

A New Decade Dawns

CAYMAN'S BEST COMPANIES LOOK FORWARD

2010



SPECIAL ADVERTORIAL SECTION

O V E R V I E W

The Cayman Islands: A Half-Century of Transformation

By Iris Stoner



1960

1970

1980

1990

2000

TO LOOK BACK ON THE LAST 50 YEARS IN THE LIFE OF CAYMAN IS TO CHRONICLE THE ISLANDS' OWN UNIQUE RAGS-TO-RICHES STORY—FROM FRONTIER SETTLEMENT TO FINANCIAL POWERHOUSE. THAT MAY SEEM AN EXTREME DESCRIPTION, BUT NOT FOR THE PEOPLE WHO HAVE LIVED HERE ALL THESE YEARS.

THE STORIES OF LIFE HERE IN THE 1960S AND EARLIER HAVE JUST ABOUT TAKEN ON MYTHIC PROPORTIONS, AND POSSIBLY WOULD HAVE ENTERED THE REALM OF LEGEND EXCEPT THAT THEY ARE ACTUALLY TRUE.

BUT FEW WOULD ARGUE THAT THE 1960S ARE WHEN IT ALL STARTED, WHEN LIFE IN CAYMAN BEGAN TO CHANGE FOREVER, THOUGH ONLY ABOUT 8,500 PEOPLE WERE LIVING HERE IN 1960 TO WITNESS THE BEGINNING OF THE BOOM.



Just ask Roy Bodden, President of the University College of the Cayman Islands, former Minister of Education and historian, who clearly loves nothing more than discussing the history of these islands. If he could, he would probably spend every day poring over historical documents. “I live at the archives,” he says, almost matter-of-factly, but not without a degree of pride.

He notes that before the 1960s, Cayman was justifiably described as: “‘The Islands time forgot.’ Because in the normal course of business and trade and empire, the Cayman Islands was a frontier outpost.”

Bodden explains that during the 1950s, the arrival of steam navigation and refrigeration removed the need for ships to call at Cayman on their way up to Mexico or Cuba. “With the advent of modernity, it made the Cayman Islands redundant.” But the forced insularity rekindled the art of boat building, with Caymanian seamen sailing off to Central America or as far north as Nova Scotia, bringing back salted cod and flour that were traded for molasses taken on in Jamaica.

From the 1960s, however, he adds, “some interesting things happened. The ‘60s were really the beginning of the boom time here. But the tone had been set from 1953 when Benson Greenall developed the Galleon Beach Hotel and Seven Mile Beach; and Barclays Bank (also) came in 1953. The ‘60s were the peak time, the beginning of significant numbers of Cayman men going to sea, so the whole economy was changing. The politics were also changing because that was at the breakup of the federation.”

In 1962, Jamaica gained independence from the UK, while Cayman chose to remain a British dependency. “Mr. Ormond Panton, who was a visionary and a nationalist and a kind of hero of mine, thought he would take Cayman into modernity, so he founded the first successful political party—the National Democratic Party. In 1962, he had 1,000 card-carrying, paid-up members, which is more than the UDP (United Democratic Party) and the PPM (People’s Progressive Movement) have today, in the 21st Century.”

Perhaps less significant, but certainly in-

teresting, in the mid-‘60s, Burns Ruddy of the Christian Democratic Party brought a motion to the Legislative Assembly (LA), calling for the implementation of income tax. Additionally, he brought motions restricting the sale of land to foreigners and ensuring only Caymanians, or Commonwealth citizens who were resident here for a year, sat as members of the LA.

The first two bills were defeated but the third one passed, Bodden recalls.

A few years later, key legislative changes to the banking and financial industries would fundamentally change the course of Cayman’s history way beyond any decisions on taxation. In 1966, the Legislative Assembly passed three bills—which built on the Companies Law enacted in 1960—into law: the Banks and Trust Companies Regulation Law, the Trusts Law and the Exchange Control Regulations Law.

These laws, coupled with the political upheaval in the Bahamas, which led to business and money leaving that country, kick-started the financial industry in Cayman.



The Legislative Assembly Building in George Town, Grand Cayman

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WAY BEYOND ANY DECISIONS ON TAXATION.

Arek Joseph, former managing partner of and now consultant to architectural firm Chalmers, Gibbs, Martin and Joseph, who has been living in Cayman since 1972, recounts that time: "As the banking industry took off, banks moved in, thanks to the Bahamas going independent (in 1973). There really should be a statue of (former Bahamas Prime Minister) Lynden Pindling in George Town because the capital fled from the Bahamas and came to Grand Cayman."

And all this was happening in a town that didn't even have proper roads. Although there was a post office, town hall, and library, "there were no paved roads. The roads were potholed and marl," Joseph recalls.

It wasn't until the early '70s that the courthouse and Legislative Assembly buildings were built, after an international design competition.

"Before that, George Town was a sweet place. There were no paved roads or parking. And everyone just drove and stopped where they wanted to. And everybody drove cars that were rusty because of the salt and the marl," Joseph says.

Education was also moving forward during the seminal '60s. Educators instituted a fundamental change to the school system that continues to the present day. Joy Basdeo, who was involved in education in the Cayman Islands for more than 30 years, serving the last 17 as Permanent Secretary in the Ministry, explains the significance of the change. While that was before her time, Basdeo's father, who was Director of Education and then Permanent Secretary, was involved in that process.

"In the '60s, probably the most significant event was bringing in comprehensive education," Basdeo says. "Before that—and McKeeva Bush talks about this all the time—there was the Secondary Modern School, which he attended and was like a technical school." The students who did well on the common entrance exam went to Cayman Islands High School, she explains.

But comprehensive included all levels of ability.

"Secondary Modern and the grammar school were combined under the comprehensive school called Cayman Islands High School. There was no longer a separation of children. And I hope we never go back to that. There are some people that talk about that but that does not work with nation building. You have to get your children together and be able to give them what their needs are.

"We can't go back. I would march in the streets. Education has moved on so much in the last 40 years. We can't go back to those old-fashioned ideas."

Life in general continued to move forward in Cayman during the next decade. And the most impressive indicator of that forward motion was population growth. The 10,068 people living in the Cayman Islands in 1970 swelled by an unprecedented 76 percent, to reach 17,757 ten years later.

And many of these people proved good news for the financial and banking industries, which continued to evolve.

Says Bodden: "They came with all the business, all the trusts, and the banks and all that. And Caymanian people thought it was nice because they got secretarial positions and secondary positions. And then the banks expanded—the first bank was Barclays, then Royal (Bank of Canada) came 10 years after that. And then we had all these other banks. And when young men stopped going to sea, they began to work in the banks and they thought, this is nice—white collar, necktie, we'll go to work in the banks. And no one thought of furthering their education. Relatively few. Because it was like a frontier town. That's why in my writings I always describe the Cayman Islands as a frontier society."

But events were starting to advance Cayman into modern times. In 1970, Cayman issued its own currency, breaking off from the Jamaican dollar, and delinked from the British pound to the U.S. dollar four years later. Then, in 1976, the LA passed the Confidential

Relationships (Preservation) Law to protect information held by financial services professionals being disclosed improperly. Near the end of the decade, the Insurance Law was promulgated to regulate the by-then growing captive insurance industry.

Meanwhile, other support services expanded. Cable & Wireless built up its telephone service, which launched in 1966, and expanded its telex operations throughout the 1970s.

Bodden calls Cayman a "boom town" during those years. "It was generated by banking and real estate, and fed by construction. And there was lots of money."

But the government recognized that planning laws were needed to regulate all the new construction. Joseph explains that these laws enabled the island to be zoned for various uses, such as housing and commercial. "It showed a lot of foresight to have done that in those early years," he says.

Even more far-reaching and important was the start of the cadastral survey, a comprehensive mapping and registration of virtually every conceivable bit of land in Cayman. The results of this exercise continue to affect real estate development to this day, as Joseph explains.

"Up until the cadastral survey, land was owned by describing, 'My father gave me from that guango tree to that coconut. That's mine.' There were lots of disputes, unhappiness, court cases. Families fought each other as to who owned what."

The survey itself proved an incredible feat. "An entire nation was subjected to survey and every square inch of that nation was deemed to belong to somebody. Can you imagine the significance of that? And the beauty of it is, that we reap the benefits of it now. You go to the Land Registry, and you can find out who owns it, how big it is, where it is."

At the same time the real estate and financial industries were taking off, tourism was receiving a major push. Ask people now about the Holiday Inn and most will remember it fondly, for the services it provided and as a social hub. But its significance went beyond satisfying the needs of the resident population.

Says Joseph: "The biggest thing in the '70s was when the Humphreys family decided to build the Holiday Inn. What everybody said as Cayman grew was that what this island needs is a hotel. So they built the Holiday Inn on the beach. Then everybody said what this island needs is a decent hotel, so then the Hyatt was built. Then everybody said what this island needs is a decent hotel on the beach. And then the Marriott and Westin were built. And so it went on."

The Holiday Inn "really transformed" tourism, he adds, because people then

began to arrive, particularly from Texas, as Cayman Airways added a Houston route, opening the islands to a new group of tourists with money.

With visitors on the rise, development taking off, and the financial services industry gaining momentum, it became necessary to upgrade infrastructure.

"Then Cayman started to seriously be on the map, so we needed a new airport," Joseph recalls. "And my mother's favorite architect was appointed, by Jim Bodden (member of the Executive Council responsible for tourism, aviation, and trade). My thesis at university was airport design, so that was my specialty, and I sort of fell into it. We [Chalmers Gibbs] were engaged to design the new airport." Construction was completed in 1984.

Compared to the exuberant growth of the previous decade, Bodden describes the '80s as "a time of sobriety, when certain realities began to hit home and the geopolitics began to change and pressures began to be put upon the frontier society, particularly in terms of accountability."

As part of those changes, the LA passed the Mutual Legal Assistance Treaty in 1986, to "bring some kind of order to the frontier, to meet our international obligations and geopolitical obligations.

"So things began to change. And also the politics began to change, and the politics became at once a little more focused; it wasn't so wide open and it wasn't so flamboyant now as it was getting organized."

By the end of 1986, with all the related legislation in place, Cayman was home to 16,791 registered companies; 456 banks and trusts with assets of US\$202 billion and 107 captive insurance companies.

Correspondingly, during the '80s, the population increased by 52 percent.

Education was transforming as well, and Joy Basdeo was part of the changes. The Education Act of 1983 mandated an additional year of compulsory education, up to age 16. "And I know there was significant growth in the scholarship program because the new Education Law created the Education Council and they approved scholarships," she adds.

"In the '80s, we also began to look much more at strategic planning in education. And that was also the decade of Truman Bodden, who was the Education Minister. Mr. Truman had such a steady hand. The contribution he has made to this country should never be undervalued although he is not in politics now."

Alongside education, the arts scene was gaining structure. In the '80s, both the Harquail Theater and the Cayman National Cultural Foundation were born. During that decade, observes Nancy Barnard, former director of the National Gallery of the Cayman Islands, now well-known artists like "Bendel



PHOTO COURTESY OF CAYMAN FREE PRESS



PHOTO BY COURTNEY PLATT

George Town Past and Present

Hydes came into his own and, of course, Miss Lassie, who was doing her own thing all along but wasn't discovered until then."

"The '80s were organizations and institutions dedicated to art so that developed a lot. One thing to note is that government has always been extremely supportive with scholarships, even the visual arts scholarships, so students could go away and study."

During the next decade, several important laws were passed that solidified the link between financial services and the prosperity of the Cayman Islands. The Mutual Funds Law was enacted in 1993, which paved the way for the growth of the fund industry, and amendments to the Trusts Law and related legislation further aided the sector. In 1996, the Cayman Islands Monetary Authority was established, followed by the Cayman Islands Stock Exchange a year later.

Joseph adds there was a corresponding rise in office buildings as the financial industry took off, with the Barclays Bank building, the Royal Bank of Canada building, Anderson Square and Capital Place among the new construction. Before that office boom, he half-jokingly describes Shedden Road as a place of "goats and chickens."

As Cayman entered the new millennium, the battle cry, at least on the real-estate front, might have been: "Big, bigger, biggest," with two major developments taking shape—The Ritz-Carlton, Grand Cayman and the still-evolving Camana Bay. Additionally, all along West Bay Road, high-end beachfront condominiums have sprouted.

Of course, the onslaught of Hurricane Ivan in September 2004 set everything and everyone back, and this generation will forever measure time by before and since that devastating storm.

More recently, though, Cayman has pushed to sign enough Tax Information Exchange Agreements to gain entry to the coveted white list of compliant jurisdictions compiled by the Organization for Economic Cooperation and Development.

In addition, of late Cayman has been focusing on the continuing global financial crisis and its specific effect on three little islands in the Caribbean. But considering all that has happened over the last 50 years, and how far "the Islands time forgot" have progressed, the dawning of the new decade will no doubt be anticipated as the beginning of another success story. | 2010

A New Decade in Cayman Tourism

By Shomari Scott



Cruise Ships

Resorts

Attractions

Restaurants

QUEEN ELIZABETH II CALLED 1992 HER *ANNUS HORRIBILIS* OR “HORRIBLE YEAR” AFTER THE MARRIAGES OF HER TWO SONS, CHARLES AND ANDREW, BROKE DOWN AND WINDSOR CASTLE CAUGHT FIRE. THE SAME CAN BE SAID OF THE GLOBAL TOURISM INDUSTRY OVER THE PAST YEAR, WHICH IS STILL REELING FROM THE EFFECTS OF THE ECONOMIC CRISIS AND H1N1 PANDEMIC.

THE CAYMAN ISLANDS TOURISM INDUSTRY WAS NOT IMMUNE, AND WE SAW OUR VISITOR ARRIVALS DECLINE AS A RESULT OF SHAKEN PUBLIC CONFIDENCE IN SPENDING AND A FALL IN THE DISPOSABLE INCOME OF OUR BEST CUSTOMERS. THE DECLINE, HOWEVER, WAS NOT AS STEEP AS PREDICTED FOR THE CARIBBEAN REGION AS A WHOLE.



CAYMAN IS ONE OF THE MOST VIBRANT, CONTEMPORARY, CONTINUALLY EVOLVING SOCIETIES IN THE CARIBBEAN WITH A WORLDLY, WELCOMING, AND SUCCESSFUL PERSONALITY THAT, WHEN COMBINED WITH OUR NATURAL BEAUTY, CREATES A STORY THAT NO OTHER VACATION DESTINATION CAN MATCH.

As 2009 comes to an end, we are optimistic about the dawn of the new decade and the Cayman Islands Government is putting solid plans in place to ensure that we create a winning, profitable, and sustainable tourism business, which will carry us through 2020 and beyond.

The Department of Tourism late last year held a series of stakeholder meetings in which people from tourism, government, the civil service, and the general public offered their insights into the tourism business. We asked participants of the sessions to help us define their vision for tourism to enable us to develop clear, compelling tourism business strategies that offer long-term growth and prosperity for the people of the Cayman Islands.

One of the more critical business issues is the need to differentiate the Cayman Islands from other sun, sand, and sea destinations. While our beaches and underwater environment are undoubtedly world-class, Cayman also has a very compelling, unique personality. Cayman is one of the most vibrant, contemporary, continually evolving societies in the Caribbean with a worldly, welcoming, and successful personality that, when combined with our natural beauty, creates a story that no other vacation destination can match.

It is this compelling, unique personality that positions the Cayman Islands well to capitalize on the burgeoning family market. Research has shown that in the midst of the current economic environment there is even more interest in spending time with families, and family travel—be it the traditional mom, dad, and two kids, or multi-generational—is expected to show significant growth over the next decade.

Many luxury hotels and resorts will thrive over the next decade if they are able to show why it's worth paying a bit more to get something extraordinary. Indeed, this sense of looking for an unusual experience is a definite rising trend. Travelers are expected to plan luxury vacations that maximize unforgettable moments and experiences while minimizing spending on services that they will not use.

One of the bright spots in tourism continues to be the romance market, specifically destination weddings and honeymoons. It is proven that in tough economic times or natural disasters, this is one rare segment of the market that does not cancel. They may alter their plans slightly based on circumstances, but couples will continue to travel to celebrate these milestone trips.

Industry research confirms this with *Martha Stewart Weddings* reporting in their 2009 White Paper that approximately 30 percent of all brides are planning a destination wedding and this is continuing to grow in popularity. In terms of the honeymoon, it is perhaps the brightest spot, with nine out of 10 taking a honeymoon, couples spending an average of \$4800 per trip, 34 percent staying for seven to 10 days, and the Caribbean as the top global region, according to 2009 research from *The Knot* (a wedding website and magazine). These trends show no sign of slowing and are expected to continue to grow into the next decade. Romance travel is hot.

And at a time when some traditional tourism trends are in decline, sport tourism continues to flourish and is set to grow exponentially in the next decade. Visitors en-

gaged in sports tourism are high-spending, stay longer than other tourist categories, are more discerning, and often stimulate other tourism. Their direct benefit to a destination is cash; their indirect benefit can be years of follow-on tourists. The Cayman Islands is poised to take advantage of this trend.

While in the past many travelers have merely paid lip service to the environment when it came to making travel choices, we expect that over the next decade this will change. And thanks to the widespread effort the travel industry in the Cayman Islands is making to strengthen its green credentials, it's not difficult for consumers to be more eco-friendly.

In a unique public/private sector partnership, two hotel properties on Grand Cayman (Cobalt Coast Resort and Compass Point) and one on Little Cayman (Little Cayman Beach Resort), as well as one attraction (the Queen Elizabeth II Botanic Park), are well on the way to becoming Green Globe certified; and eco-tours led by marine environmentalists are springing up to educate visitors about the pristine environment, ensuring that it remains that way for years to come.

One thing we do know for sure is that the future of the Cayman Islands tourism industry depends not only on the objectives and strategies we set today—balancing business economics with people, culture and the environment—but also on our ability to be organizationally and culturally flexible in order to meet the challenges that lie ahead. We are prepared. | 2010

Shomari Scott is the Acting Director of the Department of Tourism.

A New Landscape for Cayman's Financial Services Industry

By Cindy Scotland



Transparency

Stability

Efficiency

Resiliency

IN NOVEMBER 2009 WHEN THE G20 FINANCE MINISTERS AND CENTRAL GOVERNORS STATED ONE OF THEIR GOALS AS “STABLE, EFFICIENT, AND RESILIENT FINANCIAL SYSTEMS,” THEY REFLECTED THE SENTIMENTS OF THE POLITICAL LEADERS OF THE MAJOR ECONOMIES AND ALL THE INTERNATIONAL REGULATORY AND STANDARD-SETTING BODIES.

IN THE WAKE OF THE UNPRECEDENTED FINANCIAL COLLAPSE OF 2008, THE ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT, FINANCIAL STABILITY BOARD, FINANCIAL ACTION TASK FORCE, INTERNATIONAL ORGANIZATION OF SECURITIES COMMISSIONS, INTERNATIONAL ASSOCIATION OF INSURANCE SUPERVISORS, BASEL COMMITTEE OF BANKING SUPERVISORS, AND OTHERS HAVE ALL RE-EXAMINED, AND ARE UPGRADING, THEIR STANDARDS. INDIVIDUAL COUNTRIES AND JURISDICTIONAL GROUPINGS, LED BY THE U.S., U.K., AND THE

European Union, are implementing policy and legislative changes and have vowed to add the weight of increased resources and commitment to their organizations.

They have all stressed the need for common standards across jurisdictions, given the complex, global, and integrated nature of financial systems. A recurring theme is that cooperation, coordination, and transparency are critical to preventing future meltdowns. All have in one way or another emphasized their commitment to ensuring that all jurisdictions adhere to international prudential, regulatory, supervisory, tax, and anti-money laundering/counterterrorism financing standards.

The effects of these initiatives will become clearer in time, but what is sure is that they are far-reaching. A new international financial framework is being ushered in and, with it, a new era of how business is to be conducted. No jurisdiction will escape it.

The landscape of this new decade is being characterized by greater regulation, converging international standards, increased monitoring, and increased sanctions for non-compliance. More and more, for financial-services centers such as the Cayman Islands, the ability to maintain a competitive edge while still remaining an integral part of the global financial services network is being challenged.

We have every right to retain our autonomy, and should do so in those areas where it is in our best interest to do so. However, it is also in our interest to embrace those changes that will allow us to more clearly contribute to a strengthening of the global financial system while increasing our competitive edge. As a jurisdiction, this is the type of repositioning we must do to ensure that we are not left behind.

The current challenges have provided new opportunities for us. For instance, the Cayman Islands has been able to gain seats on the Steering Committee and the Peer Review Group of the Global Forum on Transparency and Exchange of Information for Tax Purposes. Such positions provide avenues to influence international standard setting and contribute to a more level playing field.

One of our biggest risks is reputational. There is increasing pressure on businesses in the traditional financial centers to cut links with jurisdictions perceived as uncooperative

and loosely regulated. As a result, businesses are now taking a second look at the jurisdictions in which they operate. They are more likely now to factor in the jurisdiction's reputation among their home regulators, politicians, and public. More and more, one of our major competitive advantages will be having that reputation as a jurisdiction of quality. Our service providers must proactively guard this



WE WILL BE UTILIZING TECHNOLOGY TO INCREASE OUR EFFICIENCY AND COST-EFFECTIVENESS IN ORDER TO MAKE DOING BUSINESS WITH US EASIER AND MORE EFFECTIVE. THIS INCLUDES FURTHER AUTOMATION IN AREAS SUCH AS DOCUMENT SUBMISSION AND PROCESSING, AND MOVING TOWARDS ONLINE PAYMENTS.

reputation by being very selective with whom they do business.

Going into this new decade, one of the Cayman Islands Monetary Authority's areas of focus is on minimizing Cayman's reputational risk. While we remain mindful of the need for innovation and growth in the industry, we will continue to be vigilant in authorizing only entities of the highest probity. We are augmenting our efforts to ensure that Cayman's regulatory framework meets the new international standards as appropriate. We are keeping abreast of the thinking of standard setters and taking the most active

role possible to contribute to the development of these standards.

Having reviewed several of the proposals of international bodies and governments, and the recommendations coming out of assessments that we have undergone, such as last year's International Monetary Fund (IMF) review, we are making our own adjustments. In fact, the IMF assessors acknowledged in their 2009 report that we were already in the process of implementing many of the measures that they were recommending.

Our short- to medium-term priorities for enhancing regulation and supervision of the various sectors include: deepening our assessment of prospective licensees' fitness and propriety; enhancing the information gathered on regulated sectors where needed and expanding the statistical information we make available; strengthening the failure resolution framework; strengthening our risk-based supervisory framework; and seeking to harmonize supervision across all the regulated sectors.

We will also continue to review and make recommendations to the Government on enhancements to the regulatory laws and Monetary Authority Law, both to strengthen the regulatory

framework and allow the jurisdiction to take advantage of emerging business opportunities. We will continue to enhance international cooperation and supervision, including through expanded home-host supervision and participation in external forums and supervisory colleges.

On the operational side, we will be utilizing technology to increase our efficiency and cost-effectiveness in order to make doing business with us easier and more effective. This includes further automation in areas such as document submission and processing, and moving towards online payments.

The challenges facing us as an international financial-services center going into this new decade are great. However, we have successfully raised the bar before and have reaped the benefit of increased growth. I believe that if we continue to be proactive, we can enjoy greater success and increased acceptance as an international financial center. | 2010

Cindy Scotland is the Managing Director of the Cayman Islands Monetary Authority.

A 10-Year Perspective on Education

By the Hon. Rolston M. Anglin, MLA, and Mary E. Rodrigues



Scholarships

Schools

Teachers

Degrees

WE LIVE IN A TIME WHEN THE CHANGES RELATED TO TECHNOLOGY, LEARNING, ORGANIZATION, AND GLOBAL EXPECTATIONS ARE SO GREAT THAT SEEING OUT 10 YEARS IS HAZARDOUS BUSINESS FOR THOSE WHO LIKE TO MAINTAIN THEIR CREDIBILITY. BUT IF THERE IS AN AREA WHERE WE MUST ALL BE COGNIZANT OF LONG-TERM OBJECTIVES, EDUCATION IS THE ONE. WE HOPE THAT ALL OUR LEADERS WILL BECOME EDUCATION “FUTURISTS.” WE WELCOME THE IDEAS AND CONSTRUCTIVE CRITICISMS OF ANY PARTY WHO AIMS TO MAKE OUR SYSTEM BETTER.

The Cayman Islands play an important role in the global economy, and our national diversity and connectedness are unlikely to diminish; indeed, they will undoubtedly increase. We need youth who think globally and, at the risk of cliché, act locally. We need youth who remember and cherish their own culture yet who embrace what the world has to offer. We need a cadre of people who can lead without corruption, be ecologically sound without destroying our economy, and who will recognize that, as a nation of small islands, we can ill afford to send any of our people too far out of the mainstream of society even if they are older or have markedly different abilities than the rest of us. We need every Caymanian.

Some of our core values are built and nourished in our schools—such as a commitment to knowledge and learning as a way of life. This is lofty work where we cannot accept weak or failing approaches either now or in the future. Thus, we must be willing to change and innovate. Most of all, we must be committed to improve . . . to continuously improve. The schools of 10 years from now will be better than our schools today. If they are not, we will have certainly failed.

People visit our country to partake of our beautiful environment, our warm and friendly hospitality, our multitude of cuisines and styles, along with our keen sense of a good deal and a favorable business climate. Our youth must be situated to carry on in those capacities and to extend them. We have been a nation of merchant seamen, builders, dealmakers, and hard workers. That cannot cease. Our future schools must be responsive to all these things and those that follow from them, and we intend to see they are so.

What We Must Do in Specific Terms

We need Caymanians to reach for higher education in greater numbers. High school is no longer enough for the majority of our citizens going forward. We need higher expectations, and we must have the facilities available to enable those expectations. Caymanians must aspire to be educated if we are to enjoy the wealth and privileges we have thus far earned and been blessed by.

We need coherent systems, or paths of learning, that open ways for our people and allow them to move through the process of gathering degrees and credentials more fluidly and productively. We have long relied on sending our youth abroad for learning and that will not change wholly, but we must also recognize that this age calls for lifelong capacities to gain learning of the highest caliber here on our islands. We will ensure such facilities are available.

Our scholarships should encourage paths that are of obvious value to our coun-



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try. We need to think more seriously about the capacities and demographic realities of our workforce and align our investments in human capital toward these ends.

We will press for greater commitments to lifelong learning, to diverse but well-structured learning prospects, and to all the benefits that articulated programs with world-leading institutions and distance-learning technologies can bring to our shores. We must also ensure that our professional education opportunities are up to the challenge of supporting a major international business center and tourism destination—no priority rises above this one.

Our education and training programs must provide the critical links between students and employers. Businesses need to be able to plan and recruit more efficiently from the local workforce. We need a sound National Qualifications Framework that normalizes various training and education programs to a consistent, understandable model. It need not be vast and confusing, but it should allow us to know whether the work done in a high school is at a lower, same, or higher level than an expectation at a community college. It should empower all Caymanians with a standard national transcript that documents their educational and training achievements.

While we emphasize our need for dramatic expansion in our higher-educated population, college is not suitable for everyone. There are those who do wondrous and necessary work with their hands in a kitchen, in a home, on a construction site, or in a studio. Those people need paths and possibilities to be world-class as well. Our technical



and vocational opportunities have not been what they should be. We will change that over the next 10 years. We will give students who finish their first two years of high school much broader and better opportunities for finishing their compulsory education. And we will build bridges and employ recognized standards that allow learning to grow and develop.

Of course, we will be deploying new schools and reformed processes to maximize our investments. It will not be perfect overnight, but we are committed to focusing on building a world-class education and training network to serve our people. During our efforts, we look for partnerships with parents, with churches, and with businesses to create a learning community that works for all segments of our society. This is not a problem for a few in government or a few in the schools to handle alone. Over the next 10 years, we must build our commitment that education is a national demand and focus for all of us. Commitment to high-quality education and training must be embedded in what it means to enjoy life in the Cayman Islands, and that is a goal that must extend far beyond the next 10 years. | 2010

Mr. Anglin is Minister of Education, Training and Employment, and Ms. Rodrigues is Chief Officer in the ministry.

Staying Connected

By Alan Dodds



Smart Phones

Internet

Television

Wireless

WHILE ADVANCES IN COMMUNICATIONS HAVE ALREADY REVOLUTIONIZED THE WAY WE WORK AND PLAY, THERE IS A LOT MORE TO COME. HERE'S AN ENLIGHTENING CASE IN POINT: IN 1994, WHILE WORKING FOR THE LOCAL PHONE COMPANY, I DEVELOPED A BUSINESS CASE FOR SOMETHING CALLED "THE INTERNET" AND EAGERLY PRESENTED IT FOR APPROVAL TO MANAGEMENT WHO QUESTIONED THE VIABILITY OF THE INVESTMENT, ASKING: "WHAT WILL PEOPLE DO WITH IT?" CLEARLY, THE QUESTION TODAY WOULD BE: "WHAT WOULD PEOPLE DO WITHOUT IT?"

THIS ARTICLE TAKES A GLIMPSE INTO THE FUTURE AND LOOKS AT THE IMPACT THAT EVOLVING COMMUNICATIONS TECHNOLOGIES WILL HAVE ON OUR EVERYDAY LIVES IN THE CAYMAN ISLANDS OVER THE NEXT 10 YEARS.

Internet Everywhere

The key enabler for many of the “next generation” products and services will be the introduction of high-speed wireless networks utilizing 3G and 4G (LTE—long-term evolution for mobile) and WiMax technology. These networks will provide high-speed connectivity to the Internet any time, anywhere.

They will become the primary method of delivering all forms of communications including traditional voice, data, and video. We can expect to see the mainstream roll out these wireless technologies over the next two to five years in Cayman.

With the advent of ever-increasing broadband speeds to the home, it will be possible to deliver media-rich video and other content. We will be able to ditch those large satellite dishes in our backyards that are unreliable when it rains, and those large TV antennas on the side of the house that can damage our roofs when the hurricanes come.

The Internet will become the mainstream delivery method for high-definition TV and interactive video-on-demand. With a basic set-top box connected to the Internet, we will be able to access hundreds of HD channels and a wide range of international, regional, and local programming. With network PVR (personal video recorder) we will be able to rewind and watch the last three weeks of episodes of our favorite soap opera or sports programs that we have not had time to watch.

By using our mobile phones or PDAs (personal digital assistants), we will quickly be able to select a pay-per-view movie from a list of hundreds of video-on-demand content and purchase it immediately.

With higher broadband speeds we can expect to see low-cost, high-quality video-conferencing services used extensively in the business sector as well as in healthcare and education. It may no longer be necessary to go “off-island” to get specialist medical attention or a top university education as broadband video will facilitate highly interactive and collaborative environments to facilitate telemedicine and virtual classrooms.

We can expect to find short-range wireless technologies such as RFID (radio frequency identification) and Bluetooth built into everyday home appliances, electronics, and vehicles. These will allow communication between the Internet via your home network or mobile phone and a wide range of electronics.

Imagine the possibilities: Your fridge sends you a text message when you are low on milk. The TV sends you an alert to advise what programs the children are watching. We can expect this communication to be highly interactive so that you can switch off the TV remotely if the kids should be doing



E-MONEY WILL REPLACE CREDIT CARDS AND CASH AS THE PRIMARY METHOD OF FINANCIAL TRANSACTIONS. WHEN YOU ARRIVE AT THE CHECKOUT COUNTER AT THE LOCAL SUPERMARKET, YOUR WIRELESS PDA OR CELL PHONE WILL CONNECT TO THE CASH REGISTER AND YOU WILL VALIDATE THE TRANSACTION WITH EITHER A FINGERPRINT OR RETINAL SCAN OF YOUR EYE.

their homework instead of watching or switch on the stove before you get home so dinner is ready when you walk in the house.

The same technology will be built into most new vehicles. When you step into your car, the wireless network will automatically connect to your cell phone and advise your local garage that your brake pads need replacing. The first you will know about it is when you get a call from the mechanic telling you to bring the car in for service.

GPS navigation has been around for a number of years, but this has predominantly been a one-way communications technology. With the widespread introduction of two-way GPS using wireless networks, we will see this technology used extensively by businesses and consumers.

In addition to cell phones, expect to find GPS built into watches, shoes, clothes, and other everyday items. This will allow pet lovers to track the whereabouts of their dog or cat with a GPS collar. Parents will be able to check on the location of their children in real time.

Businesses will use this technology to track and manage movements of their employees, major assets such as shipping containers, and valuable equipment and inventory. Boat owners will receive an alert if their boat is moved off the dock at their yacht club and, by pressing a button on their cell phone, they will be able to disable the engines and alert the police.

E-money will replace credit cards and cash as the primary method of financial transactions. When you arrive at the checkout counter at the local supermarket, your wireless PDA or cell phone will connect to the cash register and you will validate the transaction with either a fingerprint or retinal scan of your eye. This will immediately debit

your bank account and you will receive an electronic receipt on your phone with your updated balance.

Big Brother Is Watching

In the UK today there are more than 4.2 million CCTV cameras watching people's every move. While CCTV is nothing new, we can expect to see large-scale adoption of this technology in Cayman as the costs come down and cameras go wireless.

It will be possible to monitor every aspect of daily life with real-time video feeds on your cell phone when motion is detected at your front door or in the backyard. You will be able to monitor your children's movements around the home.

While those capabilities might not sit well with everybody, CCTV will also be a major asset in the fight against crime by serving as a deterrent and providing critical evidence needed to solve crimes.

Clearly, not all these technological advances will have a positive impact on Cayman society. They will raise many questions and concerns about the violation of an individual's right to privacy.

The government will be faced with the challenge of developing new laws to protect individuals and businesses from inappropriate use of personal information. However, it is hoped that the positive aspects in terms of improved local education, healthcare, and entertainment will outweigh the potential downsides. | 2010

Alan Dodds is Commercial Program Director at LIME. He has more than 25 years experience in telecommunications product development, marketing, and program management.

Cayman Development —A Decade of Change to Come



Burns Conolly, AIA
Managing Director

The next decade will see the Cayman Islands move to new levels of development, each far more extensive than previously seen. The trend will be for larger and more complex developments, for more creative site planning with buildings of greater energy efficiency and a

trend of more developments that will be built off the Seven Mile Beach corridor. To keep up with the changes the local Planning Laws and Regulations will need to be modified to suit.

Over the next 10 years, developments will be larger and will follow a mixed-use model with more amenities and facilities incorporated within them. The trend for purchasers to look for value-added components and convenience has led this concept overseas and during the next decade will see it multiply here as well. Camana Bay on Grand Cayman is clearly of this model and is well on its way to forming a new Urbanist community, where one can work, live and play in close proximity. Even the smaller developments will follow this trend and provide supporting amenities.

Following this mixed-use trend will be more creative site planning. Such planning will change and move away from isolated buildings in the center of individual parcels to more mixed-use structures in closer proximity to each other.

This type of site planning will change the current practice of completely clearing sites and replacing all native landscaping and will result in more protection of zones of the original habitat. By having coordinated adjacent sites through the Planning process or the Development Plan, continuous belts of natural environment can then be developed ensuring a better habitat for the wildlife species.

Another likely trend in development over the next decade will be the attraction to our shores of high-end and niche market and boutique hotels. As the hotel market changes their demands for related residential properties increase. As this transition occurs there will be opportunities for new businesses that are currently not on island.

This decade will see the move away from

Seven Mile Beach developments and increased developments in the eastern districts. Land values on the eastern end of the island will respond and more amenities, supporting offices and retail will follow that trend. East End and North Side will benefit most as land values will climb, particularly in the coastal areas. These developments will be more in character with the lower scale Caribbean but will set a benchmark for service. Niche market and specialty hotels are likely to look to the Cayman Islands over the next decade due to our proximity to the U.S. market. Most of these properties will be

Caribbean where this concept can be executed. Solar energy for water heating will become the norm and heat recovery from air-conditioning will be popular.

These trends will all require changes to the Planning Law and Regulations as well as the Development Plan. Planned Area Developments, which will allow a more coordinated land use in larger parcels, is currently under consideration. Flexible zoning and the ability to do mixed uses in single buildings will be added to the code as well as requirements to control building energy use.

The next decade in the Cayman Islands



THE NEXT DECADE IN THE
CAYMAN ISLANDS WILL SEE SIGNIFICANT
DEVELOPMENTS THAT WILL CREATE
THE BASE INFRASTRUCTURE FOR
THE COMING 30 YEARS.”

—BURNS CONOLLY

closely linked to the sea either through marinas or proximity to canals and waterways. Such developments will also foster more expensive residential products and cater to international persons not yet visiting the Cayman Islands.

Over the next several years the public will demand more energy-efficient buildings with more recyclable content, as they respond to the perceived global warming issue. The Cayman Islands are ideally suited to buildings that capture some of their energy from the sun and even possibly ocean thermal conversion. This an energy resource that uses the temperature difference between the warm surface water and the cooler water at 1000 meters. Given the fact that the Cayman Islands has very deep water close to shore, we are one of the few places in the

will see significant developments that will create the base infrastructure for the coming 30 years. The developments will not only be larger and more complex but also smarter and allow more choice. The environmental sensitivity of the projects and buildings will reach a new level as demands of architects and developers increase from clients and end users, and land use will become more responsive to nature. | 2010

Mr. Burns Conolly, AIA is a practicing international architect. He holds both Bachelors and Masters degrees in Architecture and Urban Design as well as being the first fully qualified and registered Caymanian architect. He leads the Cayman Islands-based Burns Conolly Group of Architects, Interior Designers and Project Managers who work in the Caribbean. The company has been integrally involved in the design of the Camana Bay New Town as well as significant homes, retail, hospitality and commercial projects in the region. He is a past President of the Cayman Islands Chamber of Commerce.

36 Years of Innovation

The more than 36-year history of the Hew's group of companies speaks volumes not only of the staying power of the organization but also of its flexibility and forward thinking.

And as the group plans for its future growth in this new decade, it is worth taking a brief look back at how it was able to change and expand.

In 1973, brothers Lenny and Danny Hew started the Commodity Marketing and Supply Company, which evolved into Hew's Janitorial about four years later, coinciding with Lenny's wife, Valma, joining to manage the company.

The all-in-one company offered cleaning services at night—the first clients were Royal Bank, the Glass House and Cayman National Bank—and simple hotel and restaurant supplies—paper and plastic products—by day. And it already had the makings of a true family business. Lenny's sons, Chris and Joey, now running Hew's Janitorial and Hew's Hotel and Restaurant Supplies, respectively, recall helping out in the early years.

Chris remembers unloading containers for Commodity Marketing. Joey washed win-

"MY FAVORITE QUOTE IS:

'IN THIS KIND OF ECONOMY, CHANGE AND INNOVATION IS NOT A LUXURY, IT'S A NECESSITY.' . . .

THOSE WHO CONTINUE TO EXPAND WILL BE POISED FOR GROWTH WHEN THE ECONOMY PICKS UP."

—JOEY HEW

dows for Hew's Janitorial. "I would fill a bucket of water at MacDonald's on Shedden Road (the family took over the restaurant in 1973) and walk to Kirk Duty Free to wash their windows. I would do all of Fort Street."

The family considers opening MacDonald's, the popular restaurant which has since become a landmark, as one of the milestones in its history. In 1999, they purchased the .67-acre property on which the restaurant sits, and opened two more locations, one on Dorcy Drive and another in Countryside Shopping Village.

Lenny Hew's love of cooking led him, in the early 1980s, to open another eatery, the Shanghai Restaurant, first on Shedden Road and then moving to South Church Street. "My father followed his dream to open that restaurant," says Chris. "It was very, very popular, serving authentic Chinese food." It was eventually sold.

In 1998, the Hew's Janitorial building was

built on Dorcy Drive, right off North Sound Road. Before that, everyone shared the original premises at the intersection of those two streets, next to Parker's.

"When my father put up that first 3,200 square foot building in the late '70s, a lot of people thought that was overkill since it was one of the largest buildings in the area," Joey explains.

But the growth of the companies proved that to be a very wise move. Hew's Janitorial, which started out with 18 full-time and five part-time employees now has about 160 staff. Hew's Restaurant and Hotel Supplies grew from eight to 20 employees.

The growth continues. The group has broken ground on a 13,500 square foot facility next door to Hew's Janitorial. Hew's Supplies will spread out into 5,500 square feet of the new building and the remainder will be leased, pointing to one of the group's future endeavors. "Hew's is going into property management," Joey says, but the core businesses will continue to grow.

Hew's Janitorial aims to lead the way in innovation and green technology. "We have built a very solid foundation; our growth has been traditionally slow but steady. We emphasize things like training and certification programs," Chris explains.

He is particularly proud of his company's environmental record. "We are years ahead of the industry in many ways. We went 'green' before it was fashionable."

"We stopped using bleach and ammonia more than a decade ago, when green was just another color."

Since 1993, the company has only used water-based chemicals, no aerosols, no ammoniated products or acids. This year, he plans to introduce new technology to clean commercial bathrooms using only hot water, after which the area is vacuumed and dried.

"My favorite quote is: 'In this kind of economy, change and innovation is not a luxury, it's a necessity.' We still have a lot of business; we just have to adjust to suit it. And we are emphasizing customer service more than ever.

"When the economy improves, we want



Chris and Joey Hew

HEW'S
HOTEL AND RESTAURANT
SUPPLIES
Serving Cayman for over 20 years

HEW'S
CLEANING SERVICES

to fly out like a champagne cork."

Joey adds that "those who continue to expand will be poised for growth when the economy picks up." He explains that Hew's Supplies is going to continue to increase the products and services they offer as well as their customer base.

Over the last three years, two more companies have emerged. In 2006, the Restaurant Depot opened on North Sound Road. The retail commercial store serves hotels and restaurants.

Then, in 2008, they reached out to a new market when Bon Vivant, run by Cynthia Hew, opened in Governors Square to serve high-end residential customers.

"Our vision going forward," says Joey, "is to keep up with the latest technology and provide the most modern goods and services to lead the way. What we are doing now is laying down the infrastructure and foundation for where we see Cayman going in the next decade." | 2010

Insuring Your Property —And Your Peace of Mind



Garth MacDonald
Chief Executive Officer

When Island Heritage was founded in 1995, the focus was squarely on residential property insurance, a business strategy that proved to be greatly successful.

Over the years, the Cayman Islands-based company has expanded its reach and broadened

its focus, in the process becoming a true pan-Caribbean insurance provider, while maintaining financial stability and responsible growth.

Chief Executive Officer Garth MacDonald has been part of that growth since the beginning, joining Island Heritage in 1996 as Treasurer.

"We started in the Cayman Islands with four employees doing residential property insurance," he recalls. "Now we have close to 60 staff and operate in 17 countries throughout the Caribbean, handling residential and commercial property insurance."

In response to the needs of its clients, Island Heritage recently added automobile insurance in January of this year, at the same time opening a personal lines retail branch in The Strand on West Bay Road, providing a convenient and accessible location from which to serve customers.

"We undertook extensive research, recruited high-quality personnel, and set up the essential systems to provide the best service possible," MacDonald explains.

"Customer service is a cornerstone of the company. In fact, the new line of auto insurance is a direct result of listening to customers and responding to their needs. A lot of our clients were asking for us to provide automobile insurance. It is a perfect complement to our home-owners insurance." That commitment to service and product excellence is standard operating procedure for Island Heritage.

Island Heritage currently operates with its head office in the Cayman Islands and a

branch office in Barbados. For the other 15 locations, the company operates through carefully vetted local agencies as well as partnering with finance institutions such as Butterfield Bank and Scotiabank.

The geographic diversity of the company has proven to be an effective, financially sound strategy to spread risk and was a cornerstone of the business plan from inception, MacDonald points out.

"In the case of a natural disaster in one country our strong presence throughout the

foundation and expert staff make us uniquely prepared to handle any major event."

Island Heritage's well-planned expansion has proven a secure driver of growth. The company started in 1995 with assets of US\$13 million and wrote US\$900,000 of premiums in its first year of operations. At the end of 2009 Island Heritage had assets of US\$115 million and wrote US\$84 million of premiums. As a testament to its financial strength and well-managed operations, the company has maintained an AM Best A- (Excellent) rating since 2001.

"Island Heritage maintains a good balance by spreading risk. We do not have all our eggs in one basket. And, despite the current economic climate, we are still able to look to expand and grow in a responsible fashion.

"Risk management is our priority. We will grow where it is economically viable, looking to make acquisitions in other countries in the region to continue to spread geographically," says MacDonald.

While one of the company's strengths will always be its strong regional presence, Island Heritage is firmly rooted in the Cayman Islands and committed to the local community.

"From day one, we intended to be a pan-Caribbean company. But, we take tremendous pride in the fact that

Island Heritage is based in the Cayman Islands. We are able to generate employment locally by running our business internationally," MacDonald explains.

Going forward, the company's business philosophy will ensure financial stability despite the prevailing economic conditions. "In the tough times currently being experienced, the company will not take any undue risks or shortcuts. We will still buy high levels of reinsurance, for example. Profitability may suffer slightly due to this strategy, but the company will remain stable and sound, able to handle easily even the most major of insurance events.

"This approach has served us and our clients well over the last 14 years, and people can take comfort in knowing that we will continue to operate from this position of strength through the next decade and beyond." | 2010

Island Heritage



"ISLAND HERITAGE MAINTAINS A GOOD BALANCE BY SPREADING RISK.

WE DO NOT HAVE ALL OUR EGGS IN ONE BASKET.

AND, DESPITE THE CURRENT ECONOMIC CLIMATE, WE ARE STILL ABLE TO LOOK TO EXPAND AND GROW IN A RESPONSIBLE FASHION."

—GARTH MACDONALD

Caribbean acts as a hedge so that there would be minimal impact on the company as a whole."

MacDonald, who steered Island Heritage through Hurricane Ivan, points out that the insurer's geographic spread prepared the company well for that experience.

"Since we operate throughout the Caribbean, dealing with hurricanes is nothing new for us. We have been affected by 12 hurricanes in 14 years. Our strong financial

State-Of-The-Art Telecoms Provider

TeleCayman has upped the ante in 2009 with its multimillion-dollar investment in fiber optics infrastructure and partnership with disaster recovery giant, SunGard Availability Services, proving that it is a key player in the Cayman Islands' telecommunications sector.

Since its launch five years ago, TeleCayman has provided the business marketplace with internet, voice and co-location services. In providing the latest and best services to its customers, the company recognized that business needs were changing and therefore in 2009 built and introduced an underground fiber optic network. This allows almost every corporate office building in George Town the opportunity to transfer data at speeds of up to 1,000 megabits per second.

Globally, telecommunications has seen a shift towards fiber optics as a more secure, more robust, faster and more flexible alternative to other network options.

Chris Haydon, TeleCayman's Business Solutions and Sales Manager, points out one of the advantages of this technology. "Fiber optics has allowed TeleCayman to launch a new product, Metro Ethernet, which provides a reliable, high-performance connec-

tivity between business sites that are geographically separated.

"Metro Ethernet's 'plug and play' configuration offers cost savings to businesses as there is no need to purchase any additional equipment and is designed to carry all services over the same connection across a single virtual and seamless network."

Offices that have access to fiber optic networks could prove more attractive to potential business tenants. Tim Hepburn, Director of BCQS Property Management Limited, has been following the introduction of fiber optics to Cayman's business sector. "As globalization becomes more of a necessity than an option, businesses are increasingly reliant on advanced telecommunications technologies such as fiber optics," Hepburn notes.

Tom Kinstler, TeleCayman's Chief Financial Officer, adds: "We are delighted with the positive feedback from our customers who are now enjoying the benefits of a fiber network and look forward to continuing to support the Cayman Islands by providing cutting-edge technology that allows Cayman businesses to remain highly competitive in the global market."

TeleCayman announced another major development in 2009, with the signing of a

partnership agreement with SunGard Availability Services, which is the largest business continuity/disaster recovery specialist in the world.

SunGard provides integrated production, recovery, consulting and continuity management software solutions that improve IT efficiency and resiliency for more than 10,000 customers in North America and Europe. The company's focus on delivering solutions that help organizations maintain access to critical information enables TeleCayman to provide managed IT services to its business and carrier-class customers.

"This is an exciting time for us," says Haydon. "First, we have really given the business community the opportunity to upgrade to state-of-the-art communications with fiber optics and now can offer the finest in disaster-recovery service by combining our ability to provide co-location services both on island and in TeleBermuda International's newly expanded data facility with our new partnership with SunGard Availability Services.

"Our goal is to incorporate the best resources and latest innovations into our business operations for the benefit of our customers. We are definitely on the right course." | 2010

minimize risk to your business operations with TeleCayman

TeleCayman's co-location services provide your organization with carrier-grade facilities and network services to support your business continuity requirements. We provide the core operational facilities to operate and maintain your primary or back-up network servers in an environmentally controlled and secure location. Access to unlimited bandwidth is supported with built-in network and route redundancy.

Additionally, TeleCayman is also able to offer the opportunity to further enhance your business continuity plans by extending the provision of server and co-location solutions to its sister company, TeleBermuda International in Hamilton Bermuda.

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- (Climate Control
- (Scalable
- (Physical Access
- (Metro Ethernet
- (On Site Support Services


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'High Quality, Excellent Service'

Since 1981, when Isaac and Rhonda Edie opened for business out of 968 square foot premises, Edie's Décor has been serving the interior-decorating needs of Cayman and growing as the Islands have prospered.

Today, the 11,000 square foot operation handles the supply and installation of a variety of floor and wall coverings, and window treatments, sourced worldwide.

Throughout it all, the business has remained family owned, with daughter, Karen, as General Manager, and son Devon, as Operations Manager, joining Managing Director Isaac and Director Rhonda.

"The success and longevity of our company has gone hand-in-hand with our commitment to high quality and excellent customer service," says Karen Edie. "As we move forward, these will remain the cornerstones of our business philosophy. After all, the company carries our name and we are proud of what we have provided to our customers in Cayman and will continue to provide in the years ahead."

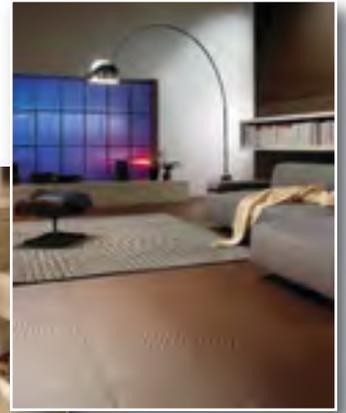
Over almost 30 years, Edie's Décor has offered a comprehensive range of quality flooring, wall coverings and soft furnishings.

The company has played a pivotal role in the development of many Cayman Islands projects including major hotel chains and condominiums, and government and corporate buildings.

As the company has advanced, its good work has been acknowledged through industry accolades. In 1996 and 1999, the Trade Leaders Club recognized Edie's Décor with its Construction Award and American Award for Quality, respectively, and in 2002, the International Association of Business Leaders presented the company with the Lifetime Award for Vision Performance and Leadership.

Edie's Décor takes pride in its professionalism and its ability to keep pace with the latest in interior-decorating trends, providing customers complete access to innovative designs from all over the world. Edie's carries respected brands like Mohawk, Hunter Douglas, Kirsch, Norman Shutters, Marca Corona, Grespania, Pamesa and Emil Ceramica.

The company's affiliation with leading manufacturers in the United States, South America, Europe and Asia guarantees the



highest quality products with the benefits of factory-direct pricing.

The range of in-stock and custom-order products includes tiles, carpets, hardwood and laminate flooring, blinds, custom-made draperies and other window fashions and re-upholstery. Edie's Décor also carries setting materials and tools for the do-it-yourselfer and provides installation services for all its products.

Edie's team of customer-service representatives has an extensive knowledge of the company's products and services and is always eager to provide expert advice. Whatever their design needs, customers are welcome to call or visit Edie's showroom on Eastern Avenue. | 2010

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Everything—For Every Boater

While it can certainly be said that Harbour House Marina was born of success, over the last few decades the business has grown on its own merits to serve the boaters of the Cayman Islands.

Back in the 1980s, Adrien Briggs bought the facility to service the increasing number of vessels in his marine companies. From that simple beginning, Harbour House Marina developed into a thriving business of its own.

Retail Manager Jonathan Cuff recalls the evolution of Cayman's largest marine store. "At the start, the idea was that Harbour House would provide a means to look after all the boats in the companies in which Mr. Briggs was involved. But it soon became apparent that it would be able to provide a much-needed marine service to the wider community of boat owners in the Cayman Islands."

Towards that end, the company undertook important purchases and upgrades to provide the best service available, Cuff explains.

"The first major acquisition was a 70-ton Marine Travelift which even now hauls and launches most of the larger boats in Cayman. Next came the replacement of the original retail store—or, to be more accurate, shack—with an 8000-square-foot chandlery which today rivals anything the Caribbean has to offer in terms of the range of blue-chip brands and stock."

While boats are the mainstay of Harbour House Marina, Cayman's largest marine store is filled with the most up-to-date equipment, everything from the latest Garmin chartplotters to Nuvi roadmap GPS's that include Cayman.

But the store also provides an impressive range of accessories to satisfy any and every boating need, says Cuff.

"We basically have everything to serve everyone from first-time buyers and weekend enthusiasts to experienced, serious boaters. For example, if you are simply looking for a day out to fish, we have Penn rods and reels as well as an extensive selection of fishing tackle. And pricing is very competitive.

"In addition, Sperry Dockside shoes and



Angler 220 VFX



BW 370 Outrage



"WE BASICALLY HAVE EVERYTHING TO SERVE EVERYONE FROM FIRST-TIME BUYERS AND WEEKEND ENTHUSIASTS TO EXPERIENCED, SERIOUS BOATERS."

—JONATHAN CUFF

Crocs are very popular with all customers, not just boaters. We carry many of the latest styles in both ranges.

"We also have a full range of water skis, wakeboards, kneeboards and tow lines to cater to the more sporting of us. Kayaks are also a great way to get on the water in Cayman. We have a wide selection, from single seaters to tandem kayaks."

Then there is all the regular day-to-day boating equipment such as anchors, life jackets (both for adults and children), fiberglass matting and resin, a full range of cleaning gear, and electrical items. The chandlery also offers a fuel dock with water.

But on to the boats: Harbour House Marina is the dealer for Boston Whaler, Sea

Ray and Angler vessels, as well as the Cayman Islands Honda Marine distributor and a Mercury service and warranty center.

"We always sell our new boats fully equipped so there are no hidden extras to trip up the first-time buyer," adds Cuff. "We also supply basic driving lessons and information on navigation."

Both Boston Whaler and Sea Ray have proved very popular with boaters in Cayman, he points out. "Sea Ray offers the ultimate in luxury and family fun, and Boston Whaler is a legendary genuinely unsinkable boat that is great for fishing or for a family day out. Both brands have features that other lesser brands simply cannot offer."

In addition, Harbour House has recently been appointed distributor for Angler boats. "This has filled a gap in the boats we could offer customers by providing a good-quality center-console boat at an exceptional price. For example, an 18-foot Angler with a four-stroke 115 horsepower engine fully equipped runs for approximately C\$25,000."

Just as importantly, however, boaters can look to Harbour House for comprehensive service and repairs. The boatyard can handle a wide variety of services including boat hauling and storage, hull repair and painting, dry dock, aluminum welding, sandblasting, fiberglass and sail repairs, and salvage and towing.

Despite the extensive array of products and services that Harbour House already provides, more improvements are on the way. "Right now we are working on major plans to update the facility as a whole which will come to fruition over the next couple of years," says Cuff. "This will enable us to offer all boaters a complete boating service."

And keeping Cayman's boating community well provided for is always top of the list. "We are constantly looking for new and exciting products to offer the consumer," he explains. "We truly value our customers and seek long-term relationships with them. We strive every day to offer the best service, the best products, and the best prices to the boaters in the Cayman Islands. At Harbour House Marina, the customer always comes first." | 2010

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