

Central Planning Authority

Minutes of a meeting of the Central Planning Authority held on **September 21, 2023** at **10:00 am** at the Governors Square Conference Room.

22nd Meeting of the Year

CPA/22/23

Mr. Ian Pairaudeau (Chair)
Mr. Handel Whittaker (Deputy Chair) (via Zoom)
Mr. Joshua Bernard (via Zoom)
Mr. Gillard McLaughlin
Mr. Charles Russell Jr.
Mr. Peterkin Berry (apologies)
Mr. Peter Campbell
Mr. Kenneth Ebanks (via Zoom)
Ms. Danette McLaughlin
Ms. Shakina Bush
Ms. Christine Maltman, MCIP, AICP
Ms. Celecia Bancroft
Mr. Ashton Bodden (via Zoom)
Mr. Haroon Pandohie (Executive Secretary)
Mr. Richard Mileham, Planning Officer (Policy & Development)
Ms. Roxann Burrell, Planning Assistant (Policy & Development)

1. Development Plan Matters

Declarations of Conflicts/Interests

| Item | Member |
|-------------|---------------|
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1.0 DEVELOPMENT PLAN MATTERS

1.1 National Development Plan Review – Discussion about project delivery and process

The meeting was also attended by Mr. Troy Jacob, Deputy Chief Officer with the Ministry of Sustainability & Climate Resiliency (MSCR). He tendered apologies on behalf of Chief Officer Ms. Jennifer Ahearn.

Mr. Eric Bush, Chief Officer with the Ministry of Planning Agriculture Housing & Infrastructure (MPAHI) joined the meeting at 10:20 am.

The meeting commenced with introductions, followed by a presentation from Mr. Mileham on the Development Plan review process and current status. Mr. Mileham advised he would circulate copies of the presentation to members via email. During the presentation, it was noted that for the last two months, a joint ministerial project team had been assembled to assist the CPA with the Development Plan process.

Reference was made to two draft documents that were circulated to the CPA in advance of today's meeting, those being the following:

1. National Development Plan – Project Delivery Plan (PDP)
2. Terms of Reference for the Planning Statement Committee

The CPA Chairman noted that the proposed timetable in the PDP document seemed quite aggressive. He noted that the CPA was not rushing to tick a box to complete the process. The process has not been completed in 25 years and we must ensure it is done correctly.

The CPA expressed a concern that the process seems to be lead by the MSCR when, in law, the Development and Planning Act (DPA) places the responsibility with the Minister of Planning and the Central Planning Authority and Development Control Board.

Chief Officer MPAHI understood this concern but added that while the Premier is responsible for policy matters, it is absolutely clear that the Ministry of Planning has the lead regarding the Development Plan. That said, he also added that there is a strong desire for technical resources to work hand-in-hand but by no means reducing the CPA's responsibility.

Chief Officer MPAHI recommended that his Ministry take the lead in communications plans. The CPA agreed.

The CPA noted a potential issue with having two "Executive Sponsors", each from different ministries. The CPA prefers a single line of communication from its reporting ministry, namely MPAHI. Chief Officer MPAHI agreed and suggested that he act as Project Sponsor with support from Chief Officer MSCR. The CPA agreed.

The CPA noted a potential issue with having a single Project Manager who is not with MPAHI. It was recommended that the project be managed jointly by Mr. Richard Mileham (Planning) and Mr. Simon Amos (MSCR). The CPA agreed.

CPA members and guests proceeded with a detailed review of the documents listed above and suggested they be updated for the CPA's review at its next meeting on 27th September.

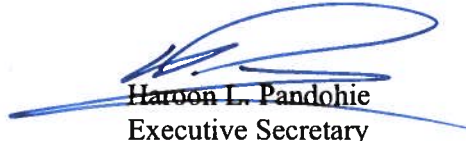
Mr. Jacob thanked the CPA for today's meeting and discussion and looks forward to working with the CPA on moving this project forward. Mr. Bush did the same and the CPA thanked him for his suggestions and support. Both exited the meeting.

The CPA concluded its meeting by selecting representatives to join the Planning Statement Committee (now called "Working Group").

The meeting adjourned at 1:15pm. The next meeting of the Central Planning Authority is scheduled for *Wednesday, September 27, 2023 at 10:00 a.m. in Conference Room 1038, 1st floor, Government Administration Building.*



Ian Pairaudeau
Chair



Haroon L. Pandohie
Executive Secretary

c.c. All members of the Central Planning Authority



National Development Plan

Project Delivery Plan

Contents

- 1 Background/Project purpose and justification 3
 - 1.1 Background 3
 - 1.2 Implementation Approach..... 3
- 2 List of Key Deliverables 4
- 3 National Development Plan Structure 4
- 4 Key Project Stakeholders 5
- 5 Roles and Responsibilities..... 5
- 6 High-level Risks 7
- 7 Budget 7
- 8 Project Meeting Cadence..... 7
- APPENDIX 1 - National Development Plan – Work Plan 8
- APPENDIX 2 10
- APPENDIX 3 11

1 Background/Project purpose and justification

1.1 Background

The Central Planning Authority (the “Authority”), pursuant to section 5(1) of the Development and Planning Act (2021 Revision) has the duty “to secure consistency and continuity in the framing and execution of a comprehensive policy approved by the Cabinet with respect to the use and development of the land in the Islands to which this Act applies”. As a precursor, from 2018 to 2022 the Planning Department drafted a National Planning Framework (NPF) for review and approval by the Authority. The NPF was approved by the Authority on 24th August 2022 and delivered to the Ministry on 16th September 2022 to be used as part of a comprehensive policy for land use in the Cayman Islands. Per the cover memo to the Ministry, this document is a policy document, a flexible framework which will form the overarching basis for more specific elements of the Development Plan, including among other things, a Planning Statement, area/district plans and zoning map. Reference section 9(1) of the DPA for a comprehensive account of the contents and preparation of Development Plans. Ultimately, the Development Plan would culminate with any revisions to the Development and Planning Act and Regulations.

1.2 Implementation Approach

The Project will be divided into 3 phases.

Phase 1 – Creation of an NDP Delivery plan and NPF (Plan Cayman) approval

Phase 2 – Creation of a new NDP Statement

Phase 3 – Incremental Area Plan development and Parliamentary approval

2 List of Key Deliverables

Listed below are the Key deliverables of the National Development Plan project. A more detailed work plan is listed in **Appendix 1**.

| Ser | Deliverable | Lead | Support |
|-----|--|----------------------------|--|
| 1 | Project Delivery Plan | Central Planning Authority | <ul style="list-style-type: none"> • Ministry of Planning, Agriculture, Housing and Infrastructure • Department of Planning • Ministry of Sustainability & Climate Resiliency |
| 2 | Communications Plan, National Planning Framework & NDP Planning Statement | Central Planning Authority | <ul style="list-style-type: none"> • Ministry of Planning, Agriculture, Housing and Infrastructure • Department of Planning • Ministry of Sustainability and Climate Resiliency |
| 3 | National Planning Framework & National Development Plan Planning Statement | Central Planning Authority | <ul style="list-style-type: none"> • Ministry of Planning, Agriculture, Housing and Infrastructure • Department of Planning • Ministry of Sustainability and Climate Resiliency |
| 4 | Communications Plan NDP Area Plans | Central Planning Authority | <ul style="list-style-type: none"> • Department of Planning • Ministry of Planning, Agriculture, Housing and Infrastructure • Ministry of Sustainability and Climate Resiliency |
| 5 | Area Plans | Central Planning Authority | <ul style="list-style-type: none"> • Department of Planning • Ministry of Planning, Agriculture, Housing and Infrastructure • Ministry of Sustainability and Climate Resiliency |

3 National Development Plan Structure

The National Development Plan (NDP) comprises diverse components, which are detailed in Part II – Development Plans of the DPA, as follows:

9. (1) A development plan includes such maps and descriptive matter in the form of a planning statement as may be necessary to illustrate its proposals with such degree of particularity as may be appropriate to different parts of the Islands; and a development plan, may in particular —

(a) define the sites of proposed roads, public and other buildings and works, airfields, parks, pleasure grounds, nature reserves and other open spaces;

(b) allocate areas of land for use for agricultural, residential, industrial or other purposes of any use or class specified in the plan; and

(c) designate, as public open space —

(i) land allocated by the plan for purposes of any of the functions of the Government or a statutory undertaker or a highway authority; and

(ii) other land that, in the opinion of the Government, ought to be subject to acquisition by

the Government for the purpose of securing its use in the manner proposed by the plan, Development and Planning Act (2021 Revision) Section 10 c Revised as at 31st December, 2020 Page 15 and the Government may acquire such public open space as it deems necessary.

The general components of the existing/past Development Plans are depicted in a visual diagram presented in **Appendix 2**. This diagram offers a proposed framework for the formulation of a new NDP.

4 Key Project Stakeholders

A Stakeholder is an individual or organization who is actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.

| Ser | Name | Role |
|-----|--|--------------------------|
| 1 | The Authority (CPA) & the Board (DCB) | Project Owner |
| 2 | Eric Bush with support from Jennifer Ahearn | Executive Sponsor |
| 3 | Tristan Hydes Haroon Pandohie Troy Jacob | Sponsors/Business Owners |
| 4 | Richard Mileham and Simon Amos | Project Managers |
| 5 | Members of the CPA Planning Statement Working Group, Director of Planning & relevant staff, Representative of MPAHI & Representative of MSCR | Project Team |

A detailed stakeholder list will be included in the separate Communications Plans.

5 Roles and Responsibilities

The Project Team includes Sponsors, Business Owners, Advisers and Project Team members. The Project Team is the group responsible for contributing to the planning and executing of the project. The Project Team will meet on a regular basis. The objective of the meeting is to provide an opportunity for all members to raise issues, ask questions, and provide insights to ensure that all are on the same page. The Project Team meets on a bi-weekly basis. The following table lists project team members, their role in the project and what they are responsible for.

| Project Owners | | |
|---|----------------|--|
| The Authority (CPA) and The Board (DCB) | Project Owners | <ul style="list-style-type: none"> • Provide direction, advice, and guidance of project deliverables • Receive recommendations and advice from the Executive Sponsor and make determinations and decisions regarding same. • Assist with resolving strategic level issues and risks. • Assist the project in achieving its outcomes. • Review and approve final project deliverables. • Provide policy direction and guidance to the project in accordance with the DPA. |

| | | |
|--|--------------------------|--|
| | | <ul style="list-style-type: none"> Decide on strategies for the implementation of the project. Review the work of the project for conformity with the DPA and overall policy framework of the Authority and Government. |
| Sponsor Team | | |
| Eric Bush with support from Jennifer Ahearn | Executive Sponsor | <ul style="list-style-type: none"> Ensure the project is aligned with Government's strategy. Ensure the project makes wise use of assets. Assist with resolving strategic level issues and risks. Make recommendations to Project Owner regarding changes to the project with a high impact on output, timelines and budget. Provide direction on administrative and financial matters relating to the project. Assess project progress. Provide advice and guidance to the Project Owners regarding business issues facing the project. Assist the project in achieving its outcomes. Review and make recommendations to the Project Owner regarding final project deliverables. Provide policy direction and guidance to the project. Make recommendations to the Project Owner regarding strategies for the implementation of the project. Direct and support the Project Management Team. Review the work of the project management team for conformity to overall policy framework of the Project Owner & Government. |
| Business Owners | | |
| Tristan Hydes Haroon Pandohie Troy Jacob | Sponsors/Business Owners | <ul style="list-style-type: none"> Participate at Project meetings, when needed, and provide guidance and leadership for the project Executive level resource management for the team Champion the communications within the project, and all other business units that are impacted by the outcome of the project to Champion the Change Management Process for the project Monitor the performance of the project in terms of quality and timelines. Review the impact of the project on the quality of service delivery. Makes strategic decisions regarding the prioritization of project deliverables and approving interim deliverables. Take corrective/remedial actions in the case of delays in the implementation of the project activities. Securing acceptance and approval of deliverables from the Executive Sponsors and Stakeholders outlined in the NPF. Ensure corrective/remedial actions in the case where the quality of the deliverables is not in accordance with specifications. |
| Project Management | | |
| Simon Amos Richard Mileham | Project Manager | <ul style="list-style-type: none"> Responsible for Project Delivery Plan Responsible for status reporting Providing smooth transition of the project work to operations and closing the project when final deliverables are accepted by the stakeholders outlined in the NPF. Making sure the project is delivered in budget, on schedule and within scope. Ensuring that the Project Team completes the project and achieves the project objectives. Guiding communications with the top management and getting appropriate resources sanctioned for the successful completion of the project. Responsible to the Project Owners & Executive Sponsors for the results obtained by the project after the efforts of the team has been completed. Managing and directing project activities, |

| | | |
|--|--------------|---|
| | | <ul style="list-style-type: none"> • Providing scope control, quality assurance and control, resource management and control, cost and schedule control, risk management and change management strategy • Chairing meetings of the Project Team. • Leading the team to deliver quality deliverables that meet the objectives of the project. |
| Project Team | | |
| Members of the CPA Planning Statement Working Group, Director of Planning & relevant staff, Representative of MPAHI & Representative of MSCR | Project Team | <ul style="list-style-type: none"> • Participate at Project meetings and provide input to the project outputs • Provide the needed resources and responsible for resource management for the completion of the outputs • Identifying stakeholders (including, but not limited to, those listed in section 1.7 of the NPF), project objectives, requirements, scope and deliverables. • Engaging all stakeholders (including, but not limited to, those listed in section 1.7 of the NPF) who will be impacted by the project to contribute, participate and support the project work that will result in measurable and meaningful benefits to the organization. • Ensure clear communications within the project, and all other stakeholders that are impacted by the outcome of the project • Lead the Change Management process • Prioritization of Issues for escalation • Identify project constraints, issues and risks and report them to the Project Managers • Contributes to the planning of the project • Drives day to day activities in accordance with the plan • Will approach issues with a positive, problem solving attitude |

6 High-level Risks

When completing a project, there are several high-level risks that should be considered. These risks can vary depending on the nature of the project and the specific circumstances. Identified high risk are list at **Appendix 3**.

7 Budget

The Department of Planning has operational budget for this project. A business case will be developed for funds to expedite the creation of Area Plans in Phase 3 of this project.

8 Project Meeting Cadence

Bi-weekly meetings will commence starting Tuesday 17 October 2023, in order to be in alternate week of CPA meetings.

APPENDIX 1 - National Development Plan – Work Plan

(WORKING DOCUMENT)

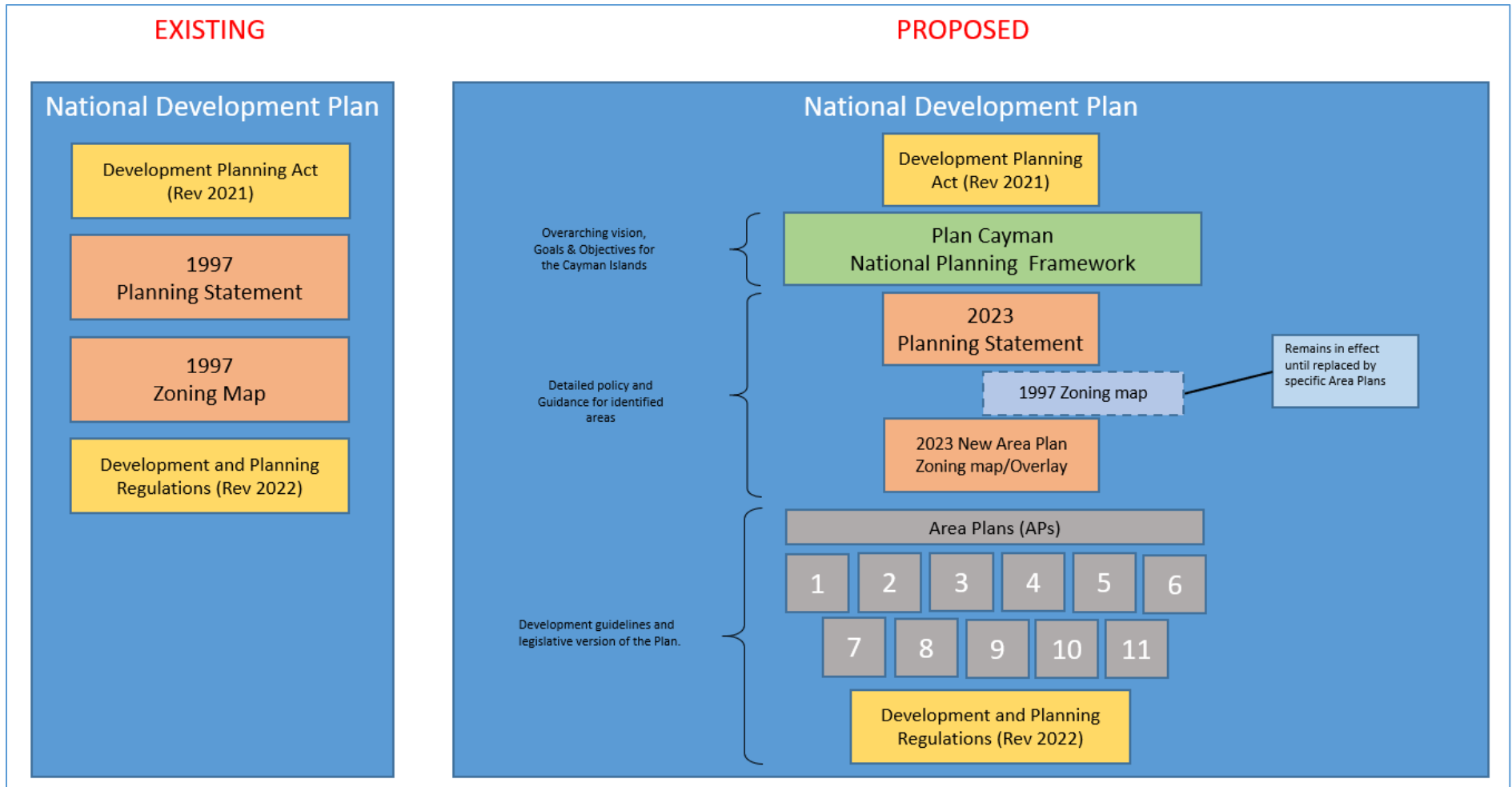
Output is what the project will produce or deliver and the Outcome is a specific benefit that results from the project.

| Activity | Estimated Timeframe | Project Output | Project Outcomes |
|--|----------------------------|--|---|
| Phase 1 | | | |
| Plan Cayman - National Planning Framework stakeholder update meetings | Q4 2023 | Revised PLAN Cayman National Planning Framework document | Make amendments to the NPF regarding the NDP Structure. Advertise the re-launch of the process. Perhaps one general public meeting to invite stakeholders to understand responses. |
| Create a National Development Plan Cabinet Note to include: <ul style="list-style-type: none"> The revised PLAN Cayman National Planning Framework Project Delivery Plan for the NDP | Q4 2023 | Cabinet Note Project Delivery Plan | Provide Cabinet with the strategic plan to deliver the National Development Plan and the acceptance of the structure <ul style="list-style-type: none"> Plan Cayman National Planning Framework Planning Statement Area Plans Acceptance of the Plan Cayman National Planning Framework Acceptance of the Delivery plan |
| Assist the CPA with the production of a NDP Planning Statement Communication Plan | Q4 2023 | NDP Planning Statement Communications Plan | |
| New Plan Cayman - National Planning Framework made public | Q4 2023 | Published National Planning Framework document | Provide transparency and accountability to empower citizens by providing with necessary information for informed participation in public decision making. |
| Phase 2 | | | |
| Assist the CPA with the production of a draft Development Plan, Planning Statement | Q4 2023 | NDP Planning Statement | To fulfil obligations under the Development and Planning Act (2021 Rev) |
| Assist the CPA with the Planning Statement internal stakeholder consultation | Q4 2023 / Q1 2024 | | To provide feedback for identifying potential issues and risks. Enhance transparency and increase stakeholder buy-in. |
| CPA/DCB approval for Public Consultation | Q4 2023 / Q1 2024 | Approval for Public Consultation | To provide feedback for identifying potential issues and risks. Enhance transparency and increase stakeholder buy-in. |
| Assist the CPA to seek approval for Ministers to convene a Development Planning Appeals Tribunal. | Q1 2024 | | To provide feedback for identifying potential issues and risks. Enhance transparency and increase stakeholder buy-in. |
| Create a Planning Statement Cabinet Note | Q1 2024 | Cabinet Note | Support for the Planning Statement document. |

| | | | |
|--|-----------------|--|---|
| 60 day Public Consultation | Q1/Q2 2024 | | Provide transparency and accountability to empower citizens by providing with necessary information for informed participation in public decision making. |
| Consultation Report | Q2 2024 | | |
| Approval for Minister to convene Development appeals tribunal | Q2 2024 | | |
| DPAT hearings | Q2 2024 | | |
| Tribunal Report of Amendments | Q2/Q3 2024 | | |
| CPA approvals submission to cabinet | Q2/Q3 2024 | | |
| Cabinet approves for submission to Parliament | Q3 2024 | | |
| Tabled in Parliament | Q3/Q4 2024 | | |
| New Planning Statement Issued | Q4 2024 | | |
| Phase 3 | | | |
| Continual Development of the Area Plans | Q4 2024 onwards | | |
| Create a Business Case for additional resources to expedite the Area Plan production | Ongoing | | |
| Update Planning Regulations | | | |

APPENDIX 2

2023 National Development Plan – Proposed Structure



The 11 Area plans will be identified in the Planning Statement and will each have their own Public consultation period. Each Area Plan will contain their own specific Zoning Maps, Overlay Zones, Area Plans, Circulation and Transportation, Infrastructure, Design, Natural Resources, Community Facilities, Parks, Recreation & Open Spaces and Economic Element.

APPENDIX 3

High-Level Risks

| Ser | Risk | Possible Impact on Project | Risk Mitigation |
|-----|---|--|--|
| 1 | Resource Constraints: Insufficient availability of CIG staff | Project timeline delays | Agency resource planning, specific task allocation. Prioritization of tasks and a flexible approach to collaboration. |
| 2 | Decision making: delays in decision making | Project timeline delays Stakeholder frustration Missed opportunities | Communication is key. Establish clear decision criteria when comparing options. Stakeholder involvement creates a diverse perspective for decision making. |
| 3 | Scope Creep: Expanding project scope | Project timeline delays Potential resource constraints Decrease in quality | Implementation of a change control process. Continuous Stakeholder Engagement |
| 4 | Communication Breakdown: Ineffective communication among team members and stakeholders | Project timeline delays Staff misunderstanding Decreased collaboration | Develop communications plan Bi-weekly meetings |
| 5 | Stakeholder Misalignment: Conflicting interests or differing expectations | Decision-making delays Stakeholder frustration | Stakeholder Analysis completed Project Delivery Plan completed Bi-weekly meetings to maintain open and transparent communication. |
| 6 | External Factors: External risks such as public consultations, changes in regulations or natural disasters | Project timeline delays | Risk assessment carried out and documented. Continuously monitor for and detect external risks early. Stakeholder communication through meetings. |
| 7 | Financial: Insufficient funds available | Project timeline delays Scope decreased | Business Case to be created to seek new funding for Area Plan creation and delivery. |
| 8 | Political Calendar: General Election 2025 | Decision-making Scope change | Careful planning and coordination with relevant agencies and build flexibility into the project timeline |
| 9 | Parliament Schedule: meeting schedule and deadlines | Decision-making Project timeline delays | Careful planning and coordination with relevant agencies and build flexibility into the project timeline |
| 10 | CIG approval process/cadence: Caucus and Cabinet meeting schedule and procedural constraints | Decision-making Project timeline delays | Careful planning and coordination with relevant agencies and build flexibility into the project timeline |

Terms of Reference for the Planning Statement Working Group

1. Background

Development Planning in the Cayman Islands has its origins in the passing of the Development and Planning Law in 1971. This law established the Central Planning Authority (“CPA”) and charged that authority with responsibility for preparing a Plan and for administering its provisions once it was approved. This resulted in the 1977 Development Plan.

A review of the 1977 Plan commenced in 1991. In order to gain greater public involvement in the review process, a Development Plan Review Committee was established, along with committees for each of the 5 districts in Grand Cayman. In December 1994, the draft Plan was put on public display for 3 months. A total of 313 objections and representations were received during this period, which were later heard in full during a series of Tribunal hearings that took place from January to July 1996. After careful consideration of the Tribunal reports, the Development Plan was prepared in 1997.

Although there have subsequently been a number of more recent attempts to update the Development Plan, the 1997 Plan is still the current plan for guiding physical development in Grand Cayman. There is no plan in place for either Cayman Brac or Little Cayman.

In 2018, the then Ministry of Commerce, Planning and Infrastructure and Department of Planning (“DoP”) commenced the ‘Plan Cayman’ exercise to develop a holistic National Planning Framework (“NPF”) for all three Cayman Islands. Consultation on the draft NPF commenced in November 2018 and was extended to February 2019 to allow additional time for feedback. Over 2,000 comments were submitted, from 356 responses, and these have all been considered in full and amendments to the NPF document have been proposed, where necessary.

In September 2019 the Central Planning Authority (“CPA”) approved the final draft NPF document for transmission to the Ministry of Planning, Agriculture, Housing & Infrastructure (“MPAHI”) for adoption. In August 2022, the current CPA reviewed the draft NPF and forwarded same to the Ministry of Planning in September 2022. The final draft NPF published on the plan cayman.ky website in February 2023.

In August 2023, the CPA was presented with a proposed Project Delivery Plan, prepared by the MSCR and shared for comment with MPAHI, and DoP. The cornerstones of this proposed plan, include:

- a) the CPA having assistance in the form of a joint project team consisting of representatives from MPAHI, DOP and MSCR, discussed below in Section 2.

- b) The plan proposes to use the final NPF to inform three components that will collectively constitute the updated Development Plan. These components are:
- (i) Planning Statement
 - (ii) Area Plans
 - (iii) Zoning Map & Regulations

2. Role of the Working Group

Under instruction of the CPA a joint Planning Statement Working Group (the “Group”) will be assembled to assist the CPA with the development and delivery of a new Planning Statement. The Working Group, with assistance from the Project Team and subject to approval of the CPA, is also responsible for guiding the submissions to Minister of Planning and public consultation.

3. Membership

The Working Group shall be made up of representatives from the CPA, DCB, DOP, MPAHI and MSCR.

| <u>Title</u> | <u>Position</u> |
|---|------------------------|
| Christine Maltman, CPA Representative | Chair |
| Celecia Bancroft, CPA Representative | Deputy Chair |
| Kenneth Ebanks, CPA Representative | Member |
| Gillard McLaughlin, CPA Representative | Member |
| Ashton Bodden, DCB Representative | Member |
| Haroon Pandohie, Director, DoP | Member |
| Richard Mileham, DOP | Member |
| Roxann Burrell, DOP | Member |
| Kevon Thompson, DOP | Member |
| Tristan Hydes, Deputy Chief Officer MPAHI | Member |
| Ann Kensington, MPAHI | Member |
| Stacie Sybersma, MPAHI | Member |
| Troy Jacob, Deputy Chief Officer, MSCR | Member |
| Simon Amos, MSCR | Member |

Per Part 2 of the Development and Planning Act (2021 Revision) Section 10(1), the Authority will lead the delivery of the revised Planning Statement and shall have the ability to co-opt additional subject matter experts from within MSCR, MPAHI, and other agencies or organisations external or internal to the Cayman Islands Government as needed.

4. Objectives of the Working Group

The objectives of the working group are as follows:

- a) Assist the CPA with the production of a revised draft Planning Statement that has been reviewed by internal stakeholders.

- b) Upon CPA approval submit a revised Planning Statement to Minister of Planning prior to 60 day public consultation.
- c) Submit Planning Statement for 60 day public consultation.
- d) Assist CPA to seek approval from Minister of Planning to appoint a Development Planning Appeals Tribunal.
- e) Assist CPA with commencing Development Planning Appeals Tribunals (DPAT) hearings and complete a Tribunal Report of Amendments.
- f) Assist CPA with completing reports, approved by CPA, and submitting to Minister of Planning.

5. Conflict of Interest

If any Working Group member has reason to believe a conflict of interest situation may arise, they should make this known to the Working Group Chair as soon as possible.

6. Content Conflict Resolution

The Working Group shall establish protocols to determine content within the Planning Statement. In the event of a disagreement/conflict between Working Members regarding the content of the Planning Statement, the following process must be followed:

- Step 1 In person Working Group meeting to discuss the content conflict
- Step 2 Working Group Chair to seek guidance from bi-weekly National Development Plan Meeting
- Step 3 Working Group Chair to seek guidance from the CPA

7. Meetings

The Working Group shall establish their own protocols for meetings, meetings can be in person, via Zoom or a hybrid format.

8. Conduct

The expectations for members' conduct are set out in the [Code of Business Ethics and Conduct](#) Version 1.2 dated March 2017. These apply to all Working Group members.

9. Reporting

The Working Group Chair, or designate is required to provide updates to the National Development Plan Bi-Weekly Meeting that convenes bi-weekly on Tuesdays at 1:30pm.