and the talents of the staff at Tower Marketing that have provided event management and the associated on-going marketing communications for Taste of Cayman and most recently, Restaurant Month. Silverlight was instrumental in another successful Coca Cola CITA golf tournament this year as well.

There are many others who have contributed to the Association's success. For those not mentioned here, we thank you for your continued support of our industry and CITA.



## THANK YOU

Thank you to all of those members of the community that support the ongoing efforts of CITA through its various events and programs.

### RESTAURANT MONTH SPONSORS

Sponsor Name
Yello
Tower
MOFSC
Department of Tourism
DMS Broadcasting
Loop
Stepping Stones
Home Gas
Hyde Agencies
Caribbean Utilities Company Ltd
Island Supply
Total Health

### CITA GOLF TOURNAMENT SPONSORS

Sponsor Name
Tortuga/Coca Cola
Home Gas
Engel and Volkers
Elite Marble & Granite
TRAC
Crowe
1503 Property Group
Casa 43
Silverlight