

BUSINESS VIEW

JUNE/JULY 2018

Caribbean

THE MEDICAL PAVILION BAHAMAS

EXPERTS IN PARTNERED CARE

*An interview with founder
and CEO Dr. Conville Brown*



PHOENIX CONSTRUCTION

CORPORATE ELECTRIC LTD.

LYDFORD MINING CO.

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Executive View

Momentum. Sometimes the word expresses the visual properties of motion: “that snowball is gaining momentum.” Sometimes it refers to an unseen force that expresses a dynamic shift: “the momentum of the game has switched sides.” Watching the World Cup and rooting for every team has been an eye opener for me. Since I don’t have a dog in this fight (is that offensive? perhaps I should’ve said “race?” Yes! Next time I will say race. Or I could’ve just said, “since I don’t have a horse in this race.” Yes, there it is. Next time!), I’ve been able to see all teams, players, and schemes equally. It has allowed me to analyze parts of the game I rarely pay attention to. It’s allowed me to appreciate players I’ve grown to hate, and like teams I would never watch, because they weren’t playing my team. Throughout all of the games thus far, there’s been one intriguing factor that made me appreciate its importance, and how relevant it is in every aspect of success or failure. Momentum!!!

There comes a point in every game, series, set of events (business, social, sports, etc) where you’re either on the beneficial or unfortunate side of this word. When watching a sporting activity such as soccer, you only see teams winning, losing, or trying to win if they happen to be losing. You don’t actually see or feel this sudden presence that has swooped in and taken over the moment. To the persons looking on, it’s unnoticeable. They see it as just a circumstance that has caused one team or the other to progress or slide. But, if you were to speak with any professional athlete, he or she would tell you that momentum is the extra player on the field. It shows up randomly and unexpectedly. And if not immediately stifled by its opponent with a grand gesture of some kind, it begins to roll powerfully against you like a mighty avalanche derived from the smallest snowball. It has an element that makes it impossible for things to go your way. As a soccer player, you miss a goal on a wide-open, unattended net from close range. As a business executive, the



smallest sale from a long-time repeat customer is impossible to close, as your largest clients are leaving your company to do business with your competitor in droves. It’s painful!

I chose to use the unfortunate side of the word momentum as my example, because the beneficial side of it is mostly the product of luck, accident, circumstance. You don’t create momentum, you ride it once it has started rolling. The ride lasts only as long as its opposition can’t diffuse the energy that has created it. Once the opposition does identify the energy that we are calling “momentum,” and immediately takes action to bring that energy to a halt, he puts his team, company, family, event, etc. back in contention to win in a fair game, by removing that extra player from the field. He is now afforded the opportunity to get back to the core basics that deemed him a viable and worthy competitor.

So, call a timeout! Knock a free running player down on the ground! Organize a retreat! Fire somebody! Hire somebody! Close a department! Open a department! Increase the budget! Freeze the budget! Do something now, anything, right now, to stop the momentum of failure when you see it beginning to form. Not responding to negative trends in business is the number-one leading factor in businesses that go bankrupt. I’m hoping this Executive View wasn’t specifically written for you, but if it was, I hope it helped!

Until next time, plan, build, and continue to prosper!

Al Krulick

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Opening Lines

JUNE/JULY 2018



AGRICULTURE BOOT CAMP FOR FUTURE LEADERS HELD IN GRENADA

Thirty young people from Grenada, Carriacou, and Petite Martinique participated, recently, in a three-day boot camp, facilitated by a team from the University of the West Indies' Centre for Food Security and Entrepreneurship, and designed to position them to be pioneers in climate-smart agriculture. The youth participants, who were

between the ages of 18 and 35 years old, are the newest cohort in the Caribbean Development Bank's Vybzing Youth Outreach Program, which is being held under the theme, "Climate Action Today = Food for Tomorrow." The program, part of the agenda for the annual meeting of the bank's board of governors, aims to inspire participants to take action to build a better Caribbean.

"We need to adopt climate-smart agriculture practices and technologies. This is globally regarded as being essential to efforts aimed at supporting vulnerable communities and youth in mitigating and adapting to climate change," said Yvette Lemonias Seale, Vice-President of Corporate Services and Bank Secretary's Unit, Caribbean Development Bank (CDB), while ad-

ressing attendees at the opening ceremony. "I am extremely pleased with this Vybzing Grenada Bootcamp. It is timely, relevant, commercially useful, extremely practical and most of all – exciting," she added.

Kate Lewis, Minister within the Ministry of Youth Development, Sports, Culture and the Arts, Grenada, also delivered remarks at the event. "I



take this opportunity to express my deepest gratitude to the Caribbean Development Bank for giving our young people the opportunity to have their say as we build a more climate-smart agricultural sector. A special thank you also to you, the participants, for accepting this challenge, accepting this opportunity to discuss the issues and challenges facing you in the agricultural sector,” she told the youth.

Dr. Malachy Dottin, Director of Research, Ministry of Agriculture and Lands, encouraged participants to take responsibility for climate action in their daily lives. “Tell us about your actions to combat climate change by using your social networks. Buy only what you need. It is crucial,” he said. “Limit plastic, recycle paper, glass and aluminum. Love your leftovers,” the professor told participants in an interactive address.

Since 2002, more than 800 young people from across the Bank’s borrowing member countries have participated in the Vybzing Youth Outreach Program. Themes addressed in the fora include information communication technologies for development, citizen security, creative entrepreneurship, regional economic development, and road safety.



CDB ANNOUNCES US\$1.5M TO BUILD GREATER CLIMATE RESILIENCE THROUGH TECHNOLOGY

The board of directors of the Caribbean Development Bank has approved a project that aims to increase the use of technology to build greater climate resilience throughout the region. Funded through a grant of US\$1.5 million and to be executed by the Caribbean Community Climate Change Centre (CCCCC) over a three-year period, the project approved recently will support flight-mapping services to collect light detection and ranging (LiDAR) data for almost 10,000 square kilometers of vulnerable Caribbean coastal areas.

The grant provides resources for the preparation of an intellectual property policy (IPP) and the

creation of a product development and marketing strategy for the Centre, as well as the training of 38 end-users from the bank's borrowing member countries (BMCs) in the applications of LiDAR data.

“Generating quality scientific data and information products, data sharing, and ease of data access and transfer, are important aspects of building climate resilience across the Region because they support an improved understanding of climate risks and impacts,” said Daniel Best, Director, Projects Department, CDB.

“LiDAR-based mapping technology can therefore assist the region in addressing some of the prob-

lems being experienced, due to the absence of geo-spatial data for decision-making, and improve the capacity of stakeholders to make better-informed decisions, for more effective management of natural hazard and climate risks,” he added.

LiDAR is a remote sensing technology used to obtain highly accurate elevation measurements of the earth's surface. LiDAR technology is capable of simultaneously gathering both topographic and bathymetric data, which are used to provide detailed information of land and ocean floors, and offer economies of scale.

The project fills an important gap in efforts to design new climate-resilient investments, retrofit

existing infrastructure, support coastal zone management, identify natural hazards, and formulate disaster risk management strategies throughout the region.

Currently, progress with these activities is being hampered by the absence of quality spatial datasets, which are often project-specific and provide limited data documentation methodology. Moreover, the cost of acquiring high quality datasets is expensive – a factor that constrains routine updating. The LiDAR project will enable CDB's BMCs to acquire high-resolution coastal and bathymetry datasets at significantly reduced costs, compared with commercial sources.



MORE GENETICALLY MODIFIED MOSQUITOES TO BE RELEASED IN THE CAYMANS

Despite recent revelations that the pilot project using genetically modified male mosquitoes to reduce the *Aedes aegypti* population fell far short of expectations, the Cayman Islands government has signed a new deal with biotechnology company, Oxitec, to continue releasing them.

The contract is costing the public purse around CI\$588,000 (US\$705,000) and appears to be not much more than a repeat of the first project. In a government release, officials said the release of the GM mosquitoes will take place alongside other management techniques to measure the effectiveness and efficiency of the technique.

The new program will occur in the southwestern area of West Bay, officials said, where the bio-bugs were previously released alongside a second comparator area in southeast West Bay. It will also expand releases of those same mosquitoes into a neighboring but geographically distinct area to the northwest of the district.

Mosquito Research and Control Unit Director, James McNelly, said the program is set to begin immediately with public outreach. He said that in two areas (northwest and southwest) the program will combine the release of varying levels of Oxitec mosquitoes with MRCU's traditional ground control measures of inspecting and spraying sources of standing water in which *Aedes aegypti* might breed.

Inspections will take place at all business and residential premises. The comparator area in the southeast will also benefit from MRCU's traditional mosquito surveillance and control measures, but the GM mosquitoes will not be released there.



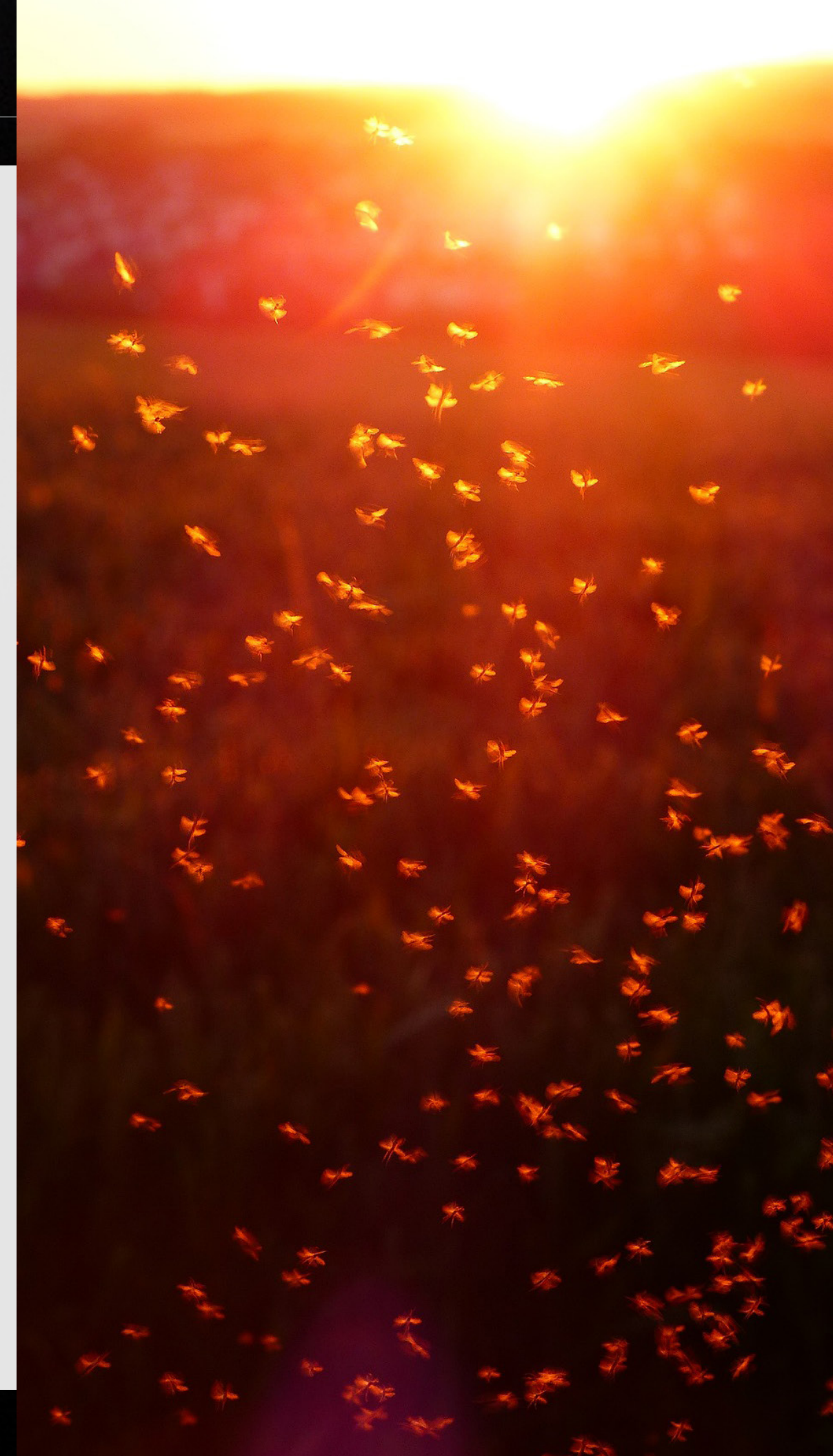
"Within the areas under evaluation we will go door to door to inspect every residence," McNelly said. "This is a very labor-intensive approach and, as such, we are appealing to interested members of the community to reach out to us to find out how they can help with this process. Fogging operations will continue in all areas as required from both our trucks and planes."

The evaluation period is expected to run until the end of the year and will be completed before the permit to release the bio-engineered insects expires.

The news that government is spending close to \$600,000 on another phase using GM bugs comes after revelations that the scientists at the MRCU were arguing among themselves about the efficacy of the project and that the level of success was nowhere near the claims made by Oxitec, which was formerly UK-based but was recently bought out by a US conglomerate.

Despite the ongoing concerns about potential unintended and unknown consequences of releasing the GM mosquitoes and the much greater than expected release of females that can still bite, the government appears more than willing to continue trying the technique.

Health Ministry Chief Officer, Jennifer Ahearn, warned that Cayman could be facing a dengue outbreak over the coming months. "The Cayman Islands is far from immune to viral illnesses that affect other countries and has already experienced a brief outbreak of Zika in late 2016 and early 2017," she said. "With the region preparing for a possible outbreak of dengue type 4 this summer, we need to arm ourselves with every weapon at our disposal, including the best scientific information."





HISTORIC USVI WATERFRONT PROJECT UNDERWAY

Accompanied by public and private partners, USVI Governor Kenneth Mapp broke ground, recently, on the much awaited Veterans Drive improvement project on St. Thomas. Over \$120 million, much from already appropriated federal aid, will be spent on what is described as the “single largest road project in United States Virgin Islands history.”

“There are some who say I like to build,” Mapp said. “I agree: I am a builder. I also like to break down old things,” he added, as he emphasized that his administration’s goal is not just to preserve the status quo, but to chal-



KENNETH MAPP
USVI GOVERNOR

lenge existing conditions by offering solutions for age-old problems besetting the territory.

The project to modernize and revive the downtown Charlotte Amalie waterfront was first envisioned 34 years ago, receiving its first environmental approval

in October 1984. After innumerable re-evaluations and delays, it was finally approved in the summer of 2017 with Mapp’s backing.

A \$42 million loan funds the project’s first phase, beginning at the Lucinda Millin intersection and ending west of the Hospital Gade intersection at the Fort Christian parking lot. The second phase invests \$60 million from the US Department of Housing and Urban Development funding that Mapp has been negotiating for.

The project adds two additional lanes and a new pedestrian promenade along the harbor, supported by a strong sea wall. An additional sidewalk along the north side will also ensure a safer walking and sightseeing experience for residents and visitors and the Department of Public Works foresees the project easing traffic congestion and improving safety for motorists and pedestrians.

Adding traffic signals and an improved storm drainage underpins the upgrade while bastion-like projections along the prome-

nade, along with landscaping and improved lighting for pedestrians, will improve the look of the waterfront area and amplify the many cultural and historical features that downtown Charlotte Amalie has to offer.

“Nothing happens before its time,” said Lt. Governor, Osbert Potter. “It’s time to get started and put people to work. This is a project for our veterans and this is the beginning of a lot of good things.”

Mapp added that the Veterans Drive project is a part of the administration’s larger mission to reconstruct and improve the territory and to project the US Virgin Islands as a premier destination across the Caribbean and the world.

“We are committed to rebuilding the infrastructure, improving the quality of life, increasing private sector activity, and elevating the experiences of visitors to our shores,” he concluded.





CARIBBEAN AND LATIN-AMERICA “FREE-TRADE” DEAL WOULD REAP \$11 BILLION, SAYS IDB STUDY

According to a new study released, recently, by the Inter-American Development Bank (IDB), “Connecting the Dots: A Road Map for a Better Integration of Latin America and the Caribbean”, there is an estimated US\$11.3 billion in trade value that can be maximized if the Latin America and Caribbean (LAC) region were to form more cohesive trade partnerships that can lead them on the road to a full-scale free trade agreement (FTA) for the LAC.

The report, which offers a roadmap toward maximizing significant trade gains by promoting a path of convergence among

the existing preferential trade agreements (PTAs), emphasizes that the increase and strengthening of those PTAs would eventually lead to a Latin American and Caribbean free trade agreement and subsequently boost trade region-wide.

Citing previous challenges with existing PTAs in the region, specifically noting the failure of the Caribbean Single Market and Economy (CSME), the South-American trade bloc (Mercosur), and the Central American Common Market (CACM), the study urges more political cooperation between countries to increase the level of trade within these PTAs and also use that as a start-

ing-point to focus on a more encompassing LAC-FTA.

Since coordination can happen at both the regional level, in the case of CSME, CACM and other PTAs within the region, and at the multilateral level, particularly with regard to the World Trade Organization (WTO), in which most countries are already members, the case for a regional approach must go beyond the need for reciprocity, the study cautioned readers.

More importantly in this regard, a LAC-FTA must find ways to strategize the importance of leveraging PTAs currently under execution between member states, primarily with plac-

ing an emphasis on the need for greater simplicity and speed of regional negotiations and for that to be seen as a priority for enhancing trade competitiveness and value.

Also, the LAC should appreciate the potential of PTAs to minimize the disadvantages of country size relative to scale, in order to capture welfare and growth-enhancing sectors with increasing returns for member states and citizens. This the study suggests would go a long way in appreciating the potential for minimizing adjustment costs, while maximizing overall trade-value gains by giving members more time to adjust to new infrastructural, tariff distorting, and administrative





amending rules and guidelines, which would ultimately help member states learn how to survive in a more competitive, multilateral environment.

The general theme of the study strongly emphasizes that if there is no political consensus within and across member countries on what economic policies to follow, the results are also bound to be disappointing and not materialize at all.

Key issues to focus on when strategizing towards the goal of a LAC-FTA, while simultaneously breaking the political bottlenecks and blockages between competing countries, is with regard to defining with the agreements a ten-

et of long-term security and macro-economic stability.

This, the study claims, can increase the trade capacity of countries, if they see a direct national security advantage for engaging in an LAC-FTA, particularly as it may make trade negotiations with other multi-lateral and extra-regional countries, like China, Russia and India. In addition, it can also increase the overall bargaining power of individual member countries in international negotiations substantially, most importantly with regard to the signing of other, critical trade agreements that can be more beneficial to individual members and the LAC bloc as a whole.

The caveat from this study is that, while PTAs at the current levels are weak and ineffective, at best, other sub-regional agreements between individual countries on a case by case, good by good, service by service and institution by institution framework were powerful tools for promoting regional integration.

It is estimated that these sub-regional agreements boosted intra-regional trade by 64 per cent, on average, despite a mixed record of implementation and enforcement of uniform standards.

Another caveat is that results overall with regional PTAs was that they were very ineffective in fulfilling their main economic motivation,

which was to boost competitiveness abroad – extra-regionally with individual EU, North American and Asian countries and the wider, multilateral sphere like the WTO.

To combat all of this, the study concludes that the LAC region should move away from the fragmented approaches to regional cooperation and PTAs, while focusing on sub-regional PTA successes, which can be used to enhance the overall trade capacity and trade-competitiveness of individual member states towards a stronger region as a whole. Most importantly, focusing directly on the strategic, political and regional political issues is key to increasing trade value in the LAC.



THE UNIVERSITY OF THE
*Commonwealth
Caribbean*

CREATING PARTNERSHIP
OPPORTUNITIES
WHILE INVESTING IN
TOMORROW'S LEADERS

In 2018, the University of the Commonwealth Caribbean celebrates twenty five years of higher education in Jamaica - a milestone achievement. UCC has achieved a significant rank within the nation's higher education sector and continues to enhance its ability to serve the country by embarking on a continuing series of entrepreneurial initiatives within higher education – locally, regionally, and internationally.

To date, UCC has seen more than 65,000 students successfully graduate from its programs, moving on to



launch successful careers in areas including information technology, business management, marketing, tourism & hospitality management, and much more.

If you are an entrepreneur with a passion for education, a business entity seeking new revenue-generating opportunities in the higher education sector, or an existing educational institution looking to enhance your current degree programs, then the University of the Commonwealth Caribbean (UCC) has the perfect opportunity for you.

In early 2016 The University of the Commonwealth Caribbean obtained international institutional accreditation from the UK-based Accreditation Services for International Colleges & Universities. The University of the

Commonwealth Caribbean saw the need to create and explore opportunities for collaborative education provisions that add mutual value by allowing tertiary educational institutions and/or entrepreneurs to access the intellectual property and the UCC brand for curriculum enhancement or institutional start-up. This Division is known as the UCC Partnerships Division.

The UCC Partnerships Division stemmed from UCC's business model that is driven by commitment to relationships at all levels, including students, educators, businesses and community partners. Since its official establishment in 2002 from the merger of two well-known and respected educational institutions, the University of the Commonwealth

Caribbean has emerged as the premier tertiary education provider in the Commonwealth Caribbean. With a broad and ever-expanding array of programs and majors for undergraduate, graduate, and specialty-focused certificates and diplomas, the University serves thousands of students annually and contributes to the ongoing economic and intellectual development of the Commonwealth Region.

The UCC Partnerships Division represents perfectly the vision of collaboration as articulated by the leadership of the University of the Commonwealth Caribbean including the UCC Group Executive Chairman, Dr. Winston Adams - a successful innovator and entrepreneur for over twenty-five years. With this vision in mind, international partnerships are

a cornerstone of UCC's approach to education and long-term growth strategy. Some of these partnerships extend to longstanding relationships with international institutions such as the Florida International University (FIU), the University of London (UOL), the American Council of Education (ACE), the Commonwealth Consortium of Universities, the Commonwealth of Learning, and the Association of Caribbean Tertiary Institutions (ACTI), to name a few. These partnerships have helped to shape our approach towards win-win strategic tertiary education partnerships. With longstanding knowledge and expertise in relationship building, we are dedicated to ensuring that all of our partner organisations have full access to the academic and admin-





istrative support infrastructure required to provide quality education in their local areas.

The UCC Partnerships Division will enable experienced entrepreneurs and organizations to launch new educational opportunities in areas where tertiary educational development has traditionally been a challenge. The Division offers franchising, licensing, joint venture and academic program validation opportunities. Partners may either agree with UCC upon the franchised provision of most or all its accredited curriculum or upon licensing one or two selected academic programmes.

A joint venture between the University of the Commonwealth Caribbean and our partners will facilitate flexible arrangements that could allow facilities such as dual degree enrolment. In addition, tertiary education institutions with qualified faculty members and new curricula may arrange with the UCC Partnerships Division for oversight and/or validation of new unaccredited programmes. This unique collaborative education partnership will also allow qualified institutions and/or investors to deliver UCC programs that lead to the award of credit by the University



of the Commonwealth Caribbean.

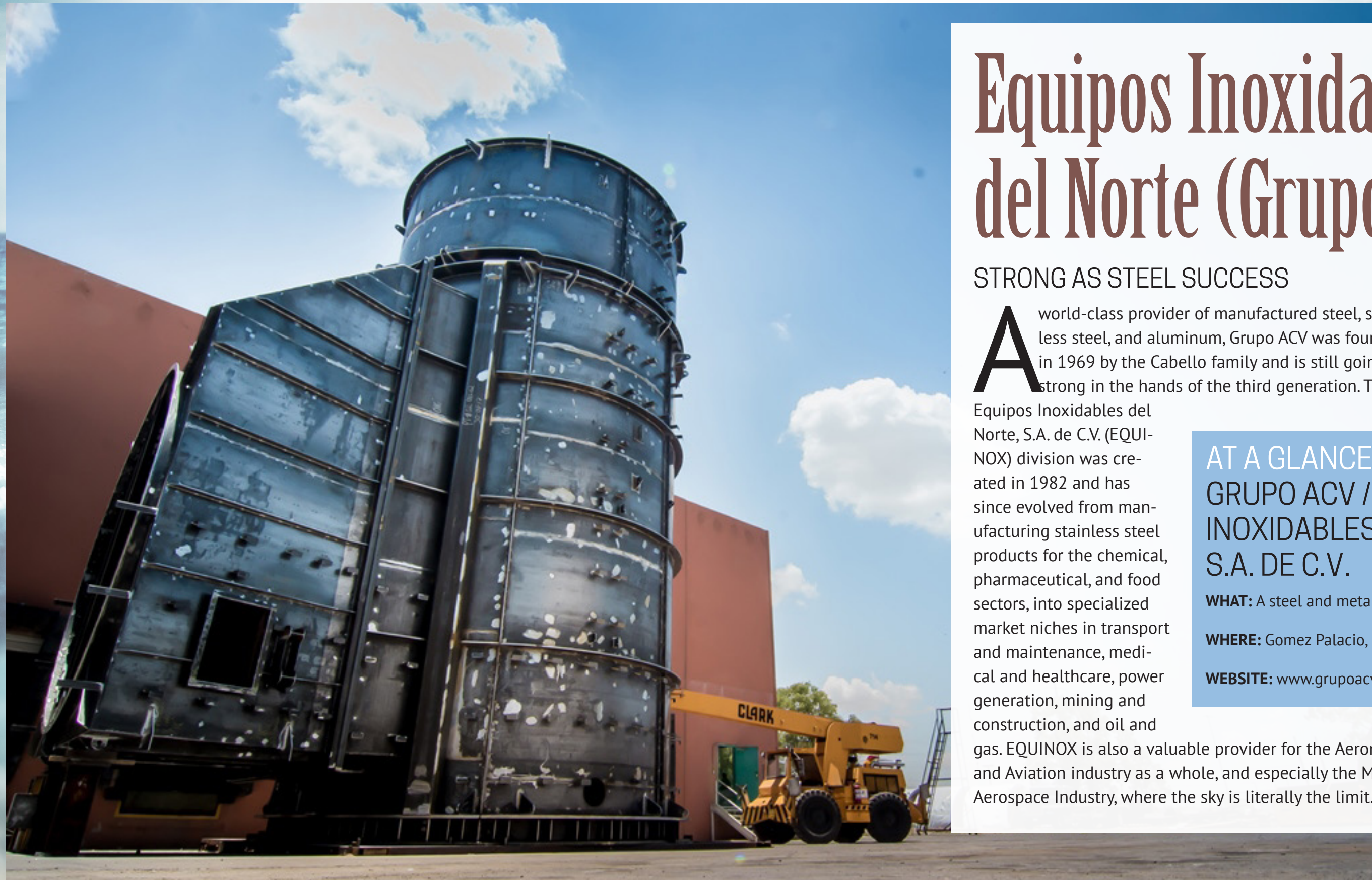
UCC Partnership Division is dedicated to the development and continuous growth of its strategic partnership initiative. The team is here to support and guide a range of strategic decisions, from initial engagement through to the launch of local class offerings and beyond. Some of the key resources available to our partners and potential partners include:

Initial Assistance: Your UCC team will provide guidance specific to the types of partnership engaged upon. We work with you to help promote and nurture a strong and engaged student community.

Consultation and guidance: We will remain a resource for partners from initial engagement through launch and during ongoing operations. Access unlimited, no-cost technical support and connect with partners.

Top-Line Courseware: UCC partners will have the right to use all curricula and courseware materials developed by UCC for use in business, management and computer training courses, as well as any future programmes of study established by UCC. This will allow for immediate offering of proven programmes of study to potential students in your region, and ensure academic consistency with other UCC campuses.

The UCC Partnerships Division looks forward to working closely with its international partners, large, medium, and small. The Division is committed to ensuring continued growth into a valued global brand that businesses, institutions, governments, and individuals turn to for assistance in improving themselves, their organizations, and by extension, their communities.



Equipos Inoxidables del Norte (Grupo ACV)

STRONG AS STEEL SUCCESS

A world-class provider of manufactured steel, stainless steel, and aluminum, Grupo ACV was founded in 1969 by the Cabello family and is still going strong in the hands of the third generation. The

Equipos Inoxidables del Norte, S.A. de C.V. (EQUINOX) division was created in 1982 and has since evolved from manufacturing stainless steel products for the chemical, pharmaceutical, and food sectors, into specialized market niches in transport and maintenance, medical and healthcare, power generation, mining and construction, and oil and gas. EQUINOX is also a valuable provider for the Aeronautic and Aviation industry as a whole, and especially the Mexican Aerospace Industry, where the sky is literally the limit.

AT A GLANCE

GRUPO ACV / EQUIPOS INOXIDABLES DEL NORTE, S.A. DE C.V.

WHAT: A steel and metal alloys manufacturer

WHERE: Gomez Palacio, Mexico

WEBSITE: www.grupoacv.com



Headquartered in Gomez Palacio, Mexico, with over 995,000 square feet of manufacturing floor space, the firm employs a large skilled labor force for its vast variety of business lines. Main processes include cutting (laser, plasma, CNC), folding and rolling (CNC), assembly, fit up, machining (CNC), welding (specialized semi-automatic), in-house NDT (non-destructive testing), surface treatment sand blast, laser leveling, liquid paint, mechanical and electrical installation. Another specialty service is phytosanitary sterilization, performed by means of a thermal treatment in conformity with the IPPC (International Plant Protection Convention) on wooden pallets and containers for international commerce. EQUINOX also offers an ample stock of different types of materials for sale, whether leftovers or complete materials such as stainless steel, carbon steel, aluminum, polycarbonates, and bolts.



The aerospace industry has strict regulations for related businesses, and EQUINOX is fully compliant – certified AS 9100D:2016 Aviation, Space and Defense. The certification is based on a standard published by the Society of Automotive Engineers (SAE) titled “Quality Systems-Aerospace-Model for Quality Assurance in Design, Development, Production, Installation

and Servicing.” The AS9100 standard includes ASQ 9001:2008 requirements with additional requirements specific to the aerospace industry.

A diverse menu of applications and capabilities makes EQUINOX the preferred source for filtration and vent systems, canopies for wind generators, screens and machinery for water treatment plants, control panels and cubicles for trains, magnetic resonance imaging for the healthcare sector, aluminum fabrications, industrial insulation, integrated solutions for power generation, control cabinets for drilling machines in the mining sector, clamps for oil and gas sector... the possibilities are endless.

The company states, “To compete at a world level, we have created policies, practices, and systems that eliminate waste and are able to



create value for our client, where value is perceived by clients as a combination of cost, quality, availability of the product, service, reliability, on-time deliveries, etc. Being a world-class corporation means that our company competes successful-

ly and attains profits within an environment of world competition.”

Equipos Inoxidables del Norte, S.A. de C.V. is convinced that continuous improvement in comprehensive quality is the path to attain

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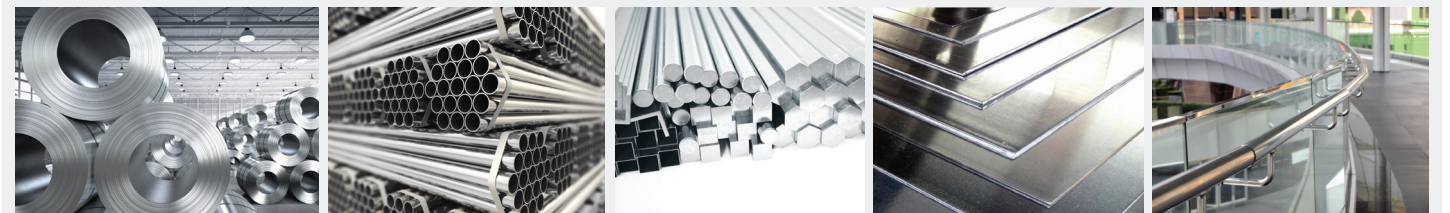
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EQUIPOS INOXIDABLES DEL NORTE (GRUPO ACV)



sustainable development, which will yield competitiveness in the global markets for its products and services. To that end, it espouses company values of honesty, proactivity, productivity, respect for the environment, innovation, continuous improvement, as part of its corporate culture. Its quality policy reinforces the mantra, “We are committed to implement, maintain, and improve a quality management

system capable of satisfying the needs of our clients and ourselves, to promote personnel development and the preservation of the environment.”

Grupo ACV is environmentally focused regarding its position in the metal-mechanical sector. It actively promotes the prevention and mitigation of the contamination derived from activities, products, and services; complies

and follows-up with objectives and environmental goals; complies with all applicable legal requirements; and seeks alternatives to continually improve environmental performance. ISO 14000 is an International Standard whose objective is the administration of natural resources, hazardous waste management, and company interaction with the environment. Grupo ACV is Certified ISO

14001:2004 and has developed and implemented an Environmental Management System which contributes to the sustainable growth of the company to conserve and protect biodiversity, ecosystems, and the environment with the efficient use of resources and reduction of the generation of waste and emissions.

Grupo ACV businesses are anchored in the

EQUIPOS INOXIDABLES DEL NORTE (GRUPO ACV)

trust placed on them by clients and in the markets they follow. Ethics and integrity are paramount, protecting information provided by clients and suppliers in the industry without any exceptions regarding their status. Company opinions and analytical recommendations are based on facts, independent research, measurements, and market tendencies. And all business with clients is protected by confidentiality agreements. The EQUINOX customer list reads like a who's who of global leaders in the industry: Cullum Detuners, GTE, General Electric, American Air Filter, Siemens, Alstom, Alfa Laval, Freudenberg - all turn to ACV to fulfill their custom needs and precision specifications.

Marketing and networking is accomplished at international industry events. Last year, Grupo ACV attended FAMEX 2017 (la Feria Aeroespacial Mexico), and the Paris Air Show 2017. The Group is a member of FEMIA (Federation of Mexican Aerospace Industries), LAGUNA- an advanced manufacturing expert network focused on the aerospace industry, and a board member for the LAGUNA automotive cluster, Mexico's Industry Supplier Chain, and Durango Competitive.

Looking to the future, the company has several ambitious projects on the agenda: increasing its involvement in automotive and aerospace production parts; EN 15085 certification (railway



vehicle construction); ISO TS1649 certification (for automotive production); and a new water jet cutting machine. With an ever-expanding portfolio, flexibility, experience, and long-standing reputation for integrity, Grupo ACV Equipos Inoxidables del Norte, S.A. de C.V. is positioned for exceptional growth in the Mexican Aerospace Industry, and wherever future expansion plans take it.



PREFERRED
VENDOR

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www.integrinox.com

BEST PRACTICES IN **BUSINESS & ECONOMIC DEVELOPMENT**



IN THIS ISSUE

CORPORATE ELECTRIC LTD.



IN SERVICE TO CAYMAN

PHOENIX CONSTRUCTION



DESIGN. BUILD. MANAGE

THE NATIONAL HOUSING DEVELOPMENT TRUST

AFFORDABLE HOUSING FOR CAYMANIANS



BUSINESS AND ECONOMIC DEVELOPMENT ONLINE



BEST OF BARBADOS
Locally designed, locally made



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Uncompromising quality

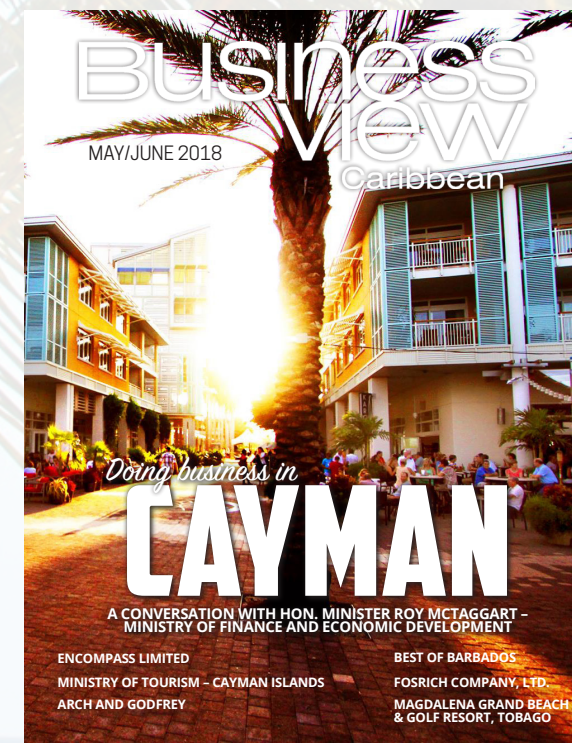


MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT – CAYMAN ISLANDS
A conversation with Hon. Minister Roy McTaggart

BUSINESS VIEW

Caribbean

STAY INFORMED WITH CORE BUSINESSES FROM THE CARIBBEAN



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Corporate Electric Ltd.



DAVE JOHNSTON
MANAGING DIRECTOR

AT A GLANCE CORPORATE ELECTRIC LTD.

WHAT: A premier electrical service contractor

WHERE: Grand Cayman, Cayman Islands

WEBSITE: www.corporate-electric.ky

IN SERVICE TO CAYMAN

Corporate Electric Ltd. was formed in 2000 with the intent to create a premier service contractor for the Cayman Islands. “We saw the need for a company that was proactive and responsive,” says Managing Director, Dave Johnston, who was brought onboard in 2001 to grow the company’s service department. “Over the years, we were able to acquire numerous distribution lines including Kohler and SDMO generators, Siemens fire alarm systems, Fike fire protection systems, Panduit data systems, Lutron lighting control and shading systems, Eaton uninterruptible power systems, Buckeye fire extinguishers and hood extinguishing systems, LiftMaster gate and door systems, and Savant smart home automation, as well as several other smaller lines.” he continues. “Having these distribution lines allow us to have the best possi-





ble pricing and technical support from our partners to be able to offer our customers a turnkey solution.”

What started out as a small electrical contracting company began to expand its services in 2007, when the company established an MEPF engineering and design department, which now incorporates about a dozen of Corporate Electric’s 60-plus employees. “We have a very strong design department and we are able to produce our own AutoCAD mechanical, electrical, plumbing and fire protection drawings.” Johnston says.

Another milestone occurred in 2014, after Johnston hired a business consultant to help

the company move forward after the worldwide economic downturn. “That made a really big difference,” he reports. “Amongst other changes, we invested heavily in training to elevate the staff to their highest potential. We continue to provide training to all our staff on an ongoing basis and feel it is one of the most important aspects of our business.”

In 2017, the company decided to move into the large projects market allowing them to more fully deploy the product lines it represents. “It is more beneficial for the end user when we are able to service the products that we are familiar with, have factory support, and for which our technicians have the training.”

Today, Corporate Electric functions as a repeat service provider for the Cayman Islands’ residential, commercial, and government sectors. Its customer base includes: architects, banks, law firms, accounting firms, utility companies, retail stores, restaurants, hotels, and supermarkets, among others. Services provided include: consultation and design/build services, new construction and renovation works for all sizes of projects, service calls, repairs and troubleshooting on all types of electrical systems, home and office automation, MEPF surveys, structured data cabling, solar installations, fire alarm, generator, UPS, and fire suppression.

While the company’s client base is the Cayman Islands, Johnston relates that “it’s not uncharacteristic to be asked by the companies which we represent to go into another jurisdiction to assist them either with a startup or other issues, and we have done that in the past. We’ve been to Jamaica, Turks & Caicos; we’ve been asked to help out in BVI and we’ve also been asked to provide services in St. Kitts.”

The company is currently ex-



panding its physical footprint. “We just received approval to add on another 1,500 square feet to our building because we are growing and require additional space,” says Johnston. “It is being fueled by what is happening in the marketplace. Cayman, right now, has a really robust economy. There are several players - one in particular is looking at spending half a billion in infrastructure over the next seven to ten years, and that’s huge. And then, you’ve got all the services wrapped around that - several hotels that are coming onboard, so now’s the time.”

The company is also working on transforming its communications systems by replacing paper with digital options. “We’re trying to use electronics to increase communication within the company and to our customers,” Johnston notes.



“Last year, we received a grant from the EU, because Cayman is a British Overseas Territory, to help streamline our operations. We used that money to purchase the software, and I’m hoping that most systems will be in place by the end of 2018.”



“The most important thing is that we’re focused not only on our customers, but our staff also,” Johnston says in summation. “Our mission is to set the standard for quality and service in the Cayman Islands. We are here to stay and we’re here to serve.”

PREFERRED VENDORS

■ **Cayman National Bank**
www.caymannational.com

Cayman National Corporation is headquartered in the Cayman Islands, one of the world’s major financial centers, and has offices in Isle of Man and Dubai. Cayman National provides personal and corporate financial services to local and international clients with a full suite of banking, fund administration and investment management services.

■ **Caribbean Utilities Company, Ltd.**
www.cuc-cayman.com.

■ **Eaton Corporation**
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As the sole supplier of electricity to Grand Cayman, Caribbean Utilities Company, Ltd. (CUC) is committed to partnering with local companies in the design, installation, support and maintenance of technology systems for its projects. Corporate Electric Ltd. has been intricately involved with a number of CUC builds and projects since the early 2000s and the company’s performance and professionalism has always been exemplary.

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PHOENIX CONSTRUCTION

DESIGN. BUILD. MANAGE

The Phoenix Group is Cayman Island's first vertically integrated group of property development professionals. In operation since 1979, The Phoenix Group provides Design, Build and Management Services including property development, architectural, construction, information systems, and facilities management through five diverse companies: Delphi Information Systems Management; Exeter Property Devel-

opment; Icon Architecture; Condor Properties; and Phoenix Construction.

Shayne Howe, Managing Director of Phoenix Construction, sheds some light on this well regarded industry leader headquartered in the Cayman Islands. "Next year, we'll be 40 years old. I'm the second generation – my father and uncle retired about 15 years ago. The company originally started doing commercial renovation work and ground-up projects in



PHOENIX CONSTRUCTION

the commercial arena. We then grew into the industrial, distribution and public sector markets taking on a wide range of diverse projects. Over the last decade we have added hospitality and high-end residential as areas of focus. The Phoenix Group has several integrated companies, but Phoenix Construction is where we started, and construction and development remains our core business today.”

Phoenix Construction works on Grand Cayman, Little Cayman, and Cayman Brac. In 2015 they incorporated a sister company in St. Kitts & Nevis, where they're currently involved in an amazing 2500-acre development at Christophe Harbour. This development features a residential component, a hotel component, and a golf and super-yacht marina. Phoenix is doing the upland development for the marina. It is now in place

AT A GLANCE PHOENIX CONSTRUCTION

WHAT: Leader in Cayman Islands construction sector

WHERE: Head office in Georgetown, Grand Cayman

WEBSITE: www.phoenix.com.ky

and active, and they have just completed two blocks of retail buildings which are now open for business. Nearing final completion is the Customs & Immigration building; the flagship for the new town centre slated for that location.

As general contractors, Phoenix Construction is a large employer in the Cayman Islands. Along with a full-time staff of 60, they hire a



number of local subcontractors to meet fast-paced project demands. A single hospital project could have 150 people on the job at any given time. According to Howe, "We've always had to be adaptable to following trending markets and more importantly predicting market shifts in advance. One of the pleasures of working in smaller island nations is the variety of the project types we take on, from new builds



SHAYNE HOWE
Managing Director



BRENT MCCOMB
Director

to renovation projects in the various sectors. These opportunities have included supermarkets, cold storage distribution, office, hurricane shelters, schools, stadiums, car dealerships, water plants, gas stations, power distribution, renewable energy, hotels, condos and high-end residences just to name a few. The variety keeps things interesting. The type of work we're doing right now might change in 2 or 3

years if one market goes soft and another area grows. For example: after 2008, when the commercial market got really quiet, the trend was turning to high-end residential. We were finally getting baby boomers retiring to the island; local professionals were moving from small, two-bedroom homes and buying waterfront or canal-front properties. We started doing more residential, delivering a lot of design build projects, and that arena was about 50 percent of our business." At that time, Phoenix acquired a high-end residential contractor and brought them on board to aggressively take on that sector. Howe's senior partners had retired several years prior and like-minded individual, Brent McComb, came on as support in a leadership role. The two are now Directors of the business. McComb



leads the residential side, and Howe primarily leads the commercial side. The last two years, commercial and residential business has been

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split 50/50, but that could change in the next while. “The commercial market is strengthening in Cayman,” says Howe. “We have a lot of hospitality renovation projects and hotel development planned for the Islands. It’s an area of the business we’ve been focusing on over the last six years. We’ve done substantial renovations at the Marriott, the Ritz Carlton, and the Westin. Hotel development always opens up opportunities in other supporting sectors”

The Phoenix Construction head office is in Georgetown, Grand Cayman, with a warehouse



BARBARA ANLEY
GENERAL MANAGER



SANJAY DATTA
FINANCIAL CONTROLLER

facility on-site, and warehouses with open storage in several other locations. Materials come from around the world. The Christophe Harbour project in St. Kitts is especially interesting – designed with an old world ambience, so Phoenix is sourcing reclaimed tiles from France; doors and windows from Lebanon. All procurement is handled in-house, a job in itself to coordinate all the materials and have them arrive on time. Because nothing is manufactured on the Island except concrete blocks and insulated concrete form (ICF) blocks, most everything else

from a building materials prospective is shipped in. As a result, Phoenix continues to enjoy valuable long-term relationships with many suppliers and customers.

Competition is strong in Cayman. Howe reports, “There are hundreds of contractors, from a two person company to ones our size. A lot of people got into construction after Hurricane Ivan when it became a booming industry. We do things differently than most. We spend time with our clients up front, assisting with the design process, pricing, scheduling, talking about logistics, procurement and getting long-lead



MARK MYERS
SENIOR ESTIMATOR



KEITH MCCARTHY
OPERATIONS & QUALITY CONTROL MANAGER

items on their way. We do a lot of design build work, which is different than just getting your drawings drafted by an architect and sending them out to a bunch of contractors to get bids before starting the job. Our early involvement allows us to share our project knowledge during the design phase which adds considerable value to the project and our Clients.

“Our people are exceptional and make us who we are. We are so fortunate to have such a solid group of industry qualified, career driven



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and client focused individuals. They take the necessary time at each stage of the project to ensure our clients understand and stay informed along the way. That's what has helped grow our reputation. We have a large repeat clientele base in all our divisions – commercial, industrial, high-end residential. We're in a relatively small market regionally, so it's important that every client feels they want to do their next project with us when we're done."

Safety and training is very important to Phoenix. In fact, Phoenix was involved with helping the government draft safety laws for the country. Everyone on the team has the required hours of safety training, as well as other in-house education on topics related to their specific areas of the company. Phoenix maintains all necessary contract works, public liability and workman's comp

insurances for its projects and staff.

On the tech front, Howe notes, "Getting into the computer age in construction is one of the reasons we started our IT Company 15 years ago. This year we're implementing new project management software, which is taking our projects on-line into the cloud. There's also a client module, so they can be updated with daily progress reports on their projects. We're also implementing new estimating software this year and refreshing our marketing initiatives with a new website."

Phoenix is a staunch advocate of sustainable construction techniques and material selections. Working on distribution and larger commercial buildings, it's necessary to the bottom line to implement the most efficient systems for keeping energy costs down. Solar projects,





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geo-thermal, mechanical and electrical systems, fixture and appliance selections, all are important. The majority of commercial buildings are sustainable in nature; steel construction, recyclable materials, every building gets better. Howe explains, "It is key that the client understands that a little extra money spent over the first few years of their projects pays a big dividend in short order with our high energy costs in the Caribbean. The western side of the Caribbean saw changes to our building codes after Hurricane Ivan. In the last year we moved to the International Building Code (IBC), but for the last two decades we already had a high standard for specifications. The eastern Caribbean being hit by Irma and Maria, the majority of those small nation countries are assessing their building codes and going through a similar exercise as we did but, right now, many are still in recovery mode, so regulation changes will follow that."



Phoenix Construction just re-evaluated their five-year vision plan and is looking for opportunities to grow regionally in other countries. They are interested in a long-term development opportunity rather than short-term projects; the right client and the right partnership where they can develop a relationship and provide what isn't being serviced already. "We know what it feels like to have competitors come into your marketplace," says Howe. "Our goal is to complement and grow with the needs of that country where qualified services are needed. To bring the expertise we've gained in the region over many decades and try to expand on it and spread our wings. That's the growth plan.

"We have a fairly solid marketplace in the Cayman Islands, our customers know who we are, and for us to grow and get into other markets regionally, we'll be primarily focused on hospitality and resort, commercial, distribution, infrastructure and high-end residential. Those are areas we feel we can contribute to other islands where they don't have those types of contractors. If someone is looking for a respected qualified Caribbean contractor to work with on their next project, the Phoenix Group would be the right group to get in touch with. We would like to reach out to other islands and make them aware that we're interested and we want to do business."

PREFERRED VENDORS

■ Cox Lumber Ltd.

www.coxlumberltd.com

Cox Lumber Ltd. was founded in 1949 by Linton N. Tibbetts, who purchased a half interest in the six-year old Cox Supply Company in the United States, which later became the Cox Lumber Co. Twelve years later, Tibbetts purchased the remaining half of the company and set his sights on becoming the largest independently-owned lumber and building materials supplier in the state of Florida, and the largest roof and floor truss company in the Southeast United States. In 2006, the Tibbetts Family sold Cox Lumber Co. to The Home Depot after posting record sales of \$396 million in 2005, with 28 locations including 11 truss plants and 15 door plants in Florida and the Cayman Islands.

In 2009 the Tibbetts Family decided to re-enter the lumber business in Florida by establishing Tibbetts Lumber Co. with one small location in St. Petersburg. Today, the company has five locations in Florida and three Cox Lumber Ltd. locations in Grand Cayman. 2015 marked a new era for Cox Lumber Ltd., with their newest flagship store opening in Bodden Town to support the future growth in a facility large enough to handle the construction needs across Grand Cayman for years to come. An additional facility in the industrial area of George Town, handles the building of trusses and the manufacturing of rebar.

■ Edie's Décor

www.ediesdecor.com

Edie's Décor, a family-operated business, has enjoyed serving Cayman for over 35 years. We stock an exceptional range of flooring products from European tiles to American luxury wood and vinyl planks. Our Soft Furnishings division provides custom window treatments and on-site upholstery and drapery fabrication.

■ Advance Fire & Plumbing Ltd.

www.advancefireltd.com

Advance Fire & Plumbing Ltd. provides engineering and design services for all types of projects, including wet fire sprinkler systems, dry fire sprinkler systems, deluge systems, foam systems, clean agent fire suppression systems, and kitchen hood systems, throughout the Caribbean and Central and South America.

■ Convoy Custom Interiors Inc.

www.convoycustom.ca

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The National Housing Development Trust



AFFORDABLE HOUSING FOR CAYMANIANS

The National Housing Development Trust (NHDT) is a not-for-profit company established in 2003 by the government of the Cayman Islands that now operates - under the auspices of the Ministry of Health, Environment, Culture, and Housing. "Our mission is to construct houses in planned communities and facilitate affordable home ownership for the Caymanian people," explains its General Manager, Julio Ramos. "The NHDT is designed to assist housing accommodations and provide facilities and amenities, as well as loans, advances, and guarantees for housing opportunities. These are rolled into programs that we offer for affordable housing for individuals in different gaps of income."

The company's initial program was the Affordable Housing Initiative (AHI). "Its mandate was, and continues to be to assist low-income families in realizing their dreams of homeownership," Ramos continues. Under the AHI, homes that were built by the government, on land that it owns, were offered to first-time, low-income home-buyers who met the Affordable Housing criteria. "The mortgage is obtained through the banks, but the price does not include the cost of the land," Ramos explains. "The government has pledged the land for the house, so the individual is given the opportunity to buy a house, minus the cost of the land because they're built on our

AT A GLANCE THE NATIONAL HOUSING DEVELOPMENT TRUST

WHAT: A not-for-profit company established by the government of the Cayman Islands

WHERE: George Town, Cayman Islands

WEBSITE: www.nhdt.gov.ky



A statement from the Chairman

As a matter of priority of the appointed board of 2013 and with that of the incoming members in 2017 we have concentrated our efforts in mandating homeownership opportunities under its various programs and made the relevant policies to redress past actions. On having to revamp the Operations, the NHDT reduced operational Cost of by approximately \$300k in comparison to accumulated figures for the past five years.

In reverting to the initial mandate of homeownership under the Affordable Housing Initiative (AHI) program, we have successfully assigned and sold all of the New Affordable Houses thereby generating approximately CI\$6Million that is currently used for future project development of low-income homes for Caymanians. The increased house sales and the keen public interest on the housing opportunities are true testaments that the NHDT is on track with its mandate.

The Board is also pleased with the NHDT's ongoing administration of the Government Guarantee Home Assisted Mortgage (GGHAM) program that has been administered efficiently, in that the bottom line liability of the Government Guarantee has been maintained and kept at a minimum default rate that is substantially low when compared to similar loan facilities that are offered by local lending institutions.

We are optimistic that with the continued support from the Cayman Islands Government and its current Administration, we can continue to serve and address the housing needs for Caymanians thereby helping them to realize their dream of homeownership.

George Anthony Powell
Chairman, June 2018



properties.” Currently, the NHDT has 110 affordable new houses, located across five housing sites, or districts.

The early days of the NHDT were not trouble-free, as the first set of Affordable Houses were severely affected by damage caused by Hurricane Ivan in 2014. In light of this, the NHDT revisited its approach and policies in building houses that are conducive to our

environment. “At that point in time, 120 houses were built,” Ramos recounts. “The NHDT was then faced with demolishing houses that were severely damaged and, once again, rebuilding.” We rebuilt 94 between 2010 and 2013. So, we built a total of 220 houses between 2004 and now.” The company recently began the construction of 16 new houses and has plans to construct an additional 20, in the near future.

In 2008, the NHDT expanded its offerings with the Government Guaranteed Home Assisted Mortgage (GGHAM) program, with the intent to help middle-income earners buy homes. “The NHDT performs the duties as an administrator and loan processing agent on behalf of the Cayman Islands Government with the local participating banks,” Ramos explains. “The program entails an agreement whereby the government

will provide a guarantee for the individual in place of their deposit. We assisted 325 individuals in the middle class to get their houses between 2008 and 2012. So, that program is one of the most successful that we’ve seen.” Currently, the GGHAM program is being re-initiated for another five years, with the Cayman government guaranteeing up to 35 percent of the deposit required to service a mortgage with

THE NATIONAL HOUSING DEVELOPMENT TRUST



the program's participating banks. "We hope to help 300 or so more middle-class individuals," Ramos adds.

The NHDT office is located in George Town, Grand Cayman. It currently has ten employees, and an eight-member Board of Directors oversees its operations. "We are financed and supported by the Cayman Islands government for our operational costs," Ramos notes. "Capital projects and developments are financed by loans and bonds, where the government has signed the guarantees and has pledged to settle any bond arrangements. There is also revenue that is generated from the sale of the affordable houses, which is reinvested for further development."

In fact, the company's most recent project – the \$2.5 million construction of 16 homes on a 10-acre site in Bodden Town, close to 20 existing affordable homes that were built in 2012 – was financed from previous NHDT house sales.

Going forward, Ramos says that there will always be a need for affordable housing and that the NHDT will continue to enhance how it assists Caymanians of low and moderate income purchase a home. "We're trying to catch up to that need," he states. "We're completing a fresh batch of 16 houses, and we're looking to build more houses based on demand and individuals qualifying at the banks. Within the next three months, we're planning another 20 houses in different districts, because the houses



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that we just recently have assigned to individuals, we're trying to get mortgage financing for them. Our operational mantra is housing made affordable for the people of Cayman with dreams of home ownership for Caymanian families."

PREFERRED VENDOR

■ **Terry & Sons Construction**
terryedmon22@gmail.com





Incorporated **MASTERBUILDERS** *of Jamaica*

“TOGETHER, WE
ARE STRONGER”

The Incorporated Masterbuilders Association of Jamaica (IMAJ), the voice of the construction industry in Jamaica, was originally incorporated in 1952 - the brain child of Mr. T.A.D. Smith, who felt that the country's builders and construction contractors should have a unified association to address their mutual concerns, negotiate the salaries of union workers industry-wide, and provide builders with education, professional recognition, and advocacy.

“The industry was fragmented,” says current Association President, Humphrey Taylor. “They wanted a single representative; and to formalize the industry. That's where it started. Today, we

AT A GLANCE THE MASTERBUILDERS ASSOCIATION OF JAMAICA

WHAT: An association of builders and contractors

WHERE: Kingston, Jamaica

WEBSITE: imaj.org.jm



are continuing trying to make our industry relevant and be recognized as a driving force in the economy; that we are part of it; and that we contribute, I think, more than four percent of the GDP. So, we keep lobbying the government to get this kind of idea as an accepted norm.”

IMAJ had 13 founding members; today, the Association has 79 in tiered categories, based on a company’s capacity to undertake work, and recently re-aligned to conform to the government’s National Contracts Commission that rates contractors. “We also have associate members,” Taylor adds. “We have electric contractors joining with us and people who supply us with materials.”

Regarding membership, Taylor says that a new program, Member Benefits, is aimed at try-

ing to lure those builders who, “for one reason or another are not joining.” He is alternately bemused and annoyed with people who have not become a part of the Association, but will come to it for help when they get in trouble. “So, we are trying to educate our contractors on what the benefits are,” he adds.

“The first thing membership will do is you will have your networking capability increased dramatically,” he begins. “You will have the benefit of constant education; we put on a seminar, every year, for our members. You have the benefit of getting the published union rates, because every two years, we go to negotiations with the union and sign the contract which covers everything from safety to grievance procedures.”



“You have the benefit of when we lobby the government; you also have the benefit of the in-house training that we do – we have technical staff in the office that help people get things that they are not able to do on their own. You also have the benefit of, every year, when we have our awards function, the money goes to the children of construction workers for scholarships at technical schools and universities. And you don’t have to be a member for that to happen to you; we choose these people on their grades. Their parents only have to be working in construction.”

Since the IMAJ staff consists of only five paid employees: a secretary/manager, three office workers, and one technical person, most of the work to meet the needs of the industry and



HUMPHREY TAYLOR
President of the IMAJ

the membership is carried out by a range of volunteer committees that deal with the day to day administration of the Association, plan and manage functions, produce publications and manuals, negotiate contracts, and represent IMAJ on the Construction Industry Council,



which includes the Jamaican Institute of Architects, the Jamaica Institution of Engineers, the Jamaica Institute of Quantity Surveyors, and the Land Surveyors Association of Jamaica.

“And the advocacy never seems to stop,” Taylor avers. “For quite a few years, we’ve been lobbying the government for a lien law. We haven’t gotten anywhere with it, but we hav-

en’t given up trying. We’re also trying to get a construction industry policy; if this is promulgated by the government, then everybody will work within that framework. We’re working with engineers and architects for a building code – and that just passed in the Parliament, this past January. We’re hoping to put in the regulations for it to be operational, shortly.”

Another important issue on IMAJ’s agenda

concerns how construction projects get bonded. “What we’re finding is – and this happens to anybody who has had a devaluation of the dollar like we had – that the contracts now are so large, not many people can put up a performance bond,” Taylor opines. Two possible solutions to the problem include having IMAJ form its own company to help finance performance bonds for its members,

or changing the way established insurance companies can be contracted to perform a similar service. “We are trying to flesh out a concept where we can find a way to make it much more affordable to do a performance bond.”

Regarding the insurance option, Taylor believes that one way is to have bonds that can be purchased in the same way people pay for



their insurance coverage – by premiums, over time. “Well, if the life of the contract is fifteen months, you give a 12-month premium, so that by the end of the 12 months, you would have paid for the performance bond.”

While there are still many issues that need to be addressed, overall, Taylor believes that the landscape for construction in Jamaica, and thus for IMAJ members, is “looking reasonably well, because the country has embarked on a lot of infrastructure. And our housing stock is too short, so there’s work to be done,” he

states. “The challenges we have is that, for major infrastructure, people like the Chinese and the French can offer the government much better financial terms and are getting those jobs. The WTO (World Trade Organization) says that everybody has the right to bid and there’s not much we can do about it. All we are asking for is if they do win, they can subcontract to some of us.”

For 66 years, IMAJ has succeeded in improving the construction industry in Jamaica by educating and training its members, advocating

for them with government agencies, helping to establish and maintain industry standards, and informing the public at large of the industry’s benefits to the country’s economy – sufficiently proving President Taylor’s declaration that: “Together, we are stronger.”

“The first thing membership will do is you will have your networking capability increased dramatically. You will have the benefit of constant education; we put on a seminar, every year, for our members. You have the benefit of getting the published union rates, because every two years, we go to negotiations with the union and sign the contract which covers everything from safety to grievance procedures.

HUMPHREY TAYLOR
ASSOCIATION PRESIDENT



LYDFORD MINING CO.



DIGGING THE MOMENTUM

Lydford Mining is a multi-million dollar operation that mines and processes high purity limestone products in resource-laden Jamaica. Located in St. Ann, the birth parish of Reggae legend Bob Marley, this thriving company is ideally positioned geographically and experience-wise for exceptional growth.

Business View Caribbean first featured Lydford Mining in our December 2016 issue. The business has been so successful since, that we revisited Director Edgar Cousins to learn about the company's latest endeavors and insights into the future of the limestone industry in Jamaica and globally. The following is an edited transcript of that conversation:

BVC: Welcome back, Edgar. Can you tell us how Lydford Mines has evolved in the past year and a half?

Cousins: "A few significant things have happened. In the last report, we had just completed a three million US dollar expansion of our

AT A GLANCE LYDFORD MINING CO.

WHAT: A company that mines and processes high purity limestone products

WHERE: Kingston, Jamaica

WEBSITE: lydmin@cwjamaica.com

ARMSTRONG EQUIPMENT



● Jaw Crushers ● Cone Crushers ● Impact Crushers ● Screens ● Feeders ● Wheeled and Modular Plants

LYDFORD MINING CO.

plant facilities, planning to produce a construction-grade specification material and a manufactured beach sand. We've now had the plant in production for about eight months and it has been so successful that we are in the process of doubling the size, or perhaps even two and a half times the size.

"We also just bought a new plant and about 1.2 million USD worth of equipment to expand that construction-grade facility. It is about two miles away on our existing mining site; all government-owned land, but we had a long-term lease for 25 years, which we just renewed for another 25."

BVC: Have your employee numbers changed?

Cousins: "Our labor force has grown but not by very much because, as we move to bigger

equipment and more automation, we become more efficient. We currently have about 65 employees and another 15 temporary contractors at any given time. Jamaica has a shortage of skilled labor in our sector, partly because of the migration of our skilled workers to markets in the U.S. and Canada. We train our own workers, in fact, we have a policy to cross-train them – so any operator of a particular piece of equipment will be able to take over and run another piece, when, and if, called upon to do so.

"We don't have an R & D department because our products are quite basic, for the most part, as opposed to finished products. The finished products we do make are produced to a standard, so we have a laboratory for quality control that operates on a full-time basis. We also do testing for the gradation of the material; for

ARMSTRONG EQUIPMENT

Armstrong Equipment is a world leading distributor of ROCK CRUSHING equipment based in Miami, Florida since the late 1970's. A family owned enterprise, now run by second generation family members operates out of 3 acre facility in South Florida.

The company distributes TEREX products under the brand names of CEDARAPIDS, SIMPLICITY AND CANICA products. With regional offices in Guatemala, Panama and Colombia covering the whole Caribbean, Central and South America

The company has recently supplied a Portable wheel mounted Impact crusher to a major Rock crushing operation in Jamaica. With a highly experienced technical staff of over 40 employees ready to assist potential

customers with break through crushing innovations of the latest twenty first century crushing technology. The company can design complete crushing plants with aggregate feed designs to meet customer requirements. At Armstrong Equipment, the company can supply spare parts from its large stock in Miami with a very short time frame using the in house Logistical supply services to any part of the Caribbean and other world markets through air or ocean. Our biggest projects include the extension of the Panama canal, road projects in Guatemala, the Dominican Republic, Dominica after the Hurricane and as far away as South Africa, Algeria and Papua New Guinea.

At Armstrong we provide a first class service to our many world leading customers. Our own special Armstrong Crusher® brand is available upon demand as well.





the brightness and moisture; and a full chemical analysis of the material.”

BVC: What type of product divisions comprise your company?

Cousins: “We have four divisions. The first is very high purity material for food and pharmaceutical grade, which is pretty much on the raw material side – all for export. The second is a construction-grade operation. We produce unwashed aggregates for the local construction industry through a dry production system. Then, the new part, which we set up in the last year, is for both local and

export construction aggregates. The plant we just bought is three times the size of the existing facility, which will allow us to take advantage of opportunities on the domestic construction market for specification aggregates. And that’s the key. These materials all meet ASM specifications for high quality concrete and roadwork. We also will be exporting those washed construction aggregates including a specification sand and specification aggregates for concrete and roadwork. The existing plant we set up last year will remain in production as a parallel operation to concurrently produce a manufactured beach sand

for beach re-nourishment and beach creation.

“The third is our milled products division, which supplies ground calcium carbonate to various domestic markets in Jamaica for putting into paint, PVC plastics, and detergents. We also export regionally within CARICOM. Our fourth division involves contract production for other people using our mobile plants. If there is a road project for example, where they need the aggregates produced onsite, we will go in with our machines on a contract basis and just leave when we’re finished. We’ve done it for a few years, but with all the infrastructure work going in now, it’s a grow-

ing opportunity.”

BVC: Has business increased due to rebuilding after last fall’s hurricane season?

Cousins: “Business has increased but not for that reason directly. We were, thankfully, spared from the hurricane devastation but, because of general global warming and climate change, there is beach erosion that takes place all the time. So, there is a growing market for beach re-nourishment and beach creation, and we expect that market to increase significantly.

“And the market for construction aggregates



locally is increasing, as a result of improvement in the economy and tremendous investment coming in from the hotel sector – there are a number of new hotels being built, as well as significant infrastructure development going on - mostly financed from China; the Chinese are in the process of filling every vacuum in the region that has been left vacant by the U.S. pullback. We're talking billions of dollars of infrastructure investment.”

BVC: Is competition a major factor and how do you differentiate Lydford Mining?

Cousins: “There has been a restructuring of the mining and quarrying industries in Ja-

maica. Because of the difficulty in accessing capital, the small operators can't generate the efficiencies needed to get to the next step. So, there has been some consolidation among the bigger players but, more importantly, because of the increased development, there is actually a shortage of aggregate. The timing for us is fortuitous. Also, there has been a shift in government policy from the traditional source of construction material (volcanic material produced naturally from the rivers), towards a manufactured construction material from limestone. Which is exactly where we're positioned.

“Truth be told, we're very well known inter-

nationally. We don't need to market ourselves in the food and pharmaceutical grade because there are so few players in the international market that everybody knows who everybody is. Locally, although we have been very successful in the last year selling into the construction aggregate market, we haven't pushed it until we have the big new plant installed. Then, we will definitely go forward with a marketing program, including a website; as it is we already have most of the major builders and contractors coming to us. So, we're encouraged.

“One thing we've always taken pride in is that we never take on something unless we are certain we can deliver efficiently at a good price. We prefer to put things in place and then go out once we have the capacity.”

BVC: You have a strong momentum going. What are Lydford Mining's objectives for the future, and what do you see ahead for





PREFERRED VENDOR

■ Armstrong Equipment, Inc.

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Armstrong Equipment is a world leading distributor of ROCK CRUSHING equipment based in Miami, Florida since the late 1970's. The company distributes TEREX products under the brand names of CEDARAPIDS, SIMPLICITY AND CANICA products. With regional offices in Guatemala, Panama and Colombia covering the whole Caribbean, Central and South America. At Armstrong we provide a first class service to our many world leading customers.



the limestone sector?

Cousins: “We’re still about 70 percent export vs. 30 percent domestic, but we expect our domestic market will climb dramatically this year. And, hopefully, the exports will climb because of the new capacity we have. The new facility should be up and running this summer – the machinery (brand new U.S.-made equipment) is already being shipped. We are thankful for a close, long-term relationship with J. M. Huber out of Atlanta for food and pharmaceutical

applications. For FGD (Flue Gas Desulfurization) material, we have a valuable relationship with Mississippi Lime, supplying a plant in Alabama. Internally, those are the two big ones that have been very important to our success.

“We see significant growth opportunities ahead in the domestic and export markets for specification construction aggregates. As far as Lydford Mining is concerned, in addition to plant expansion we have going on now, it’s no longer a secret that by next year we intend to

do an IPO and take the company public; list it on the local stock exchange in Jamaica.

“For the industry itself, I see growth simply because, after many years, there is a lot of confidence in our Jamaican economy. It’s very stable at the moment and there is big investment coming in. The availability of limestone is good – certainly for the next hundred years. Although we do surface mining and we’re going into the side of a mountain, it’s a pretty small footprint. Once we’re done with that we are

required to restore it by law, by putting topsoil back and planting grass and trees. But we’re not there yet, we’re still mining in the same spot after 26 years. To sum it up we’re very optimistic about the future.

For an in-depth look at Lydford Mining Co. history and past accomplishments, visit our December 2016 feature “Lucrative Limestone” at <https://businessviewcaribbean.com/lydford-mining-co>

health & wellness

IN THE CARIBBEAN



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THE MEDICAL PAVILION BAHAMAS



EXPERTS IN PARTNERED CARE

HEALTH AND WELLNESS ONLINE



THE CARIBBEAN PUBLIC HEALTH AGENCY

Making a difference



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We care together



QUEEN ELIZABETH MEMORIAL HOSPITAL - BARBADOS

Getting better together



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Healthcare is in good hands



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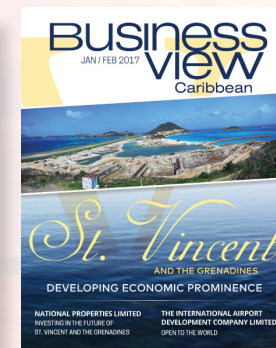
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THE MEDICAL PAVILION BAHAMAS

EXPERTS IN PARTNERED CARE

The Medical Pavilion Bahamas (TMPB) is revolutionizing healthcare in the Caribbean. Based on a unique “Partnered Care Model”, where all people, regardless of financial wherewithal, have access to specialized treatment for life-threatening issues via this special Public-Private Partnership with the Government and General Public. The Pavilion is a dream realized for Founder/President/CEO Dr. Conville Brown. More than 50 full-time medical staff and international directors, including world-renowned specialists, diagnose and treat patients, help save lives, and improve the quality of life for thousands of patients every year there.

Business View Caribbean recently spoke with Dr. Brown



AT A GLANCE THE MEDICAL PAVILION BAHAMAS

WHAT: A medical centre for private and public patients

WHERE: Nassau, Bahamas

WEBSITE: www.tmp-bahamas.com



about the evolution of The Medical Pavilion Bahamas, and what the future holds for this remarkably innovative healthcare facility. The following is an edited transcript of our conversation:

BVC: Dr. Brown, what spurred you to create The Medical Pavilion Bahamas?

Dr. Brown: “I’d always wanted to practice Cardiology back home in the Bahamas at the level to which I’d become accustomed during my training to become an internist and cardiologist in Canada, Jamaica, and the United States. So, when I returned home in 1990, I started The Bahamas Heart Centre in Nassau because there was not any significant cardiology infrastructure available from which to practice. It took personal sacrifice, private investment, and borrowing money to get my initial set of cardiac equipment, and to open The Bahamas Heart

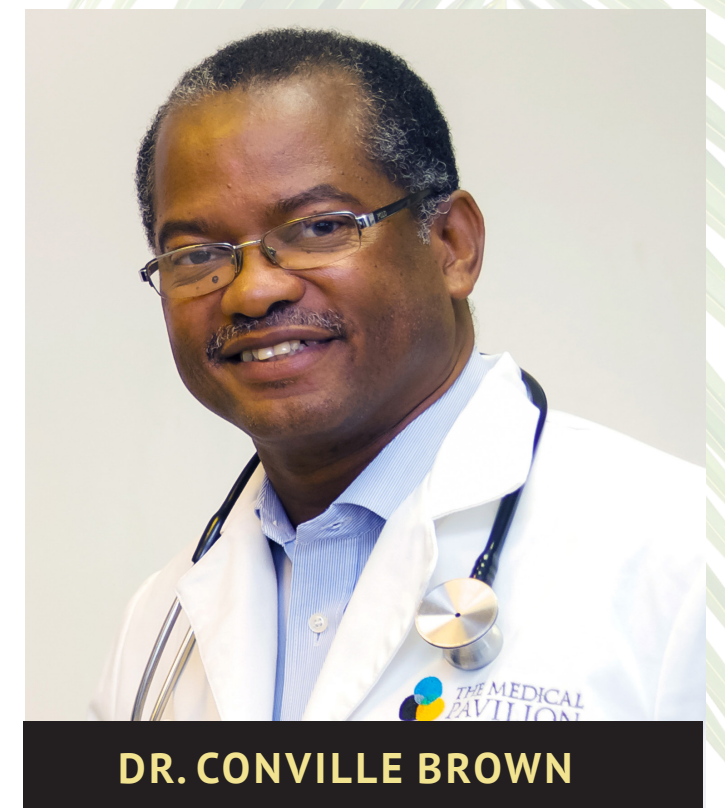
Centre (which was primarily for consultative and non-invasive cardiology) at a cost of about US \$300,000. Since then, my investment and commitment to advancing healthcare has increased exponentially, and we’ve expanded not only in Nassau, but in Grand Bahama, and other islands and countries as far south as Jamaica and the Eastern Caribbean.

“In 1993, we bought and renovated a 1,200-square-foot house (now known as The Medical Pavilion Bahamas) with a view to housing all of our cardiac services under one roof. The plan was to expand same to 5,000 sq. ft. Then, I was approached by a heart surgeon (our present Minister of Health in the Bahamas), who asked to join me in the new centre. We really didn’t have the space – as it was just for my wife, Dr. Corrine Sin Quee-Brown, a pediatric hematologist-oncologist, and I – but the opportunity to add cardiac surgery was



too much to pass up. So, I increased the size of the building to 10,000 sq. ft., more than doubled the cost, and we brought a valuable service to the Bahamian people. At that point, we changed the name to The Bahamas Chest Centre, Home to The Bahamas Heart Centre. We also accommodated Pediatric Cardiology, Cardiac Anesthesia Consultants, and eventually Pulmonology to truly have developed a full-fledged Cardiovascular and Thoracic Service for our Bahamas.

“In 2002, we joined with several colleagues to build a cancer centre, inclusive of radiation therapy, because while heart disease was the number one killer, cancer is number two. At that point, it was no longer a Chest Centre alone, so I renamed it The Centreville Medical



DR. CONVILLE BROWN



Pavilion, and eventually after more international outreach, The Medical Pavilion Bahamas. We now have The Medical Pavilion Antigua, as well, serving the Eastern Caribbean.”

BVC: What does the Partnered Care Concept entail?

Dr. Brown: “We developed our own health-care delivery model called “Partnered Care”, which recognizes that neither the government, nor the private sector, nor the consumer (the user sector) can afford healthcare in its present format, anywhere in the world. We needed to make services more readily available to the

general community in order to enhance equity and access. So, in 1990, before I saw the first patient, we set up a three-tiered payment structure for patients. If a service were to cost \$10, that price was applied to an insured patient. The self-paying private individual was discounted 25 percent to \$7.50, and the government patient, who was neither insured nor able to afford private care, was given a 50 percent discount to \$5.00.

“This practice was extended from a full cadre of Cardiology Services to Cardiac Surgery, Cancer Services, especially Radiation Therapy, advanced imaging services such as high reso-

lution CT Scanning and Nuclear Medicine and Cardiology, and most recently, fully digital Haemodialysis Services.

“Based on us having done that for over 20 years, the Prime Minister of Antigua asked us in 2009 if we would consider building a similar cancer centre in Antigua that would allow patients access to the services at a discount. We agreed, with the understanding that the governments of The Organization of Eastern Caribbean States (OECS) would support the centre for their constituents. Today, The Medical Pavilion Antigua is a 20,000-square-foot facility housing The Cancer Centre Eastern Caribbean, and it will house The Heart Centre

Antigua, and an imaging centre restricted to CT and PET scanning for cancer and heart patients, amongst others.

“We partner with local hospitals and professionals because we feel it’s important to complement and supplement their services, rather than compete. We provide advanced cancer services – they still do chemotherapy (medical oncology) and surgical procedures, while we provide radiation therapy. When it comes to the heart, we plan to provide advanced interventional procedures (angioplasty, stents for heart attacks, fix heart valves, put in pacemakers, etc.) for the whole sub-region of the Organization of Eastern Caribbean States, which numbers nine



With the cooperation of The Ministry of Health and The Public Hospitals Authority, the Physicians Alliance Group manages the Private Ward Services at The Princess Margaret Hospital in a Public Private Partnership. It serves as a model experiment for advancing healthcare services in The Bahamas.

Our partnerships have led to:

- Large improvements of the ambience and general hospital environment
- Patient Satisfaction has been significantly improved
- The morale and job satisfaction of staff in the areas operated by PAL have improved
- Improvements in the physicians’ loyalty to the institution are evident, as they are now stakeholders in the delivery of healthcare and an integral part of the management team of hospitals

THE MEDICAL PAVILION BAHAMAS

countries and around 700,000 people.

“The Government of Antigua and Barbuda is a 20 percent shareholder in The Cancer Centre Eastern Caribbean, while my company, Global Health Partners Limited, is the principal. In our Partnered Care Model, we ask the private sector to bear the brunt of capital costs in the development and delivery of the advanced medical services, and then offer them back to the government at a substantial discount, usually without any capital injection on their part. We’ve done this in a number of countries now, including a new cardiac wing that we just opened in a private

hospital earlier this year in Jamaica.”

BVC: What services are provided at TMPB?
Dr. Brown: “The Medical Pavilion Bahamas is my parent company, and that facility just keeps growing with a whole host of services. We have 10-plus centres in the Pavilion, including The Heart Centre Bahamas, The Cancer Centre Bahamas, and The Imaging Centre (the only nuclear imaging facility in the country). We have our own lab and pharmacy and the first fully digital haemodialysis unit in the Bahamas, and possibly in the Caribbean.



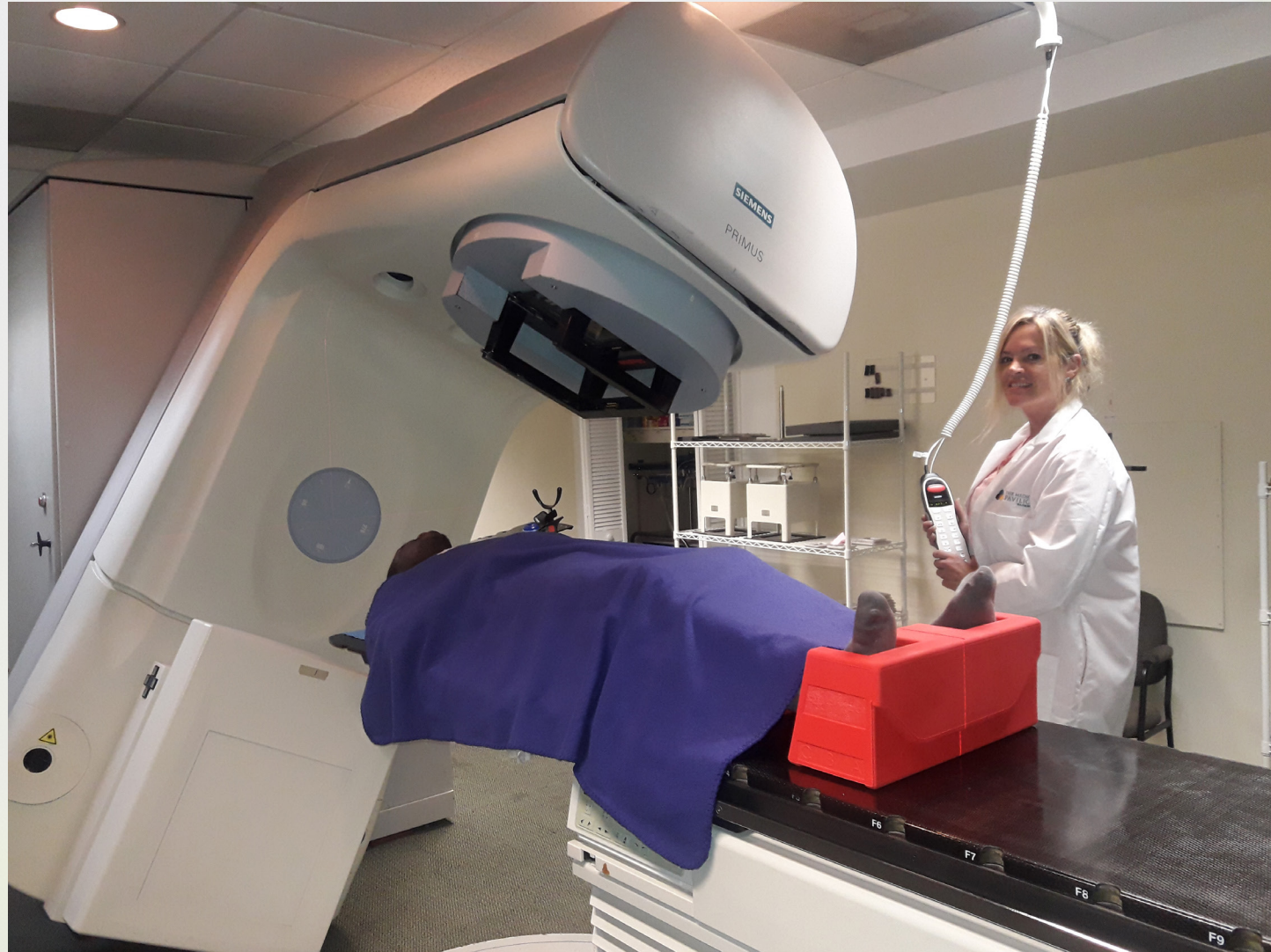
**First Centre To
Successfully Perform
Cardiac and Peripheral
Vascular Stem Cell
Implantations in
The Bahamas
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“We’ve started The Partners Clinical Research Centre, where we do research locally, as well as for international companies, and we participate in clinical trials, FDA trials, First in Man Procedures, etc. We’re also very proud of The Partners Stem Cell Centre. We’re active in stem cell research and therapies for heart disease, and last year, we started an anti-aging, anti-frailty treatment program using stem cells, in association with Longeveron, initially associated with the University of Miami. It will be a real boost for trans-national medical care (medical tourism) in the Ba-

hamas because we can administer the stem cells here in The Bahamas, but they cannot be administered in the US yet – and that’s probably another five years away after the completion of other clinical trials.

“In March, we opened The Institute for Advanced Medical Procedures to provide high-tech advanced procedures that cannot be done in North America. We render these services in the Bahamas with FDA Rigor (international standards maintained) In a Non-FDA Jurisdiction. The Institute will allow the early introduction of new devices and technologies



from Europe and elsewhere, before they have achieved FDA Approval. Once they are certified, we're able to adopt those technologies on a commercial basis and make them available to people from North, South, and Central America, in some instances, years before possible FDA Approval.

"Stem cell therapy and research is another such area in which the Bahamas has set up their own legislation to keep the jurisdiction and ethical practices clean and pristine. To that end, we've developed an Ambulatory Surgical Hospital and Interventional Centre for minimally invasive, same-day surgery and non-surgical

interventional techniques. That's our latest, most expensive initiative, but we're really expecting great things from it, because it opens up the scope for so many people, companies, industries and concepts."

BVC: What are the biggest healthcare challenges in the Bahamas?

Dr. Brown: "The biggest challenge is money. We, at The Medical Pavilion Bahamas, concentrate on life-saving technologies dealing with heart, cancer, kidney failure, and critical care. Having said that, what probably kills more people is not having ready access to these req-

uisite services. When we started our Partnered Care Model, it was strictly about reducing costs, voluntarily on our part, so we take the loss while affording less fortunate individuals increased access. It's really unfortunate that patients sometimes don't do as well as they could have, simply because they didn't have the funding. That's on the service receipt side.

"Our side is the provision of service, wherein access to capital is a major challenge, and we end up having high debt servicing to provide these services. We developed a cancer centre as a US \$15 million investment – as you can well imagine, to do same with consumer banking financing is ludicrous. But we did it anyhow, because we thought the service was that important. Unfortunately, it means a much longer time before you see a return on one's investment. In a developing country, we could just say we're not going to do it. Or we can bite the bullet and set the foundation, so that the country actually does develop. Hopefully, we'll see some more of that in my lifetime."

BVC: What is your vision for TMPB over the next five years?

Dr. Brown: "I'd like to leave The Medical Pavilion Bahamas in a pristine location, where it has electronic medical records, and a paperless environment. We also want to be up to date on our IT and social media presence. Investments will be in the form of enhancing what we do now, while keeping our finger on the pulse for what the country needs, and helping to make it happen.

"To that extent, we're looking at new partnerships with seasoned, mature, international entities. Now that we've been able to show

that developing countries can do good things on our own, we have a lot of professionals contacting us about bringing their advanced services to the Bahamas. We have helped to elevate the healthcare system here in our Bahamas, and to an extent, in the Greater Caribbean. Hopefully, others will continue to do likewise and the level of healthcare available to all our people should improve."

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