

THE CELEBRATION CONTINUES



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M A G A Z I N E



INTRODUCTION

THE CAYMAN ISLANDS:

# BLOOMING AND BOOMING

*By Lisa Boushy*







Everyone should experience love at least once in their lifetime.

Love can take on many forms, such as love for a partner, newborn baby, family pet . . . and even love for a nation. As the British poet Lord Byron once said, “He who loves not his country, can love nothing.”

Currently, the Cayman Islands is at a unique period in its history — you could even say it’s experiencing a “renaissance.”

For decades, Grand Cayman has been known as a top tourist destination and leading global offshore financial center, but now new sectors of the economy are helping to define and grow the island on a world-class scale, in areas such as education, technology, and healthcare (including wellness and medical tourism).





*HRH Charles, Prince of Wales, and Camilla, Duchess of Cornwall, join Cayman Islands officials to celebrate the opening of the Owen Roberts International Airport expansion.*

Many residential and commercial projects are currently under way or near completion. From the recent \$55 million expansion of Owen Roberts International Airport to the construction of a \$17 million apartment and retail development at Health City Cayman Islands, prosperity is everywhere you turn.

Health City began 2019 by introducing a trauma-and-triage center and expanded medical intensive care unit, the culmination of a nine-month project that is aligned with both U.S. and U.K. guidelines and standards.

The hospital already delivers some of the most advanced healthcare services available. It is the first hospital in the English-speaking Caribbean, for example, to use robotic navigation for joint replacements and the first to implant artificial hearts, and more cutting-edge treatments are on the way.

Grand Cayman has long been synonymous with “luxury,” and the island continues to offer stay-over visitors experiences that are highly tailored and inspirational in unprecedented ways.

The award-winning Kimpton Seafire Resort + Spa helped usher in this new era

of luxury tourism in 2016. It was Dart Real Estate’s first hotel and Grand Cayman’s first new hotel development in more than a decade, preceded by The Ritz-Carlton, Grand Cayman (which is also part of the Dart portfolio now, although originally spearheaded by developer Mike Ryan).

Now a new generation of resort-hotels and residences are being developed, such as The Watermark, The Grand Hyatt Grand Cayman Residences, Curio Collection by Hilton, and FIN, to name a few.

Cayman is offering many new educational opportunities for Caymanians and residents, and the course has been set to create new career paths and industries altogether.

Cayman International School’s \$60 million expansion will double its current size and capacity in 2020 to include an early childhood campus and an 87,000-square-foot high school; meanwhile, Cayman Enterprise City (CEC) has broken ground on a new urban campus dedicated to digital businesses involved in emerging technologies like fintech, biotech, envirotech, and blockchain. Grand Cayman

is fast becoming a Caribbean “tech hub,” thanks to CEC’s special economic zone, Cayman Tech City, which is home to 170 digital businesses and counting.

Culturally and socially, food occupies a place of importance, and Cayman has been dubbed the “Culinary Capital of the Caribbean” for good reason.

There is a fabulous array of high-quality restaurants and eateries, and a thriving farm-to-table and vegan scene, while the annual Cayman Cookout, hosted by The Ritz-Carlton, Grand Cayman, attracts the world’s most talented chefs, culinary influencers, and wine and spirits experts each January.

With the brand-new 60,000-square-foot Foster’s supermarket now open for business in Camana Bay, an even wider variety of gourmet, specialty, and organic products are available to tempt even the most discerning palates. From hot and cold delis to expansive cheese, meat, seafood and produce departments, Foster’s at Camana Bay is well stocked. The flagship store also features a floral department, pharmacy, health and beauty department, coffee and juice bar,





*The future Cayman Enterprise City campus will be a hub for cutting-edge companies.*

and indoor and outdoor seating, making it a one-stop shop.

Underpinning it all is a tight-knit community, where even strangers stop to say “Hello” and offer a helping hand. (We call this “Caymankind.”)

#### TOURISM AND GROWTH

Tourism in Cayman is at an all-time high and is showing no signs of slowing.

An astounding 2.4 million visitors arrived by air and sea in 2018, which is the highest number recorded for a single year, and air arrivals continue to set records in 2019. In the first eight months of 2019, there was an 11 percent increase in air arrivals from the same period the year before.

Coldwell Banker’s 2019 Mid-Year Market Report states that cruise ship passengers and stay-over visitors spent a total of \$880 million in the first half of the year. And now, the newly expanded airport can accommodate some 2.5 million passengers annually.



*The Watermark will set a new standard for luxury living on Seven Mile Beach.*

As of December 2018, there were 65,813 residents living in Cayman (a 3.3 percent increase from 2017), and Cayman’s per capita income rose from \$68,000 to \$71,000 — one of the highest per capita incomes in the world.

Cayman’s economic and population growth is also reflected in the local unemployment rate, which declined to 2.8 percent in 2018, with a 9.9 percent increase in the labor force.

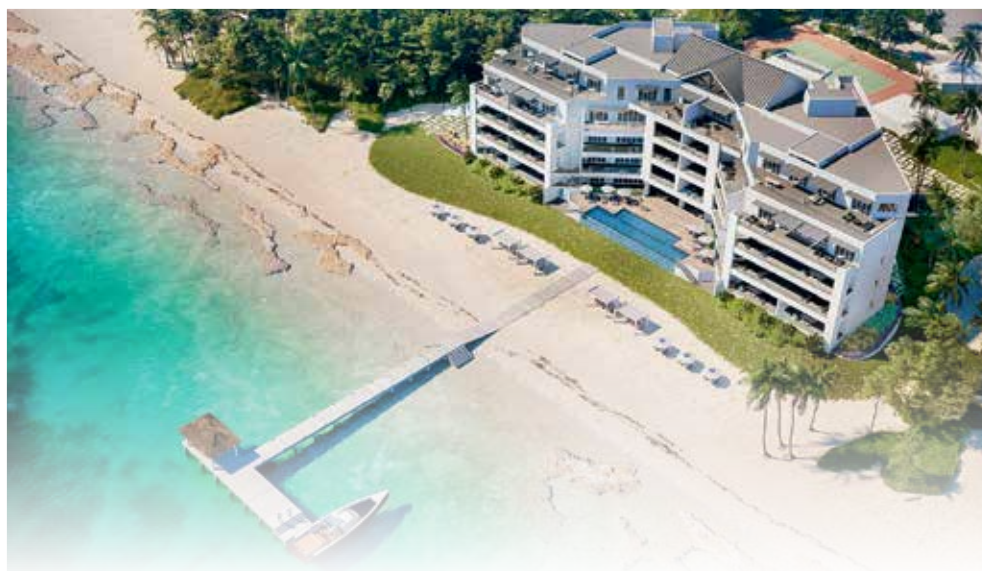
The current government has made it a priority to stimulate growth in the capital, and many proposed projects are under review. The George Town revitalization project includes long-term plans to beautify downtown with changes to traffic and pedestrian flows, preservation of historic landmarks, new tree plantings, and improved lighting.

While the subject of a cruise berthing facility in the George Town Harbour remains controversial due to concerns that the project’s environmental impacts might outweigh its economic benefits, proponents believe that a proper docking facility will stimulate growth on the waterfront while maximizing the time cruise tourists spend on land in Grand Cayman.

The fate of the \$200 million project is now in the hands of Caymanian voters. A referendum is scheduled to be held in December 2019, allowing citizens to cast their ballots in favor of or against the cruise dock.

#### REAL ESTATE FORECAST

Real estate development in Grand Cayman has been booming for the last few years, and this trend is projected to continue for 2020 and beyond.



*Rum Point Club, bringing luxury to North Side*



# Reasons to love our water

## *It's Pure*

The Water Authority converts salty groundwater into clean, safe drinking water so you get the pure water you deserve.



## *It's Protected*

The Water Authority safeguards groundwater resources through its monitoring programmes, making sure that your water source is protected.



## *It's Yours*

The Water Authority provides an essential service for the people of the Cayman Islands so that you have a reliable public water supply now and for generations to come.



Surveying firm Charterland reports more than \$800 million in total sales of properties in Cayman in 2018, up 18 percent from the previous year, making it the best 12 months on record for the local property market. The report also indicates there were 1,857 property transfers in 2018, a 9 percent increase from the year before.

Kim Lund, broker/owner at RE/MAX Cayman, says that Cayman is experiencing a resurgence as the tourism sector sets records every month and more new residents arrive on our shores.

“Over the next five years, after a short pause to catch our breath, it appears that this trend will continue to drive new construction supported by consistently strong real estate sales activity in both resort and residential markets. Although the sales pace may be less than over the previous five years, it will still be at a strong and steady pace overall,” says Lund.

With record-breaking tourism numbers and a strong economy fueling the real estate boom, properties on Seven Mile Beach are seeing the most significant surge in value.

Lund says the lowest property sale prices on Seven Mile Beach range from \$800 to \$2,000 per square foot. “This is forecasted to increase, to likely, \$300 to \$500 more per square foot, as Cayman is still behind sales prices in other similar competitive resort markets,” he says.

Aside from the high levels of interest in new projects on Seven Mile Beach, Lund notes that residential development is heading farther east, in areas from South Sound to Bodden Town.

### **A CLOSER LOOK — LUXURY RESORTS AND RESIDENTIAL DEVELOPMENTS**

Seven Mile Beach, with its crystal-blue waters and powder-white sand, continues to be Cayman’s main draw for tourists and residents — and the hottest location for real estate activity.

The Watermark is a \$177 million luxury condominium project from the developers of Stone Island and The WaterColours, located close to Public Beach between the Avalon and Harbour Heights residential complexes.

The 10-story, 54-unit development features 12 swimming pools, including four rooftop pools, and will be linked by a new pedestrian bridge over West Bay Road to a three-story building with a restaurant, spa, fitness center, and other facilities.

The Grand Hyatt Grand Cayman Residences is a \$285 million development on the south tip of Seven Mile Beach that is expected to open in late 2020. Spearheaded by Pageant Beach Hotel Ltd., a consortium of highly experienced





*The Dart group has major plans for its growing Camana Bay development, possibly including an iconic five-star 50-story tower.*

developers and investors, the luxury resort will include 250 hotel rooms and 100 two- and three-bedroom residences.

Amenities include a 12,000-square-foot wellness spa, three pools, retail shops, kids club, six distinct food and beverage venues, and 25,000 square feet of conference and meeting areas, making it one of the largest facilities for functions in Cayman.

Set for completion in summer 2021, the Curio Collection by Hilton will be the island's first luxury wellness and business boutique hotel. Located on the edge of George Town, just south of Seven Mile Beach, the resort is being developed by NCB Group, known for its upscale residential projects such as Tides and Solara.

The resort will feature 80 one- to three-bedroom units available for purchase, including a number of condominiums for full-time residency. Resort amenities include a spa spanning the entire seventh floor, two farm-to-table restaurants, swim-up bar, state-of-the-art gym, yoga studio, and conference facilities.

Cayman's biggest commercial real estate developer, Dart Real Estate, has partnered with NCB Group to create OLEA. Located close to Camana Bay's Town Centre and Cayman International School, the residences are expected to range from one-bedroom condominiums to four-bedroom townhomes and will include sustainable features and amenities such as a resort-style pool, "lazy river," fully equipped gym, and a community garden.

***Dart Real Estate has partnered with NCB Group to create OLEA.***

***Located close to Camana Bay's Town Centre and Cayman International School, the residences are expected to range from one-bedroom condominiums to four-bedroom townhomes and will include sustainable features and amenities.***

Dart has put forth a proposal to build an iconic 50-story five-star skyscraper resort on the Seven Mile Beach waterfront within the expanding Camana Bay development.

It is envisioned to be the tallest building in the Caribbean that could draw more visitors to the island — including billionaire investors — whilst symbolizing Cayman's strength on the world stage.

Other "new" hotels include Locale, a boutique business hotel situated on West Bay Road that contains 42 rooms and a street-level restaurant, Bonfire; and Palm Heights, formerly Beach Suites, which has been reopened with a chic look and includes The Coconut Club beach bar.

The \$50 million redesign of the Westin Grand Cayman Seven Mile Beach Resort & Spa has also been garnering much attention since it was completed in 2018. Each of the luxury hotel's 343 rooms and suites was updated with a fresh, modern look, while the corridors, public spaces,

pool deck, and retail gallery were also given extensive makeovers.

Natural materials can be seen throughout the resort and reflect the surrounding Caribbean landscape. The open and airy lobby area has a bright, neutral color palette that includes sand-tone wood plank flooring, organic columns, and planes of soft curves on the ceiling above. The lobby area also features floor-to-ceiling glass windows that offer stunning views of the ocean, while the freshwater swimming pool has been redesigned with a swim-up bar.

Along the Seven Mile Beach Corridor into West Bay, a number of high-end luxury residences are in development. They include The Residences of Stone Island, Diamond's Edge and Nautica (both by Heritage Holdings Ltd.), and Dolphin Point Club (by Joseph Imparato).

Located at the tip of North West Point in West Bay, Dolphin Point Club will comprise 42 open-plan, one- to four-bedroom condominiums, all with panoramic views, and amenities including a rooftop restaurant.

The Grove is a \$25 million project currently under construction on West Bay Road that will feature 58 apartments and a mix of retail outlets and restaurants on the ground floor, as well as a landscaped park and courtyard.

Other luxury residences are also taking shape across the island, including many in South Sound and the Red Bay area.

FIN is a modern art deco residential project in the up-and-coming South Church





*Davenport's Arvia is a luxury canal-front development in Grand Harbour.*

Street neighborhood, just south of downtown George Town. The ultra-luxury complex is set for completion in spring 2020, and is a joint partnership between the developer-duo Dale Crichton and Mike Ryan.

FIN features 36 oceanfront residences, with two to five bedrooms, set over four levels and includes a mix of single and multi-level condos, as well as two annex buildings with nine condo units for owners' guests or renters. FIN's amenities include 24-hour concierge, a 75-foot-long glass-bottomed cantilevered pool, CellArt wine room with individual wine storage lockers, yoga-gym-spa treatment room with access to a dedicated wellness expert, and two boats and three vehicles for the exclusive use of owners.

Davenport Development is now constructing Phase III of its iconic project VELA, which includes 56 units and the hallmark Olympic-training pool from its earlier phases. Davenport is also selling the final units of Arvia, a luxury canal-front development tucked away behind Hurley's at Grand Harbour. The upscale gated community will comprise 96 condos set over 12 three-story buildings and offer an array of resort-style amenities, including the option to rent or own dock space in the marina-like setting.

Davenport's newest project is Bahia, a gated community coming soon to the shores of South Sound. It will feature one-to four-bedroom oceanview townhomes with open rooftop terraces, two pools, an indoor and outdoor gym, a yoga studio, and a dedicated children's playground.

A pair of new developments will soon breathe new life into the Red Bay area. NCB's residential complex, AURA, will be

situated just off the Grand Harbour roundabout. Designed by award-winning architect Robert Towell, AURA will comprise 39 two- to three-bedroom condominiums set over one and two stories, boasting ocean views from every residence.

Harbour Walk is a mixed-use real estate project set for completion in July 2021. Located between Periwinkle and The Shoppes at Grand Harbour, the development will include an array of shops, offices, restaurants, a bakery and cafe, and a rooftop bar. On the upper floors, Harbour Walk Residences offers 62 European-style apartments (one-bedroom, one-bed-plus-den, and two-bedroom). Owners will have full use of the amenities below.

Moving to the scenic Eastern districts, Joseph Imparato, developer of Caribbean Club and more recently Dolphin Point Club, is developing Rum Point Club Residences, which will be the only luxury boutique hotel in charming North Side.

The beachfront residences will comprise of 36 one-, two-, three- and four-bedroom condominiums, as well as feature a fully-equipped fitness center, spa, infinity pool, underground parking and dock rental for private boat or wave runner use. Additionally, owners and guests will have exclusive use of a water taxi concierge for door-to-door pick-ups from the airport, restaurants, and tourist attractions.

In south George Town, Cayman Enterprise City has already broken ground on the first phase of a 53-acre mixed-use development — expected to be a 25-year, \$500 million project — that will create approximately one million square feet of world-class office space, residential areas, restaurants, and amenities.

*VELA by Davenport is now in Phase III of development.*

## EXPANSIONS AND UPGRADES

Infrastructure is the cornerstone of any society, and in anticipation of the country's future growth, a number of road projects are in various stages of planning and construction, beginning with the expansion of the Linford Pierson Highway and extension of Elgin Avenue.

The Water Authority - Cayman is also planning to spend \$148.6 million on 24 projects in the country over the next decade, with most of the projects aimed at maintaining and upgrading the existing water and wastewater infrastructure.

The airport's new 200,000-square-foot facility includes a new departures and arrivals hall, and a new baggage and screening area. More unveilings are set in the coming year, including a children's play area, mother's nursing station, and digital flight information displays.

More flights to and from Grand Cayman have been added, connecting the island with more than two dozen airports in more than 20 metro areas. Newer carriers include Southwest Airlines, JetBlue, and Caribbean Airlines, while the country's national airline Cayman Airways is pursuing a long-term plan to target West Coast cities, such as Los Angeles, San Francisco, Seattle, and Vancouver.

The Cayman Islands Airports Authority recently signed a \$30 million contract with Canada-based IDL Projects Joint Venture for airfield upgrades, which include extending the airport ramp and taxiway. The partnership also includes local businesses Island Paving and Dart's engineering arm DECCO.

Cayman has embarked upon an ambitious course of expansion and growth, building upon the country's history while keeping a clear eye (and steady hand) on its future. No doubt, the next generations who inhabit these special islands will reap the many rewards of the plans currently in motion — and may perhaps reminisce about the "good old days" with a sense of pride, and more importantly, an abiding love of nation. ♥





AMR CONSULTING ENGINEERS

## DELIVERING EXCELLENCE

*(Above) At the completed Owen Roberts International Airport, AMR provided both structural, civil & geotechnical engineering design work. (Right) Proud members of the growing AMR team. (Below) Major refurbishment of the decaying Town Hall building. The new development will aid the planned revitalization of George Town.*



**“E**xcellence in engineering solutions and service.” That’s the motto of AMR Consulting Engineers. As a multi-disciplinary engineering consultancy, AMR covers all aspects of civil and structural engineering, working collaboratively to find effective solutions for every project. Its dedicated team of engineers have extensive experience, both locally and internationally. In Cayman, AMR’s work can be seen on a wide range of projects throughout all three islands, from small-scale residential developments to large-scale commercial projects and everything in between. Among its notable projects are the redevelopment of the Owen Roberts International Airport, Health City Cayman Islands and A.L. Thompsons, in addition to iconic residences such as Camden House and Tuscan Sun. AMR’s work has been recognized with the prestigious Governor’s Award for Design and Construction Excellence in the Cayman Islands (2011, 2013, 2015 and again in 2017). This biennial award is promoted by the Office of the Governor of the Cayman Islands in liaison with the Cayman Society of Architects, Surveyors and Engineers (CASE) and the Cayman Contractors Association (CCA).

Founded in 1996, AMR has been in business for more than 20 years and has worked with countless partners across the industry to help develop the Cayman we know today.

### CAYMAN INGENUITY, GLOBAL EXPERIENCE

AMR’s engineers have global engineering experience, providing significant input on such high-profile projects as: Ferrari World

(Abu Dhabi); Manchester Airport Runway Rehabilitation (U.K.); Meadowhall Shopping Centre (Sheffield, U.K.); Scottish Parliament Building (Scotland). Along the way, they have collaborated internationally with world-renowned architects such as Lord Foster, Jean Nouvel and Enric Miralles, in addition to local work with award-winning architects such as Cristina Ghets and BIG Architects.

### PROFESSIONAL ENGINEERING SERVICES

Clients can look to professional engineers to add value to projects at every stage – concept, outline and detailed design, construction, operation and demolition – through their ability to provide suitable, effective solutions. AMR offers a full range of engineering services including civil and structural engineering design; site monitoring and inspection; structural integrity reports and surveys; topographic surveys; geotechnical and foundation engineering; and project management. As professional engineers, AMR are fully covered by Professional Indemnity Insurance.

### AMR TEAM

AMR believes that each member of their team makes a unique contribution to the success of any project. All their engineers work on-island and in-office. Quality counts, as cut-rate, unprofessional engineering input can lead to undesirable – and expensive – outcomes. The team at AMR provides the necessary experience across a range of disciplines to ensure long term value from the outset of any project. It all comes back to its motto, and the engineering team’s passion for the profession, the people and the possibilities. ♥

## OUR SERVICES

### STRUCTURAL ENGINEERING DESIGN

#### CIVIL ENGINEERING DESIGN

#### GEOTECHNICAL & FOUNDATION ENGINEERING

#### MEPF DESIGN

#### STRUCTURAL ANALYSIS

#### STRUCTURAL SURVEYING

### ENVIRONMENTAL ENGINEERING

### RESIDENT ENGINEERING SERVICES

#### PILING INSPECTION & TESTING

#### CONSTRUCTION COMPLIANCE

#### PROJECT MANAGEMENT

#### UTILITIES-ENABLING WORKS

#### HIGHWAYS, BRIDGES & INFRASTRUCTURE

### STORMWATER MANAGEMENT

#### GROUND MODELING

#### MATERIALS TESTING

#### AUTOCAD DRAFTING & BIM

#### SITE SURVEYING

#### SITE MONITORING

### STRUCTURAL INTEGRITY REPORTS

#### THIRD-PARTY INSPECTIONS

#### CIVIL 3D MODELING



**AMR**  
CONSULTING ENGINEERS

[www.amr.ky](http://www.amr.ky)



# CELEBRATING 50 YEARS AS THE CAYMAN ISLANDS' LEADING CONTRACTOR



*Owen Roberts International Airport expansion*

**C**elebrating its 50th anniversary of being established in the Cayman Islands, the local history of McAlpine Limited is intertwined with the modern history of Cayman.

The company's record of accomplishments is, in essence, a recitation of the most important buildings, projects, and landmarks in the country.

The global group of companies, which itself is marking its 150th anniversary, was founded by Sir Robert McAlpine in the United Kingdom in 1869, with the first contract being for the repair of a mine chimney for a modest £2.45. Today the Sir Robert McAlpine group boasts a turnover of more than \$1 billion per year.

Incorporated in Cayman on April 20, 1970, the first contract undertaken by McAlpine locally was the Legislative Assembly Building for the Cayman Islands Government. The project began in July 1971, and the Legislative Assembly Building continues to serve as Cayman's parliamentary headquarters to this day.

## LOCAL AND INTERNATIONAL RESOURCES

In the past five decades, McAlpine has constructed many of Cayman's most well-known buildings, for the public and private sectors, and in the process has built a reputation for quality construction.

Locally, McAlpine employs nearly 100 people, including engineers, project managers, quantity surveyors, tradesmen, semi- and unskilled labourers. McAlpine under-

takes vast portions of building projects with its own resources contrary to the global trend where contractors will subcontract the entire scope of works.

The company's ability to combine the strengths of its local and expatriate workforces gives it considerable advantages over international contractors. While McAlpine operates primarily in Cayman as a General Contractor, the company offers a variety of other services, including Design Build Contractor, Construction Management Contractor, and Concrete Subcontractor.

## LANDMARK PROJECTS

Some of the most prominent projects on which McAlpine served as General Contractor include the AALL/Diamonds International Building, government's Glass House, Harquail Theatre, Cayman Islands Hospital, multiple office buildings in Cricket Square, 62 Forum Lane at Camana Bay, Walkers Building, and, most recently, the Owen Roberts International Airport expansion.

As Design Builder, McAlpine completed the new Government Administration Building on Elgin Avenue in 2011. This remains the single-largest construction contract ever awarded by the Cayman Islands Government.

As Construction Management Contractor, McAlpine led a team of local firms to rescue the government's troubled Clifton Hunter High School Project. After the foreign-based General Contractor was dismissed from the project, the Cayman Construction Management Ltd. group — comprising McAlpine, DECCO Ltd. and

Arch & Godfrey (Cayman) Ltd. — stepped in and collaborated successfully to complete the high school project for the beginning of the 2012-2013 academic year.

In addition to the numerous building projects, McAlpine has played a significant role in developing the infrastructure of Grand Cayman over the last 50 years. The most notable project, perhaps, was the Cargo Port, completed in 1977 in Hog Sty Bay.

On many of McAlpine's commercial office projects, the company also undertakes office fit-outs for the tenants, including major international financial services firms. Over the years, McAlpine has delivered some of the most complex and advanced fit-outs in Cayman, with innovations such as the introduction of Cat 6 cabling to the island, full raised access floors, underfloor air access floors, and full LED office lighting.

In the tradition of founder Sir Robert McAlpine, affectionately known as "Concrete Bob," the company maintains an expertise in constructing storm- and earthquake-resistant concrete frame buildings. In addition to its own buildings, McAlpine has acted as concrete frame subcontractor on a number of other major projects, most significantly the Kimpton Seafire Resort, completed in 2016.

## PROMOTING CAYMANIANS

Aside from excellence in construction, McAlpine has developed a reputation as the local leader in hiring, training, and promoting Caymanians in the construction industry — a priority established by the local firm's first Managing Director Henry Propper.





*Uglad Buildings*



*Cricket Square*



*The first contract undertaken by McAlpine locally was the Legislative Assembly Building for the Cayman Islands Government.*

McAlpine was the first local contractor to send Caymanians overseas to learn carpentry, quantity surveying, engineering, and other skills. The company can demonstrate a record of training and promoting Caymanians to the highest levels of its organization: Former Managing Director Ian Pairaudeau was hired by McAlpine in 1988, then worked for McAlpine's parent company in the U.K., and finally, in 2006, was named Managing Director of McAlpine in Cayman and Regional Manager for the Caribbean.

The current General Manager Richard Noel is committed to grooming a Caymanian to fill his position within the next few years.

Boasting a distinguished record of quality work completed on time and on budget, McAlpine remains the premier contractor for developers in Cayman. With a highly trained staff, access to resources, and, above all, local experience, McAlpine can offer its clients sensible, no-nonsense advice about specific projects and lead clients in the right direction to achieve their goals. ♥

## GENERAL CONTRACTOR

LEGISLATIVE ASSEMBLY BUILDING (1971)	COMMUNITY COLLEGE LIBRARY (1997)
COURT HOUSE (1973)	CAYMAN ISLANDS HOSPITAL (1998)
AALL / DIAMONDS INTERNATIONAL BUILDING (1974)	UBS/MUFG BUILDING (1999)
CIBC BUILDING ON EDWARD STREET (1975)	CENTURY YARD AT CRICKET SQUARE (2001)
GLASS HOUSE (1976)	ON THE BAY CONDOS (2001)
LIME TREE BAY CONDOMINIUMS (1977)	BRITCAY HOUSE (2001)
GRAND PAVILION (1981)	ROYAL BANK OF CANADA BUILDING (2001)
PLANTANA CONDOMINIUMS (1982)	HARBOUR PLACE (2002)
THE RETREAT AT RUM POINT (1984)	INDUSTRIAL PARK ESSO (2002)
BRITISH AMERICAN CENTRE (1984)	CITRUS GROVE (2003)
HARQUAIL THEATRE (1986)	62 FORUM LANE AT CAMANA BAY (2007)
GEORGE TOWN FIRE STATION (1988)	BOUNDARY HALL AT CRICKET SQUARE (2007)
JOSE'S RUBIS (1989)	CAYMAN MOTOR MUSEUM (2009)
GREAT HOUSE CONDOS (1991)	WALKERS BUILDING (2011)
BRITANNIA CONDOS (1991)	WILLOW HOUSE AT CRICKET SQUARE (2012)
QUEENSGATE HOUSE (1993)	GTPS EXPANSION (2012)
GHHS TECHNICAL BLOCK (1994)	RITZ-CARLTON RENOVATIONS (2014)
NORTH SIDE CIVIC CENTRE (1995)	JGHS GYMNASIUM (2017)
FIRST CARIBBEAN BANK BUILDING (1996)	PHASE II OF THE OWEN ROBERTS INTERNATIONAL AIRPORT (2019)
ELIZABETHAN SQUARE (1996)	
SAVANNAH PRIMARY (1996)	

## DESIGN BUILDER

UGLAND HOUSE (1999)
BANK OF BUTTERFIELD BUILDING (2007)
GOVERNMENT ADMINISTRATION BUILDING (2011)
SIX BUILDING AT CRICKET SQUARE (2019)

## CONCRETE FRAME SUBCONTRACTOR

APPLEBY OFFICE BUILDING (2013)
OCEANA CONDO (2013)
18 FORUM LANE (2015)
KIMPTON SEAFIRE RESORT (2016)
CUC PHASE 5 (2016)
1 NEXUS WAY (2017)

## INFRASTRUCTURE PROJECTS

CARGO PORT (1977)
FUEL PIPELINE FROM JACKSON POINT TO CUC AND THE AIRPORT (1989)
WEST BAY ROAD SIDEWALKS (1990)
SOUTH TENDER TERMINAL (1993)
CAYMAN SHORES/DART SEAWALL (2002)
SEAWATER DESALINATION PLANT (2002)
CAMANA BAY TOWN CENTER UTILITIES (2007)
CUC COOLING PIPELINE (2015)

# McALPINE





# THE RESIDENCES OF *Stone Island*

## OFFERING AN UNPARALLELED UPSCALE LIFESTYLE

Exuding coastal elegance, The Residences of Stone Island present an unparalleled luxury lifestyle in one of the most exclusive communities in Grand Cayman.

Beautifully designed, the three-story boutique dwellings are close to Seven Mile Beach but enjoy the seclusion of lushly landscaped grounds surrounded by the glistening waters of the Yacht Club inlet.

Each residence has stunning vistas of the water, with boat docking facilities available, and a boardwalk around the perimeter of the island-shaped peninsula.

At the heart of the development is the amenity building, featuring a private cinema, water-side conservatory, fitness studio, children's soft play area, chef's kitchen and wine storage, among the state-of-the-art facilities. There is also a tennis court and expansive infinity edge pool, as well as barbecue pavilions for the residents to enjoy.

A path to Seven Mile Beach, with an underpass beneath the highway, makes it a short and safe walk from Stone Island, while the convenient highway allows a quick commute into George Town.

Numerous restaurants are located nearby in West Bay, Camana Bay and just

along the road at the Yacht Club, where there is also a full-service marina.

This multi-million dollar development comes from the award-winning team behind The WaterColours, who bring a wealth of expertise to create the visionary Stone Island community. Catering for discerning homeowners, each of the 44 residences features high-end appliances, fixtures and fittings as well as statement floating glass staircases.

Covering approximately 4,500 square feet on three floors, desirable design details include convenient double garages, three en-suite bedrooms, and terraces that catch balmy island breezes.

The spacious outdoor waterside patio is ideal for relaxing or entertaining, while a plunge pool is perfect for hot days and nights.

Currently, there are three show homes highlighting the options for contemporary interiors and fine living. These residences have been designed and decorated professionally by IDG, illustrating different tastes and appealing to different family dynamics and uses.

Importantly, the gated community also has discreet round-the-clock security spanning all areas of the development.

### AMENITY COLLECTION

DISCREET 24-HOUR SECURITY

EXPANSIVE MOSAIC-TILE  
INFINITY EDGE POOL

TENNIS COURT

BOARDWALK

DOCKING FACILITIES

LUSH LANDSCAPING

BARBECUE PAVILIONS

STATE-OF-THE-ART  
FITNESS STUDIO

PRIVATE SCREENING ROOM

WATERSIDE OWNERS'  
CONSERVATORY

CHILDREN'S CENTER

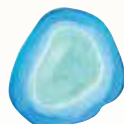
CHEF'S KITCHEN AND  
OWNER'S WINE STORAGE



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## THE CAYMAN ISLANDS DEPARTMENT OF TOURISM IS PROUD TO WELCOME YOU TO OUR SHORES.

The Caribbean Sea winds its way round the Cayman Islands with a warmth and tranquility that calms even the most tightly wound personalities. The endless turquoise waters unveil the sophisticated treasures that people dream of and are one of the many reasons that 2018 saw a record-breaking number of visitors touching down on Grand Cayman. With close to 2.4 million guests last year exploring Grand Cayman, Cayman Brac, and Little Cayman, 2019 is looking like another stellar year for visitation.

Cayman's pristine beaches, luxury accommodation, and world-class restaurants are amongst the many reasons for its popularity, and a trend toward experiential travel is fuelling a desire for visitors from round the world to explore the islands' cultural offerings and soft adventures.

The newly renovated and expanded Owen Roberts International Airport is a shining example of the destination's growth. Having tripled in size, the airport now includes an upgraded departure hall, expanded dining options, children's play zone, space for moms and babies, and more. The modern facility provides ease for travellers, and the efficient operation has encouraged major carriers to increase their routes, providing nonstop access from many key points of entry.

A Cayman Islands vacation is an intimate experience affording travellers the chance to curate a trip that is all their own. It's a carefree

getaway removed from the masses, and despite the growing number of tourists, the experience has maintained its relaxed, quiet sophistication, and remained true to its civility.

It is no wonder that so many people opt for a more curated experience in the Cayman Islands over destinations saturated with mega-resorts and manufactured experiences. The discerning Cayman Islands visitor has a multitude of options ranging from five-star hotels to luxury villas and condominiums that are perfect for multigenerational trips, couples, families, adventure seekers, and business groups alike. Additional accommodation is consistently being added to the destination, and travellers will have more options than ever before with upwards of 650 new rooms being added to the destination through 2021.

Of course, world-class accommodation and increased arrival options are just two reasons for a spike in travel to Cayman. Curious travellers and repeat guests feel the call to the world-famous beach and crystal-clear waters. In fact, Seven Mile Beach was recently ranked amongst the "World's Top 10 Beaches" by TripAdvisor, just one of numerous accolades that the

destination is regularly awarded.

Beyond Seven Mile Beach, Caymanian waters are ideal for an exciting array of activities including but certainly not limited to kayaking, stand up paddleboarding (SUP), day trips to the much beloved Stingray City, gorgeous sunset sails aboard private catamarans, and thrilling bioluminescent tours. What's more, Cayman is considered one of the world's premier diving destinations with 365 dive sites—one for each day of the year.

After time spent on the beach and in the ocean, guests have plenty of options to explore land and cultural activities. The incredible art at the National Gallery of the Cayman Islands, the Pedro St. James, the lush Queen Elizabeth II Botanic Park, and the Cayman Crystal Caves are just a few examples of the unique activities to be enjoyed on island.

Rounding out Cayman's attractions and activities are its unbelievable food and beverage options which have garnered the nickname "The Culinary Capital of the Caribbean." From quaint fish shacks to the Caribbean's only AAA Five Diamond award-winning restaurant, to amazing farmers' markets, delicious farm and sea-to-table cooking, and Eric Ripert's Cayman Cookout, the Cayman Islands is a must for any foodie.

With an abundance of world-class offerings and continued growth, it's no wonder that more and more travellers are choosing to vacation in the Cayman Islands.



A woman with long brown hair is swimming underwater, looking back over her shoulder. She is wearing a long, off-the-shoulder dress that is covered in scales, making her look like a mermaid. The dress is surrounded by a large school of small, silvery fish that form a circular pattern around her. The background is a deep blue ocean with sunlight filtering down from the surface. The bottom of the frame shows a coral reef with various sea anemones and small fish.

DREAM IN CAYMAN.

CAYMAN  ISLANDS  
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## 5 YEARS OLD AND GROWING



*The entrance at Health City Cayman Islands*

In the Cayman Islands in December 2018 for the expansion of Health City Cayman Islands' Intensive Care Unit, the hospital's founder Dr. Devi Shetty predicted that "the best is yet to come" for the only one of his Narayana Health medical centers located in the western hemisphere.

At that time, the hospital was opening the doors of its expanded Intensive Care Unit, which as a Level 3 Intensive Care Unit now has greater capacity to handle more complex cases; patients with multiple medical issues; and provide more comprehensive management of emergency cases and complex trauma situations.

A world-renowned surgeon, entrepreneur and philanthropist, Dr. Shetty expanded on this pronouncement seven months later in June 2019 as a keynote speaker at the inaugural UK Government & Overseas Territories International Trade Summit, where he outlined his plan to make the Cayman Islands the "capital of medical

tourism for the western hemisphere" within the next seven years.

Between the two events, in April 2019, the Cayman Islands' sole tertiary care hospital celebrated five years of operation. Up to that time, the facility had treated over 72,000 out-patients, 7,900 in-patients and performed over 4,800 surgeries.

Several of those surgeries were firsts of their kind for the region, and certainly firsts for the Cayman Islands. These included the first-ever LVAD surgery performed in the Caribbean, the first TAVI in the English-speaking Caribbean, the first renal denervation in the Caribbean, the first stroke thrombolysis in Cayman, the first ECMO patient in the Caribbean, the first Caribbean Pentalogy of Cantrell surgery, the first awake craniotomy in the English-speaking Caribbean, the first cryo ablation in the Caribbean, the first brain aneurysm clipping surgery in Cayman, the first CCM device in the Caribbean, the first

brain aneurysm coiling in Cayman, and the first arthroscopic Latarjet surgery in the Caribbean.

Throughout the preceding year the hospital continued to reach milestone after milestone, received renewal of its accreditation by Joint Commission International (JCI) following an excellent review, expanded its facilities, and announced future plans that have the potential to change the lives of cancer patients throughout the Caribbean and Latin America.

Underpinning Dr. Shetty's long term plans for the hospital's growth was the announcement in August 2018 of the planned construction of a new multi-million dollar cancer center offering total cancer care – including radiation treatment. Groundbreaking for the cancer center is slated for late 2019.

The Cayman Islands' flagship medical tourism facility and only tertiary care specialty hospital, Health City currently sees



***Dubbed the “Henry Ford of medicine,”  
the 66-year-old entrepreneur  
and philanthropist  
is founder and chairman  
of Narayana Health,  
a chain of 21 medical centers  
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about the importance of  
adapting technology for use  
in the medical field,  
and has pioneered the concept  
of “lean management”  
in the provision of healthcare  
to drastically reduce costs  
while also maintaining  
high quality standards.***



*Dr. Devi Shetty, founder of Health City Cayman Islands and chairman of the Narayana Health chain of medical centers, on a recent visit to Grand Cayman.*

around 40 percent of its patients coming from overseas.

Dr. Shetty anticipated that increasing numbers of new patients will come to Health City largely from the wider Americas region.

“The big thing that is going to happen for Cayman . . . is the medical tourist coming from other Caribbean and Central American countries,” he said. “What we have noticed is that the response from the Caribbean and Latin American countries has been extremely positive, not only in terms of patient flow, but in terms of acceptance of our doctors. We are also very excited with the Caribbean region, mainly because of the proximity and relevance and long-term sustainability.”

Dubbed the “Henry Ford of medicine,” the 66-year-old entrepreneur and philanthropist is founder and chairman of Narayana Health, a chain of 21 medical centers in India. He is passionate about the importance of adapting technology for use in the medical field, and has pioneered the concept of “lean management” in the provision of healthcare to drastically reduce costs while also maintaining high quality standards.

Indeed, although Health City’s prices are on average 50 per cent lower than those of similar procedures in the United States, the quality metrics are on par with or better than most major American hospitals.

As a result, Health City has been called a “disruptor” to “business as usual” in global healthcare and has been profiled in international publications including the Wall Street Journal, Forbes, USA Today, The

Harvard Business Review, Readers Digest, and many others.

Despite the hospital’s focus on attracting international patients, the support of the local community in the Cayman Islands is also vital to its success.

In terms of acceptance by Cayman Islands residents, Dr. Shetty said, “It is much more than what we thought. It has far surpassed our imagination and, more than anything else, the kindness and goodwill from the local population is really rewarding. In terms of making an impact on the local population it has gone very well.”

One of the ways in which Dr. Shetty sees Health City giving back to the Cayman Islands community is in the area of education, and grooming the local doctors and healthcare professionals of the future.

Of his hopes for medical education in the region, he said, “We would like every child born in the Cayman Islands or Caribbean region to look at becoming world-class doctors, world-class nurses, medical technicians, scientists . . . the whole perspective of the younger generation will change. And that is important for the Caribbean region, important for the Cayman Islands, important for the rest of the world so that you are cared for by your own people.”

The hospital’s Healthcare Explorers program was founded in June 2014 to provide free STEM education pathways for young Caymanians to introduce them to careers in the medical field. The program has since provided over 4,000 STEM education opportunities to students at both public and private schools in the Cayman Islands from age eight through to university level. ♥

## ABOUT HEALTH CITY CAYMAN ISLANDS

Health City Cayman Islands, the vision of renowned heart surgeon and humanitarian Dr. Devi Shetty, is supported by Narayana Health, one of India’s largest private health-care systems. Health City, only the second hospital in the Caribbean to receive the Joint Commission International’s “hospital accreditation,” provides compassionate, high-quality, affordable healthcare services in a world-class, comfortable, patient-centered environment. Offering healthcare to local, regional and international patients, Health City Cayman Islands delivers excellence in adult and pediatric cardiology, cardiac surgery, cardiac electrophysiology, medical oncology, orthopedics, sports medicine, pediatric endocrinology, gastrointestinal, hepato-pancreato-biliary and bariatric surgery, neurology, interventional neurology and neuro-diagnostics, neurosurgery, minimally invasive spine surgery, gynecology, urology, colorectal surgery, dental, sleep lab and pulmonology services.

**HEALTH CITY**  
*Cayman Islands* **NH**

For further information,  
visit [www.healthcitycaymanislands.com](http://www.healthcitycaymanislands.com)



# INTERNATIONAL REACH, CAYMANIAN AT HEART



*Cayman National's Elgin Avenue headquarters*

The year 2019 was a tremendous time in the annals of Cayman National, as the 45-year-old Cayman Islands institution became part of a global banking and financial group.

The net result is that Cayman National has maintained all of the advantages the institution has enjoyed over the decades by being identified as a Caymanian financial group, but now has secured additional benefits by being part of a larger and very successful financial organization.

In March, the Republic Group acquired a controlling 74.99 percent stake in Cayman National Corporation, following a voluntary offer to purchase stocks from existing shareholders.

The Republic Group itself has a venerable history, being founded in 1837 as Colonial Bank, the first commercial bank in Trinidad and Tobago. More than 182 years later, the Group remains headquartered in Trinidad and Tobago, but now has become the registered owner of institutions throughout the Caribbean and beyond. As of September 2018, the Group had an asset base of US\$10.5 billion, and employed more than 5,570 staff in 16 subsidiaries.

Here at home, Republic's acquisition of Cayman National was performed with great care and attention toward maintaining the Caymanian culture. For example, the name of the bank was not changed;

staff and management would stay; the board of directors would remain primarily Caymanian; and the large network of offices and services in Cayman, including the Sister Islands, was preserved.

The Cayman National Corporation remains a locally quoted and traded company on the Cayman Islands Stock Exchange, as it has been since 1998. Republic's original target was to purchase Cayman National's shares at a premium value. Many local shareholders (accounting for 90 percent of the total stock) decided to take advantage of the attractive offer made by Republic.

Ultimately, the offer was oversubscribed, so most shareholders retained some ownership interest in the company, albeit at a reduced level.

By number of individuals, the majority of shareholders in Cayman National are still Caymanian.

Along with the change in ownership, Cayman National Bank has a new President, Janet Hislop. The veteran executive has many years of senior banking experience in Cayman and, on a more personal level, was already part of the Cayman National family, being the daughter of Benson O. Ebanks, Jr., who for 36 years served as the founding Chairman of the Cayman National Corporation Board of Directors.



*Janet Hislop, Cayman National Bank President, presents a sponsorship cheque in support of the annual CIMA 5/10K Walk & Run.*



*Lisa Franklin-Sloley, Vice President – Customer Service & Sales, assists a customer.*

"We are delighted to have a Caymanian now heading up our banking operations with the experience and skills that Janet has," said Stuart Dack, President and Chief Executive of Cayman National.

Over the decades, a central component of Cayman National's mission has been to support the Cayman Islands community through charitable efforts. This outreach continues, as Cayman National will remain a staunch and generous supporter of many local worthy causes, particularly in areas concerning the elderly, youth, education, sports, and culture. ♥



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## CONNECTING CAYMAN TO THE WORLD



From a bag of apples to a brand-new BMW, from clothing to construction material — if you see it in a store, on the street or for sale anywhere on-island, it most likely made its way into the country via the facilities of the Port Authority of the Cayman Islands.

Every year on average, the Cayman Port accommodates more than 400,000 tons of cargo. That's about seven tons of cargo for every man, woman and child living in Cayman.

Annually, the Cayman Port unloads an average of more than 22,500 twenty-foot-equivalent containers per year, more than 4,400 vehicles and nearly 6,900 refrigerated cargo containers.

In addition, the Cayman Port oversees annually the importation of nearly 55 million imperial gallons of fuel (diesel, gasoline, jet fuel and propane).

The primary connecting ports for cargo entering and leaving Grand Cayman are in Florida and Jamaica. However, cargo ports of origin are as far-flung as Bahamas, Colombia, Cuba, Dominican Republic, Honduras, Japan, Mexico, Panama and Puerto Rico.

The Cayman Port is more than a vital piece of infrastructure connecting Cayman to the rest of the world; it is the international lifeline for the country's commerce and economy.

The modern history of the Cayman Port began in July 1977, when then-Governor Thomas Russell officially opened the George Town Port facility. At the time, the capacity of the dock was 50,000 tons of cargo per year.



In 1992, the inland Berkley Bush Cargo Distribution Centre at Airport Industrial Park was completed. The Cargo Distribution Centre was named after Berkley Bush, the former Executive Council Member for Communications and Works, who was a leading figure in establishing the George Town Port in the '70s.

In 2018, the Cargo Distribution Centre completed a multimillion-dollar transformation, including the addition of a pair of immense Boxhunter cranes from Finland's Konecranes, that allowed the Cayman Port to stack shipping containers seven stories high, multiplying the Cargo Distribution Centre's storage capacity enough to meet Grand Cayman's needs for the next 10 years.

The Cayman Port is a statutory authority owned by the government of the Cayman Islands and run by an appointed Board of Directors.

As it has grown up along with the country, the Cayman Port continues to strive to fulfill

its mission: "To foster a culture of excellence in service and care coupled with collaborative efforts that focus on sustainability through the provision of innovative, safe, efficient solutions which will stimulate and facilitate waterborne commerce, trade and leisure travel resulting in the continued economic development of the Cayman Islands." ♥



**CAYMAN PORT**

[www.caymanport.com](http://www.caymanport.com)





## KEEPING THE POWER ON

It is always the small pieces that make the big picture. Since Caribbean Utilities Company, Ltd. (“CUC”) first turned the lights on in Grand Cayman in 1966, continuous investment in a safe and reliable power-generating infrastructure over the last 53 years has provided the foundation for both the growth of CUC and the development of Grand Cayman.

Our vision is “Empowering Cayman to be a Global Leader.” Without electricity, commercial consumers such as banks and supermarkets could not provide modern services which the general populace has become accustomed and residential customers could not maintain the quality lifestyle that makes Grand Cayman a globally attractive place to live.

Having a reliable and environmentally-friendly energy provider such as CUC is necessary to keep Grand Cayman competitive in the world-class tourism and financial services industries and to facilitate economic development initiatives going forward.

Although a difficult time to reflect on, the hardships endured after Hurricane Ivan in 2004 is an example of an economy without electricity. In one way or another, all residents experienced a disruption with food refrigeration, medical equipment, elevators and telecommunications. A time we survived but would not want to endure again.

Though the value of electricity can be underestimated, the improvement in our standard of living has relied heavily upon CUC’s advancements in new technologies, renewable energy opportunities and highly trained employees. Our 244 employees, 86% of whom are Caymanians, deem it a privilege to serve the people of Grand Cayman.

CUC remains focused on the fuel efficiency of our generators to ensure that the company maximizes the amount of electricity we deliver to consumers from each gallon of fuel, while researching alternative sources of energy to reduce the reliance on diesel to generate electricity. In 2016, the company commissioned its newest engine room, which remains one of the most fuel efficient in the Caribbean region.

Currently, there are 396 customers with a renewable generation capacity of 5.3 megawatts generating electricity through the Customer Owned Renewable Energy (CORE) programme. The 5 megawatt Solar Farm located in Bodden Town provides energy to power approximately 800 homes.

CUC’s Integrated Resource Plan gives shape to the Island’s energy generation



plans for the next 30 years. The implementation phase of the plan will be an exciting period for CUC and electricity consumers, with a rapid increase in renewables connected to the grid which will provide cleaner energy at competitive and more stable costs.

The Utility Regulation and Competition Office also recently approved a 20 megawatt Utility-scale Battery Storage project with the primary function of providing instantaneous reserve in the event of sudden loss of power generation. Presently the instantaneous or ‘spinning’ reserve is provided by running diesel engines and displacing the diesel with the battery will reduce greenhouse gas emissions and the carbon footprint of Grand Cayman. The battery also has the ability to react faster than the existing plant, reducing the risk of customer outages caused by loss of generation.

CUC remains committed to meeting the challenges which come with providing

a highly reliable service on a small island system while investing in the young people of our community through financial commitments, in-kind donations and volunteer opportunities in the areas of education, sports, health and culture to name a few.

Best-selling author Margaret J. Wheatley said, “There is no power for change greater than a community discovering what it cares about.” We are much more than poles and wires. We are performing tasks that are of paramount importance to the ongoing well-being and development of the people of the Cayman Islands, making it a desirable place to work, live and visit and to love. ♥



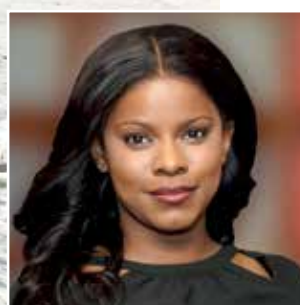
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## LEADERSHIP THROUGH INNOVATION



*Godfrey Johnson*



*Kayla Martin*

In 1903, over 115 years ago, the Cayman Islands Shipping Registry (Cayman Registry), opened its doors registering its first vessel the “El Paso”. Today, more than 2,300 vessels fly the Cayman Islands Flag totaling a gross weight of more than 6 million gross tons.

The Cayman Islands is rated top-of-class on the Flag State Performance Table, which is released by the International Chamber of Shipping (ICS). It is also “white listed”, rated as a “low risk” flag state in all major international ports as per the Port State Control Memorandums of Understanding (including Paris and Tokyo MOUs), and is qualified under the United States Coast Guard (USCG) Qualship 21 Program.

Career options available in the maritime industry include opportunities within the Cayman Registry. With its’ global network, young Caymanians choosing this path are exposed to global standards, practical and theoretical, and are able to participate in a rich Caymanian tradition, building on the maritime foundation.

Godfrey Johnson and Kayla Martin are young Caymanians who received Maritime Authority of the Cayman Islands (MACI) Scholarships and now work with the Registry.

Mr. Johnson studied Naval Architecture at Newcastle University in the United Kingdom. He was extended an opportunity from one of the Registry’s major clients to work as a supernumerary on board one of their international chemical tankers.

Mr. Johnson undertook the Standards of Training, Certification and Watchkeeping (STCW) Basic Safety Courses, as well as hands on training in firefighting, lifesaving appliances and elementary first aid before joining the crew of the 176 metre (577 feet) tanker (similar in size to some calling into the Jackson Point Terminal (JPT), George Town).

During his time at sea, Mr. Johnson was able to participate in a wide range of ship operations; from cargo loading, ballasting, bunkering, mooring, passage planning and pilotage in port to daily maintenance, tank washing, chart corrections, bridge and engine room watchkeeping and safety drills.

“From a Naval Architecture perspective, it was interesting to learn about the interdependency of the systems on board and what redundancies are built in. From a Surveyor’s perspective it was invaluable to understand the procedures and agendas needed to operate a ship and keep it sailing on schedule, day and night safely.” Mr. Johnson said about his experience.

Going to sea is a common thought when considering a career within the maritime industry. However, for Kayla Martin her focus was Maritime Administration. She earned a Bachelors in Maritime Business Management, then a Masters in Maritime Operations Management from Liverpool John Moores University.

“Working with the Cayman Registry has given me firsthand learning experiences within various areas of the organization such as, Wreck Removal and Bunkering, Survey Administration, Vessel and Mortgage Registration and Business Development.” She said, “I’ve had many invaluable opportunities such as; Internal Auditor training in Houston, Texas, attending the annual Fort Lauderdale International Boat Show, working in the European Regional Office in Southampton, UK and being a member of the WISTA Cayman Islands Board of Directors.”

She continued “I am continuously gaining knowledge and exposure within the maritime industry; and I am proud to continue my family’s strong maritime history while working for one of the best Flag States in the world.”

Today, seafaring has transitioned from “working on decks of ships” to an industry of limitless maritime opportunities. With its’ ingrained maritime culture, the Cayman Islands is proud of its position within the industry and the Cayman Registry aspires to continue its growth. ♥



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# CONNECTING THE CAYMAN ISLANDS TO THE WORLD



**I**n the best reflection of Cayman's seagoing past, Seaboard Marine continues the tradition — updated, of course — of linking the Cayman Islands to the world.

If you are shipping goods to, or from, the Cayman Islands, the only call you need to make is to Seaboard Marine.

Seaboard has mastered the art of making shipping simple and completely pain-free. Whether you are a resident who needs to transport a few items from an offshore shopping excursion to Grand Cayman or a professional who needs to ship multiple containers around the globe, knowledgeable Seaboard professionals can attend to every detail.

Seaboard provides direct shipping services weekly from Miami and Jamaica to Grand Cayman as well as transshipments from many other U.S. ports, including Brooklyn, Savannah, Houston and more than 25 countries.

To keep rates low and convenience a top priority, Seaboard provides less-than-container load service. Goods are sent directly to Seaboard, consolidated, and loaded into a container to be shipped to Cayman, greatly reducing both time and cost.

With access to a fleet of more than 25 vessels serving nearly 40 ports, Seaboard Marine puts its vast experience and connections to work for you. ♥

***Seaboard provides direct shipping services weekly from Miami and Jamaica to Grand Cayman as well as transshipments from many other U.S. ports, including Brooklyn, Savannah, Houston and more than 25 countries.***

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## THE FUTURE OF ROADS IN CAYMAN

**F**uture road construction in the Cayman Islands will not be just about building extra lane capacity for cars, but also building for other modes of travel (public transport, bicycles, motorcycles, electric scooters, and pedestrians). The National Roads Authority is actively engaged in the long-term planning of Cayman's roads and is using socioeconomic projections and land-use data to model what Cayman's road network could look like 25 to 30 years from now.

Whilst the current reality of traffic congestion in Grand Cayman is seen as a primary threat to the economy of these islands, the NRA understands that it also bodes well for Cayman's future as it forces Caymanians to look seriously at the future of roads transport. The old adage 'you cannot build yourself out of congestion' is indeed true. With a finite space in which to develop, the implications for Cayman are that it must begin now to seriously address future ground transportation needs through a collection of varying methodologies such as:

- Safer roads design and construction
- Shared roads/road-user mobility
- Public transportation alternatives
- Smart Growth and land-use planning.

Edward Howard Acting Managing Director, NRA states "simply attempting to build our way out of the congestion problem is financially infeasible and



*West Bay Road Development*



wasteful of precious land resources." Acquiring additional lands and buildings in order to provide space for road-widening only invites more cars onto the road network and doesn't address opportunities for a more balanced approach to ground transportation.

Cayman's current traffic congestion woes create opportunities for the country to move towards a ground transportation system that is more efficient, safer, less congested, and more accessible to all parts of the country, rather than the current transport system that is primarily centered on car ownership.

Howard further explains, "From the standpoint of developing a sustainable road network it must be understood that new and innovative road design and construction alone will not be enough to improve the quality of life for future Caymanians. Causeways, overpasses and tunnels are heavy-priced items that may require the implementation of taxes and road user charges to build and maintain." Globally, nearly every major bridge or tunnel project is being paid for by toll revenues

and/or by long-term public-private partnerships/private finance initiatives.

The NRA is poised to do its part in helping the country to upgrade its ground transport system and policies to the 21st century. The NRA understands that the introduction of new legislation, improvement of governance, and the development of innovative mobility systems will be crucial to ensure that Cayman moves from a car-centered transport system to a people-centric transport system that encompasses all the elements needed for the safe and efficient movement of goods, people, and services.

The NRA has put Cayman at the forefront of transportation planning in the Caribbean region, with the development of a comprehensive computer-based traffic model suite that allows the NRA to perform long-term travel demand and traffic operations analyses, and to determine what physical improvements and policy changes are necessary to ensure that a sustainable ground transportation system is available to future Caymanians." ♥



[www.caymanroads.com](http://www.caymanroads.com)



*Crewe Road and Huldah Avenue*



## TRUSTED, INNOVATIVE HEALTHCARE



*Located in Camana Bay  
(2nd Floor Above The MAC Store)*

**T**rinCay Medical Centre & Urgent Care, located in the thriving Camana Bay Town Centre, and with a motto of “State-of-the-art, patient-centered compassionate care with a global reach,” provides a team of internationally outstanding physicians covering diverse fields of important medical specialties, such as adult and pediatric dermatology, anesthesiology, bariatric and general surgery, obstetrics/gynecology, and pediatrics.

Services include the diagnosis and treatment of skin conditions, early diagnosis of skin cancer, women’s health, pregnancy and wellness, contraception, infertility treatment, attendance at deliveries, care of premature babies, wellness checks and sick visits, immunizations, ultrasounds, and much more.

TrinCay’s physicians, nurses, and support staff come from all over the world and speak a variety of languages, including English, Spanish, Tagalog, and French.

Patients can book appointments for specific times, and walk-in visits are equally welcomed. Patients also have access to emergency after-hours service.

The clinic has a fully functional medical laboratory, and operates a pharmacy on the premises.

Open Monday-Saturday, TrinCay Pharmacy offers a wide range of prescrip-

tion medications and over-the-counter items, including personal care products, fertility medications, vitamins and diabetic products. The pharmacy accepts local health insurance plans.

TrinCay provides Urgent Care services at the Camana Bay location, with no appointment or referral required. The clinic is equipped to handle a variety of issues and requests, such as illnesses, flu shots, vaccinations including HPV, urgent injuries, work permit medicals, medical certificates for diving, random drug screenings, electrocardiograms, laboratory work, pediatrics, school health certificates, stitches, and more.

TrinCay’s vision is to practice a preventative, personalized medicine that embraces today’s cutting-edge technology

With quality and compassionate healthcare, TrinCay continues to aspire toward innovation and future growth. The organization maintains its commitment to embracing the most modern technology and facilities available, and has identified new opportunities for even more effective provision of healthcare to Cayman’s residents and visitors.

TrinCay Medical recently has gone through a process of restructuring where you will continue to see changes where patients and their families are our priority. ♥



**Chief Pharmacist  
Jammellia Buddoo,  
BPharm, PGDip BM**

**Winner of the CAP Pharmacy  
Practice Pioneer Award**

The annual convention of the Caribbean Association of Pharmacists (CAP) was held in Orlando, Florida, USA. The award is given to three Pharmacists from the private sector or institutional pharmacy within the Caribbean region who emphasize the delivery of pharmaceutical care in their professional practice



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