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Corner View

Business Viewers!!!

If you never properly knew the definition of what a Business Viewer was, well, it's simple. It's a very important person, of a superior executive intellect, that happens to have the best taste possible in choosing their preferred source for corporate Business to Business executive news and information. And, by the looks of it, that makes you, by default, A Business Viewer! Congratulations!!!

Moving right along, as we come into an-

other edition of the Caribbean's top choice in business magazines (I really could go on bragging all day...it's fun...and easy!!! LOL...), I'm reminded by looking around the region, that some of us are not having the best of economic times; as countries, as companies, as divisions, as executives, as employees, and also where it's most impactful, as families! I've been speaking with a few different government administrations of a few different countries, and they're dealing with adversity as every other person or entity must – one day at a time. In discussing this with them, and speaking with some of the affected companies, I've learned a lot about those signals that could allow one to surmise if this is an administration, or company, that is capable of finding its way through the tunnel and back out into the sunshine where it's warm and beautiful, or if it's just a matter of time until doomsday. Based upon that data, I'd like to share my findings.

Words cause attitudes, and attitudes generate body and facial expressions. Even over the phone, someone can tell which facial expressions you're making, based on the words and tone of the words you're speaking. A couple of years ago, I spoke with a company in Barbados that was encountering grave financial woes (I've resisted revealing the name of the company for professional reasons - I'm usually not that professional, so this was a challenge), and while speaking with him, through his words and voice tone, I was able to easily detect the lack of optimism and hope. I knew that



he was telling me, in so many words, "I don't think we'll be around for very much longer!" When I got off the phone, I marked a date on my calendar to look him up again in just eight months. I called him, perhaps a month or two later than eight months, and learned that they had just shut the doors the month previous. I was not at all shocked. This was a company with more than 150 employees, and also a reputable institution.

Now, on the other hand, I just spoke with the minister of a economically challenged country (again, for professional reasons, I'll resist providing the name of the country - it's hard work being so professional), and I couldn't believe how enthusiastic and energized that government official was about the immediate future. Through research, I noticed that things couldn't possibly look as good as they were being portrayed. However, what I realized was that this person understood that words and attitudes can be infectious to those who hear and see them. This generates confidence, and confidence generates productivity, productivity generates revenues, and steady revenues generate profits. This is how you run a country, a company, a division, or a family. Speak with encouraging optimism, and let that optimism permeate throughout the halls, walls, and yards over which you hold domain. It's easier said than done, but those who will prevail will remember this one tip when all

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

Mare Barefield

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Opening Lines

APRIL/MAY 2017



ANTIGUA-BARBUDA LAUNCHES NEW EDUCATION COURSE ON TRAVEL AGENT UNIVERSITY

ntigua and Barbuda has announced the launch of its new agent specialist course on the premiere e-learning platform, Travel Agent University (TAU). TAU, with 45,000 plus active members, is the industry's largest online travel agent community, having graduated more specialists than any other industry education program, awarding over one million diplomas since inception.

The new course is an asset to the travel agent community, as graduates will see an increase in

their bookings and be eligible to participate in various reward opportunities with the Antigua and Barbuda Tourism Authority (ABTA).

"We are very excited to partner with Travel Agent University, the travel agent's preferred e-learning platform. The TAU specialist program is the ideal platform to showcase the many activities and special features that our destination has to offer. Antigua and Barbuda is the perfect destination for romantic getaways including destination weddings, honeymoons, and vow renewals



as well as multi-gen groups, girls and guys getaways and adventure seekers. By becoming a specialist, agents can become eligible for FAM trips and experience firsthand why Antigua and Barbuda is the best destination in the Caribbean," said ABTA, director of tourism, US, Kim Jack Riley.

Kimberly Newbury, Questex Travel Group
Managing Director of e-learning and Loyalty,
said TAU is thrilled to partner with a brand
that truly sees the value of agent training
and specialization. "The Questex Travel
Group has been deeply invested in travel
agent education for more than 23 years, and
has proved time and again that agents who
specialize are seven times more likely to sell a
supplier's products, than a non-specialist."

Launched in 1993, Travel Agent University is accessible 24 hours a day, seven days a week. The e-learning site's resource center provides access to valuable sales tools, webinars, videos, itineraries, and other assets designed to help agents increase sales after they graduate. Agents also can utilize a central dashboard to review their course activity, track the status of their progress and access rewards, including gift cards, bonus commissions, familiarization trips and monthly giveaways.

FEASIBILITY STUDY CONFIRMS GEOTHERMAL POTENTIAL OF ST. KITTS

feasibility study done by Teranov, a French engineering and services company for new and renewable energy based in Guadeloupe, has confirmed that there is potential in St. Kitts to develop at least 18 to 36 megawatts of geothermal power.

Speaking at the conclusion of a two-day meeting of geothermal stakeholders in St. Kitts from March 21-22, Minister of Public Infrastructure, Ian 'Patches' Liburd, hailed the findings as "heartening" but that the government has to consider the way forward.

Liburd said that the meeting was convened with other stakeholder representatives including Dr. Vince Henderson, Ambassador of Dominica to the United States; Jacques Chouraki, President of Teranov; Dr. Devon Gardner, Program Manager for Energy at the Caribbean Community (CARICOM) Secretariat; Joseph Williams, Sustainable Energy Advisor at the Caribbean Development Bank (CDB); representatives from





the St. Kitts Electricity Company Ltd (SKELEC), Ministry of Finance, Office of the Attorney General, and private sector "as it relates to solidifying our roadmap in respect of our geothermal development here on St. Kitts and in Nevis with particular focus on the development on St. Kitts."

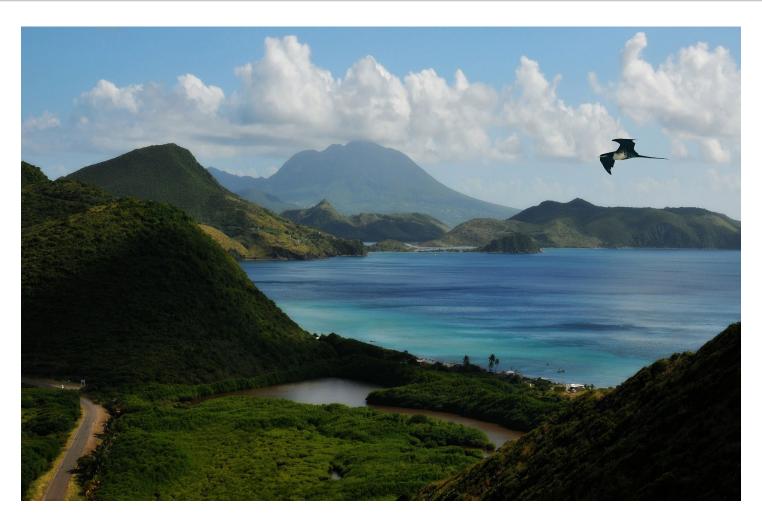
"We have so far done the 3G studies -- the geological, geophysical, and geochemical studies or the surface studies... there is potential on St. Kitts to develop at least 18 to 36 megawatts of geothermal power and that's heartening for us here in St. Kitts and Nevis," said Liburd, while indicating that the next step is to consider the



way forward for slim-hole and exploration drilling.

Liburd said that the government received a draft geothermal agreement from its partners for which Cabinet decided that there should be an independent review. According to the Minister, the government consulted with the CAR-ICOM and the CDB.

"Where we are right now in terms of the next steps, next set of actions and timelines, we have agreed today that we would restructure the geothermal agreement and we have put a timeline on that to be completed by the end of June this year. We also have agreement in terms of the provision of a business plan and financial model from Teranov. We would, in terms of the joint venture company arrangements, consider the shareholder agreement issues that deal with decision-making; and the commercial issues are key business points in some reform and, indeed, we did agree on the way forward as it relates to development of this resource on St.



Kitts," Liburd said.

He said it was necessary to have further discussions because any agreement signed off on has to bear in mind that government owns the land; the utility called SKELEC and the government will own the resource. Liburd said that whatever comes out of the agreement has to "ensure we protect the best public interest" and "there must be real benefit for the end consumer.

In November 2015, Teranov began geothermal exploration exercises in the Sandy Point area around Brimstone Hill, going to the top of Mount Liamigua. Five geo-scientists were in St. Kitts conducting feasibility studies in geophysics, geology and geochemistry. President

of Teranov, Jacques Chouraki, said then that the prospects for geothermal energy on St Kitts were promising.

In September 2015, Liburd signed a memorandum of understanding (MOU) with Teranov, which includes a road map that can possibly see the production of geothermal energy in 2020.

Liburd has underscored the point that fossil fuel costs are very exorbitant and that "if we are going to continue our development and if we are going to ensure economic growth" that the government must adopt a policy of renewable energy because "we are blessed with sunshine, we are blessed with wind and in the federation of two islands we have two volcanoes."



FUTURE-PROOFING OUR INTERNET: CARIBBEAN ISPS ARE SWITCHING TO NEXT-GENERATION PROTOCOL

orward-thinking network operators in
Latin America and the Caribbean are using the Internet's next-generation protocol, called IPv6, to gain a business edge over their competitors. The upside for customers is better quality of service, and in the long term, a more future-proof regional Internet.

The Internet Protocol, or IP, is the method by

which data is sent from one computer to another on the Internet. Each device on the Internet has at least one IP address that uniquely identifies it from all other computers on the Internet.

Since World IPv6 Launch on June 6, 2012, several major websites such as Google, You-Tube, Netflix, and Facebook have started rolling out IPv6. Today, the message to ISPs is clear:

don't wait for other competitors to switch over to IPv6, and don't wait until your clients switch over to your competitors.

"The old protocol, IPv4, doesn't give the Internet any room to grow, so in the near future, new clients and devices will need to connect using IPv6. Internet penetration is increasing worldwide, and more and more types of devices

are connected. Internet providers need to take the IPv6 transition process very seriously in order to meet this growing demand in a satisfactory way," said Alfredo Verderosa, Manager of Services at the Latin American and Caribbean Internet Address Registry (LACNIC), a non-governmental organization based in Uruguay.

In the last months, IPv6 penetration among

OPENING LINES

Internet users has grown in markets such as Guatemala, where about seven per cent of people using the Internet now have access to the new protocol. Verderosa expects that IPv6 transition will soon have a very positive impact on Guatemala's Internet landscape. "Although the numbers aren't huge, they are still relatively good, since many countries' adoption rate is actually closer to zero per cent," he said.

While Guatemala's IPv6 deployment is not high in absolute terms, it remains among the top in the region, alongside others like Ecuador, Brazil, Peru, and Trinidad and Tobago. For Guillermo Cicileo, Coordinator of Security, Stability and Resilience at LACNIC, the key takeaway is that there is at least one operator providing IPv6 to Internet users in Guatemala, and other operators won't be too far behind.

"It's important for ISPs to start the switchover soon, because failure to deploy IPv6 puts them at a serious disadvantage compared to those who have," Cicileo said.

Verderosa and Cicileo were among several Internet experts gathered in Guatemala City from March 20 to 22 for a three-day regional technology conference called LACNIC On The Move. Since its establishment in 2002, LACNIC has played a leading role in developing a single, open, stable and secure Internet at the service of the development of Latin America and the Caribbean, and has taken an active role in promoting IPv6 deployment through initiatives such as LACNIC On The Move.

"LACNIC also provides basic and advanced IPv6 training in-person and through its online campus. Our IPv6 Portal IPv6 is a great place for operators seeking free downloadable resources or more information about IPv6," said Cesar Diaz, Head of Strategic Relations and Telecommunications at LACNIC.



ECLAC LAYS OUT FRAMEWORK FOR BUILDING A COMPETITIVE CARIBBEAN ECONOMY

In order to build a competitive economy, Caribbean countries must engage in economic restructuring and diversification practices in several areas, including agriculture, transportation, and telecommunications. This, according to the latest policy brief from the Economic Commission for Latin America and the Caribbean (ECLAC) subregional headquarters for the Caribbean.

Entitled "A framework for Caribbean Medium-Term Development," the brief examined the adjustments that the subregion has made – and the

ones that it may need to make – in response to the challenging global environment. It observed that the Caribbean public debt was on average over 77 per cent of gross domestic product (GDP), which exceeded the debt threshold estimated to hurt economic growth. To address these challenges, the report formulates policy recommendations in three key sectors, namely agriculture, transportation, and telecommunications.

In the case of agriculture, the paper highlights that the creation of a dynamic agro-processing sub-sector is an underexploited opportunity in

OPENING LINES

the region. Moreover, it is estimated that consumer food products account for over 50 per cent of the Caribbean's annual imports from the United States, comprising mainly poultry, red meats, dairy products, and processed fruits and vegetables. This volume of imports suggests that there is scope for substituting these products with increased domestic production. This can be facilitated by achieving greater economies of scale through the expansion of agriculture in the larger countries such as Guyana and Suriname. The brief notes that some businesses in Trinidad and Tobago are investing in food production in Guyana.

The study also pointed out that establishing intra-regional transportation linkages that facilitate intra-regional trade and the movement of people has been a major challenge in the Ca-

ribbean. This occurs because transportation costs among island communities are much higher than costs between the region and metropolitan economies. The brief suggests the need for a revamped approach to regional air and sea transport, with better incentives for private sector investment and public private partnerships (PPPs) to absorb some of the costs.

The brief suggested that the telecommunications sector in the region needs to be fully liberalized to reduce costs and improve its quality. This improvement could facilitate trade and investment in addition to raising the efficiency in other sectors. The paper concluded that the region needs to design its own blend of market-based and government-supported approaches to tackle the binding constraints alluded to, which impede economic restructuring and diversification.





STAKEHOLDERS DISCUSS A WAY FORWARD FOR REGIONAL SUGAR INDUSTRY

The ability of the sugar industry in the region to survive after the removal of production quotas in the European Union (EU) on 30 September, 2017, will depend on improved competitiveness and pragmatic diversification options, according to a Caribbean Community (CARICOM) Secretariat official.

The end of EU's quota management for sugar is expected to lead to a fall in prices towards the international sugar price and a decrease in sugar imports from the African Caribbean and Pacific (ACP) states, with particular impact on Caribbean producers.

In an address on March 23rd to the open-

ing of a regional policy workshop in Kingston, Jamaica, that addressed the Caribbean Sugar Industry Post-2017, CARICOM Secretariat Program Manager for Agriculture and Industry, Nisa Surujbally, said that securing more remunerative markets, value addition and an enabling policy regime within the CARICOM Single Market and Economy (CSME) were also very important to the industry's survival.

"We have witnessed major structural changes in the operations of our sugar industries, including the exit from sugar production of two member states, Trinidad and Tobago and St. Kitts and Nevis. Nevertheless,



we are mindful of the vital role and contribution of the sugar sectors to the economies of Barbados, Belize, Guyana, and Jamaica. Survivability of these industries, after the removal of production quotas in the EU on September 30 2017, will in no small measure be a function of improved competitiveness, securing more remunerative markets, value addition, an enabling policy regime within the CARICOM Single Market and Economy, and, not lastly, practical and pragmatic diversification options.

"I say this as a technical official while being acutely aware of the emotional associations we have with our region's oldest economic sector. This industry is responsible for us being here and has colored our history from colonization, to slavery to indentureship, and to independence. It is not an easy time! Now is crunch time," she told the gathering.

The workshop was convened by the Sugar Association of the Caribbean and hosted at JAMPRO with the advice and support of The Caribbean Council, the CARICOM Secretariat and JAMPRO. It was funded by the EU, United Kingdom Foreign and Commonwealth Office, ASR Group, and the Inter-American Development Bank. It brought together industry leaders and policy-makers to inform and facilitate a discussion of how the Caribbean sugar industry needs to adapt to new market realities and the policy options that are available to industry and regional governments.

The sessions focused on an outlook of the global sugar market and sugar prices; the 2017 EU sugar reform and short-term threats to the Caribbean sugar industry; access to new markets and opportunities; increasing productivity and competitiveness; managing the politics of transforming sugar industries; and adapting to climate change.

There were also panel discussions that explored the trade and tariff policy options that are open to Caribbean policymakers, as well as the policy measures that Caribbean policymakers could adopt to support a viable sugar industry.

Surujbally gave the assurance of the Secretariat's continued support to the sugar industry of CARICOM through its active participation in the dialogue and framing of the policy options for decision-makers. More recently, the COTED adopted definitions for refined sugar and liquid sugar. CROSQ has also circulated revised quality standards for raw and refined sugar which will be tabled for the approval of the Council of Trade and Economic Development when it meets in May.

Ministers responsible for sugar met for their sixth meeting of CARICOM stakeholders in sugar a day after the policy workshop and discussed its key outcomes. The industry will present a position paper to COTED with key recommendations on sustainability and competitiveness.



ICARIBEAN PORTS



2. Freeport, Bahamas



Road Town, British Virgin

Road Bay, Anguilla

Belize City,





San Juan, Puerto Rico —

Basseterre, **St. Kitts**



Kingstown, St. Vincent and the — Grenadines



St. John, Antigua



Bridgeport, Barbados

Belize



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SUPPLYING BELIZE

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KARL H. MENZIES COMPANY

BEVERAGES AND COATINGS

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COUNTRY FOODS

The number one egg provider **32**

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TRADE AND COMMERCE ONLINE



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Parts and more



SANMERNA PAPER PRODUCTS
Staying on top

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The Ministry of Economic Development

Petroleum, Investment

Trade, and Commerce

MAKING BUSINESS HAPPEN IN BELIZE



n 2015, the Government of Belize created the Ministry of Economic Development, Petroleum, Investment, Trade, and Commerce, which heretofore had been the Ministry of Trade, Investment Promotion, Private Sector Development, and Consumer Protection. The Ministry, as currently organized, has two administrative arms: Economic Development and Petroleum, which operates under the guidance of the Hon. Erwin Contreras; and Investment, Trade, and Commerce which operates under the guidance of the Hon. Tracy Taegar-Panton.

According to Taegar-Panton, the mandate of the Ministry is to "create the enabling environment for our country's private sector partners, and our investment partners, to thrive and to be able to see a meaningful return on investment, and by extension, to allow for a better quality of life for Belizeans. It is our job, our goal, and our responsibility to ensure that all these moving parts work in a way that is sustainable and brings benefits to those who need it most."

THE MINISTRY OF ECONOMIC DEVELOPMENT, PETROLEUM, INVESTMENT, TRADE, AND COMMERCE





As its name suggests, the Economic Development and Petroleum arm of the Ministry is engaged in the creation, promotion, oversight, responsible for: and implementation of national economic development strategies such as the Horizon 2030 vision for Belize as well as the Growth and Sustainable Development Strategy (2016) - 2019). Additionally, the portfolio of Petroleum looks at Belize's crude oil industry as well as its future potential for the exploration and continued export of commercial petroleum products.

Minister Taegar-Panton's arm, Investment,

Trade, and Commerce, has four main divisions: The Investment and Policy Unit is

- Investment Compliance
- Policy Development
- Due Diligence
- Management of Free zones
- Gaming Control

The Directorate General for Foreign Trade is responsible for:

- Trade Negotiations
- Trade Intelligence
- Policy Development



The Belize Bureau of Standards is responsible for:

- Enforcement of Standards across industries
- Management of Supplies Control
- Development of Standards
- Consumer Protection

The fourth division is known as BELTRAIDE (The Belize Trade and Investment Development Service). BELTRAIDE is a statutory body that operates within the portfolio of the Ministry of Economic Development, Petroleum, Investment, Trade, and Commerce. Its mandate is to promote and facilitate local and foreign investment; foster the continued development of exports to increase foreign exchange; increase employment

AT A GLANCE

THE MINISTRY OF ECONOMIC DEVELOPMENT, PETROLEUM, INVESTMENT, TRADE, AND **COMMERCE**

WHAT: A Ministry of the Government of Belize

WHERE: Belmopan, Belize

WEBSITE: www.belizeinvest.net



and improve work skills; and foster a dynamic and competitive business environment for the country's socio-economic development through entrepreneurship and innovation.

BELTRAIDE enhances Belize's prosperity through its four technical units:

■ BelizeINVEST - provides tailored services to local and foreign investors seeking to capitalize on investment and to link them to opportunities in Belize. In a world increasingly seeking natural products, where organic, fair



trade, and eco-labeled certifications fetch price premiums, Belize's natural assets, development policies, and pro-business investment climate have created an ideal destination for investors looking to differentiate based on quality.

■ EXPORTBelize provides customized needs-based services in the areas of export development and promotion, including providing information on national policies and strategies, export best practices, and references to tools and agencies that contribute to export development.





THE MINISTRY OF ECONOMIC DEVELOPMENT, PETROLEUM, INVESTMENT, TRADE, AND COMMERCE



- SBDCBelize provides customized needsbased services to Micro, Small, and Medium-sized Enterprises, in order to facilitate competitiveness and export readiness.
- BTEC develops a cadre of well trained, marketable, and self-sufficient individuals to be able to confidently compete in the market-place by providing effective, demand-driven, user-friendly, and value-based programs that develop, deliver, and sustain a quality workforce.

According to Taegar-Panton, her Ministry focuses on six priority investment industries:

■ Tourism & Leisure – Tourism contributes approximately 40 percent of the country's yearly GDP (USD \$655 million), with approximately

three fourths of its tourists coming from the U.S. and Canada. According to the National Tourism Master Plan, by 2030, the country expects approximately 556,000 overnight arrivals per year with an average length of stay of over 8 days. Opportunities for investment include ecotourism, cruise tourism, nautical tourism, and medical tourism. Thus, the country is looking to expand its cruise and commercial sea ports and its airports.

■ Agri-Business & Agro-Processing – Belize continues to ramp up and diversify its export basket. Belize continues to export a greater share of its agricultural commodities, such as sugar, citrus, bananas, grains, cacao, cotton, co-



conut oil, and vegetable extracts, among other value-added products. Currently, agribusiness contributes approximately 10.4 percent of GDP with a continued growth trajectory.

■ Fisheries & Aquaculture – Contributing 3.0 percent of GDP, Belize capture species include: spiny lobster, queen conch, sea cucumber, and finfish. Its culture species include: Pacific white shrimp, Nile tilapia, and cobia all of which are currently consumed locally and exported to various regional markets. Additional areas of investment opportunity also include: snapper, grouper, red drum, and octopus. Belize's main

markets include the U.S, Canada, Asia, Europe, Mexico, Guatemala, and the CARICOM countries.

■ Offshore Outsourcing - These include: Business Process Outsourcing (BPO), Information Technology Outsourcing (ITO), and Knowledge Process Outsourcing (KPO). Today, Belize has over 20 outsourcing operations, employing over 2,500 people. Its strengths include: a modern telecom infrastructure; a young, bilingual workforce; competitive salaries; strong government support; incentive programs; and international connectivity with direct flights to multiple destinations in the U.S., Canada as well as Central

THE MINISTRY OF ECONOMIC DEVELOPMENT, PETROLEUM, INVESTMENT, TRADE, AND COMMERCE



and South America.

- Sustainable Energy Belize has considerable potential for a variety of renewable resources it can export to neighboring countries, including: biomass energy; solar energy; hydro power; wind power; biofuels such as ethanol, biodiesel, and waste to energy.
- Light Manufacturing and Logistics Belize has two main maritime ports with one under development; one international airport with one under development and others proposed; 1,900 miles of roads and highways enabling cross border trade with Mexico, Guatemala, and other Central American markets; and a quality labor force that works for competitive wages.

Opportunities include: packaging, assembly, and value-added agricultural and aquaculture products.

In order to further bolster growth in these sectors, the Government of Belize provides a range of incentives, including its: Fiscal Incentive (FI) Program; its Export Processing Zone (EPZ) Program; and its Commercial Free Zones (CFZ). Endorsed economic activities that qualify for incentives include: tourism, agriculture, forestry, agro-processing, arts and crafts, health care, manufacturing, auto rental, and information & communication technologies.

Taegar-Panton admits that, at present, Belize is still a small economy. "Scale is an issue for

us," she says, "and it's sometimes challenging to compete with large economies. So our primary concern is putting in place the policies and incentives and the regulatory framework that provides a stimulus for both investment and trade, as well as the infrastructure that is required so that we can build our capacity and have the kind of certification processes that will allow us the access that we require. And we cannot do that without the involvement of the international investment community. We need to attract the right type of investor that is in line with the strategic goals of the government, while, of course, being driven by their need for a reasonable return on their investment."

Yet, Taegar-Panton is optimistic that Belize is well-positioned for growth. "We haven't even scratched the surface of our potential," she asserts. "We will get people to see what we see, and believe in us enough so that they will be prepared to partner with us in building a young nation from a developing country to a developed one."



We haven't even scratched the surface of our potential. We will get people to see what we see, and believe in us enough so that they will be prepared to partner with us in building a young nation from a developing country to a developed one.

HON. TRACY TAEGAR-PANTON



COUNTRY FOODS THE NUMBER ONE EGG PROVIDER

n 1958, a group of Mennonites migrated from Mexico to the jungles of British Honduras, now the country of Belize. They cleared the land with axes and machetes, determined to make a living in the new settlement of Spanish Lookout. Chicken and cattle were imported with the goal of raising them, both for consumption on the settlement, and to sell to the natives for an income to pay for the estate and the bare necessities of life. Initially, the settlers established the Farmers Trading Center in 1962, but when the market for its table eggs kept growing, the company directors formed a separate entity, and, in 1997, Country Foods was born.



Today, Country Foods, with a staff of 27, sells eggs, beans, corn meal, corn, and rice throughout the country on a weekly basis from its distribution center in Spanish Lookout. Country Foods produces over 50 percent of Belize's eggs – approximately 127,300 cases per year (360 eggs per case) – from 85 different farmers.



Its customers include brick and mortar shops, stores, supermarkets, shopping centers, resorts, hotels, restaurants, and other food vendors. In 2011, the company bought an egg grading machine, which allowed it to organize and stamp all eggs of the same size and present them in trays and cases: small, medium, large, extra





AT A GLANCE COUNTRY FOODS

WHAT: A distributor of eggs and other farm products

WHERE: Spanish Lookout, Belize

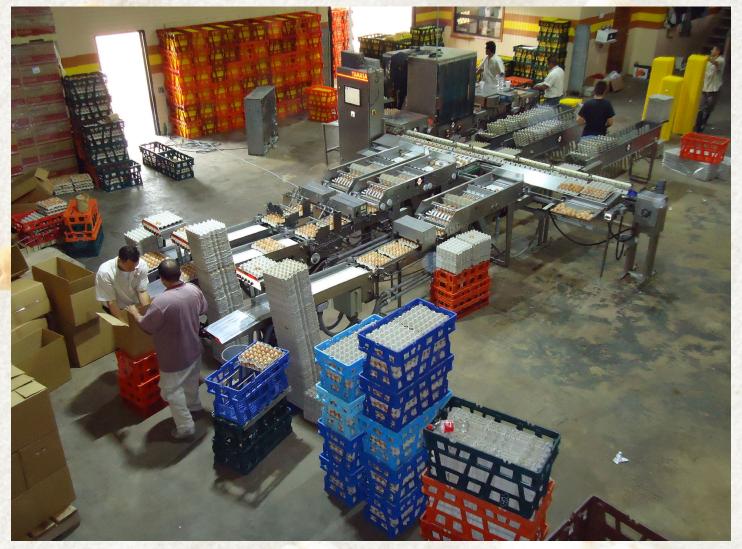
WEBSITE: www. countryfoods.bz

large, and jumbo. The equipment can expose cracks, candle, clean, grade, weigh, and stamp 75 cases per hour.

Eggs represent approximately 71 percent of Country Foods' business; beans, 18 percent; and rice about 11 percent. The cleaning of beans is done either by contract with Bel-Car, an export and import company, or the farmers clean the beans, themselves, and Country Foods rebags them. Beans are grown by local farmers in



Rolando Reimer, General Manager





Country Foods, with a staff of 27, sells eggs, beans, corn meal, corn, and rice throughout the country on a weekly basis from its distribution center in Spanish Lookout. Country Foods produces over 50 percent of Belize's eggs – approximately 127,300 cases per year (360 eggs per case) – from 85 different farmers.



and around Spanish Lookout, Shipyard, and Little Belize. Although 80 percent of the beans are red kidney, Country Foods also markets black, cranberry, small red beans, and black-eyed peas. Tropical Country Rice, an imported hybrid seed planted by local farmers, is marketed in 20, 5, and 2 pound bags. The annual distribution of rice is approximately 2,670,000 pounds. Bean and corn handled is just over 1,800,000 lbs.

In the future, Country Foods is hoping to export its eggs to the

greater Caribbean market. Sales activity has also begun to increase in the southern part of Belize, as more and more people in the country's rural areas are depending more on outside food supplies and less on their homegrown products. To keep its customers satisfied, Country Foods is always striving to ensure that its products are fresh and that its delivery of them is fast and efficient, while staying true to its mission: To provide the Belizean people with safe, high-quality food, reasonably priced, and delivered consistently in a friendly atmosphere.





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www.ovotherm.com



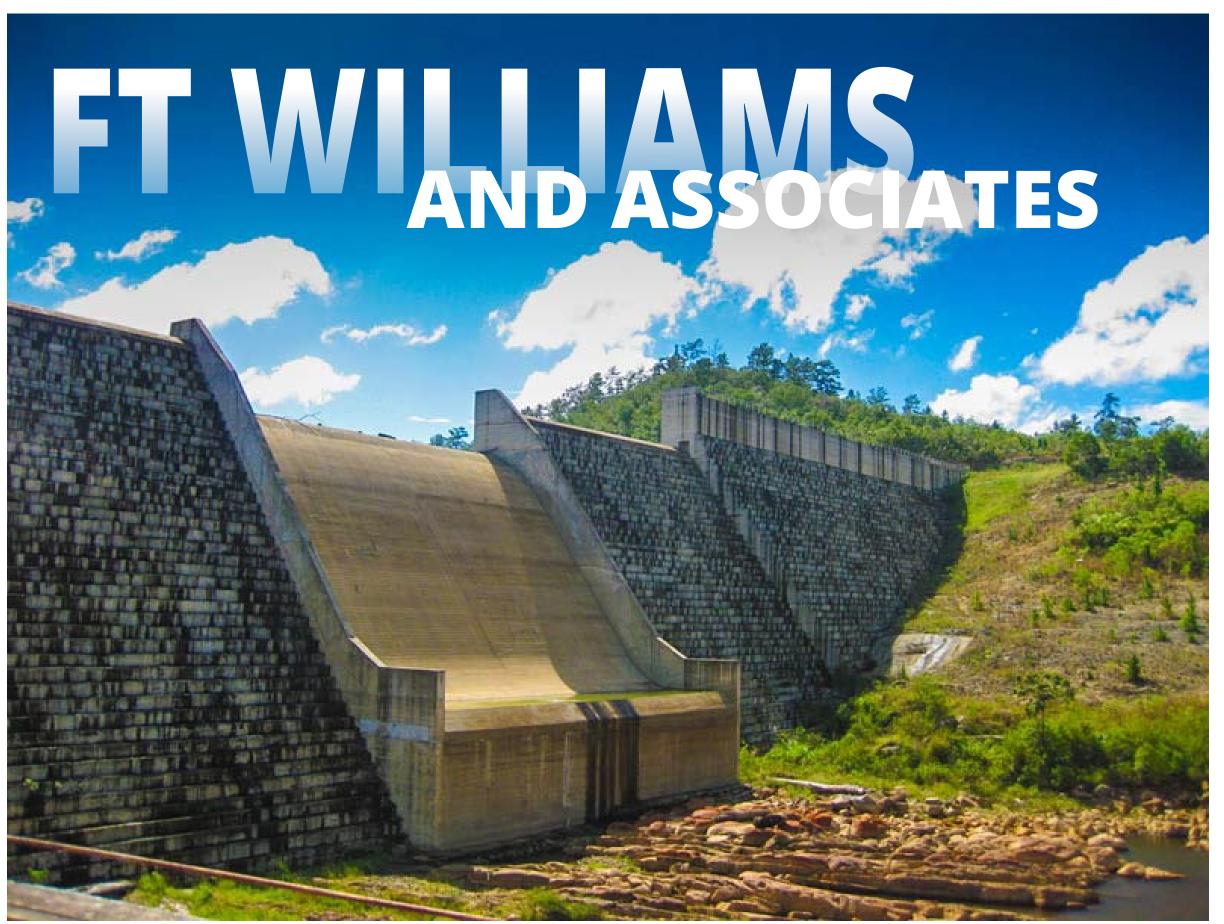
PREFERRED VENDORS

■ Ovotherm

www.ovotherm.com

Gold for sustainability! The Worldstar for "Sustainability Food Packaging" was awarded to Ovotherm for egg packaging made of 100 % recycled PET soft drink bottles. They are the number one global supplier leading in technology, production and innovation and well known for economical and value adding concepts also all over the Caribbean.

■ BRC Printing www.brcprinting.com



BRINGING COMFORT TO WHERE TECHNOLOGY AND SERVICE MEETS

FT Williams and Associates was established in 1997 in Belize City. "We started with two guys," says company founder, Floyd Williams. "Today, we have 125 employees." The company provides Belize cutting edge technology and a wide array of products and services that include: walk-in display refrigeration systems, mechanical and electrical systems, automation systems, pump solutions, power generators, uninterruptable power supply systems, ducting, and residential, commercial, and industrial air conditioning.

FT Williams and Associates is the official dealer of: Eaton UPS Backup Power and Monitoring Systems; York and TGM Air Conditioners; Heatcraft, Hussmann, and Tecumseh Refrigeration Systems; Square D and Siemens Electrical Systems; FG Wilson Power Generators; Honeywell Automation

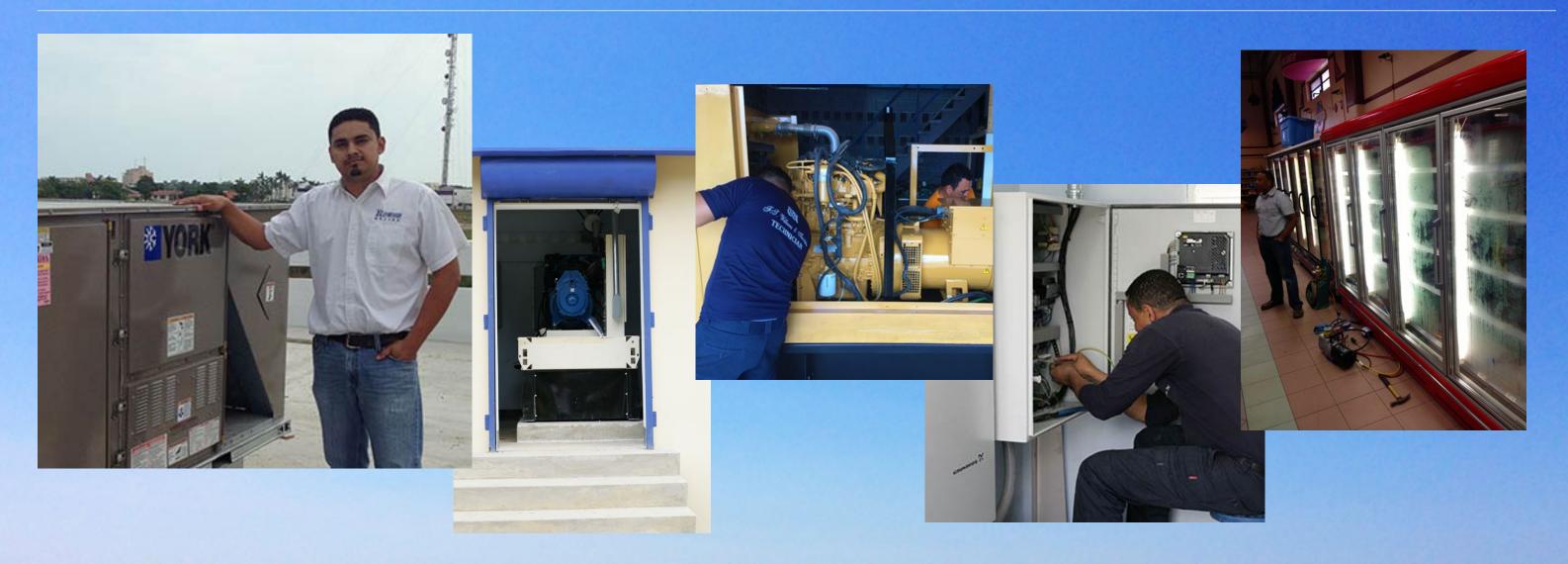
AT A GLANCE FT WILLIAMS AND ASSOCIATES

WHAT: An electrical and mechanical contractor and supplier of power and HVAC systems

WHERE: Belize City, Belize

WEBSITE: www.ftwilliams.bz

FT WILLIAMS AND ASSOCIATES



and Building Solutions; Owens Corning Fiberglass Duct Solutions; and Grundfos Pumps and Water Solutions.

Some of the company's recent clients and projects include: York AC units for the Belize Airport Authority; AC installation for BECOL (Belize Electric Co. Ltd.) at the Calillo Dam complex, located on the scenic Macal River in the Cayo District; installation of a sophisticated, high capacity electrical system at the Marion Jones Sporting complex for the Government of Belize; top of the line refrig-

eration systems for Santiago Castillo Ltd., Belize's #1 Food Distributor; York AC units for Scotiabank's largest branch in Belize City; and the mechanical and electric systems for Bowen & Bowen's new, a state-of-the-art bottling plant – the most modern bottling plant in the world.

Williams says that what differentiates his company from the competition is its reputation for high quality work performed by its well-trained staff. "Our commitment to our customers is to offer reliability, quality, and

professionalism," he states. "Whenever we do a job, we always make sure that our customer is fully satisfied. We employ nothing but the best labor in the country; we use nothing but the best materials that are available. We never guess anything – we test everything, and our work is guaranteed."

In addition to its many onsite services, FT Williams also operates two Refritech stores

– one in Belize City, and one in San Pedro on Ambergris Caye. All refrigeration and air conditioning products, as well as parts used

by the company, are readily available there. "We are opening a brand new store and a new department that will be responsible for commercial sales," Williams says. "And we believe that in the next year or so, we should be able to grow the business about 20 percent."

Meanwhile, Williams says that the Belizean economy has retained its footing after the economic downturn of the past several years, and that the company is "pretty busy at this time. And the forecast looks good for the next two or three years in terms of our mechan-



ical, electrical, and the energy-saving part of the business," he adds.

Backed by its leading technology manufacturers and its highly trained employees, FT Williams makes it possible for its customers in Belize to enjoy first-world convenience and efficiency, at home and at work, by bringing comfort to where technology and service meets.



INGEMEL S.A. team is com- for simple tenant retrofits to mitted to providing advanced complex high-rise buildings MEP services to meet a range and unique laboratory appliof needs, from HVAC, light- cations. Our engineering ing, power distribution, in- team is dedicated to provid-strumentation and building ing professional, efficient sermanagement system to im- vices to improve your buildplementation. We work with ing performance and engeneral contractors, develop- hance the overall success of ers, architects, or your your project. We utilize inin-house personnel to ensure dustry-leading technology seamless electrical engineer- and a collaborative, cliing solutions, regardless of ent-first approach throughyour project's size, scope or out all phases of your MEP complexity.

stage for owner, tenant, and project a success. occupant satisfaction. INGE-MEL S.A. provides MEP design

and process piping system analysis, design, and imple-Whether a high-rise building, mentation to ensure innovaa research laboratory, mis- tive solutions tailored to your sion critical building or an unique specifications. Let our office building; appropriate experienced team help make MEP system design sets the your next MEP engineering





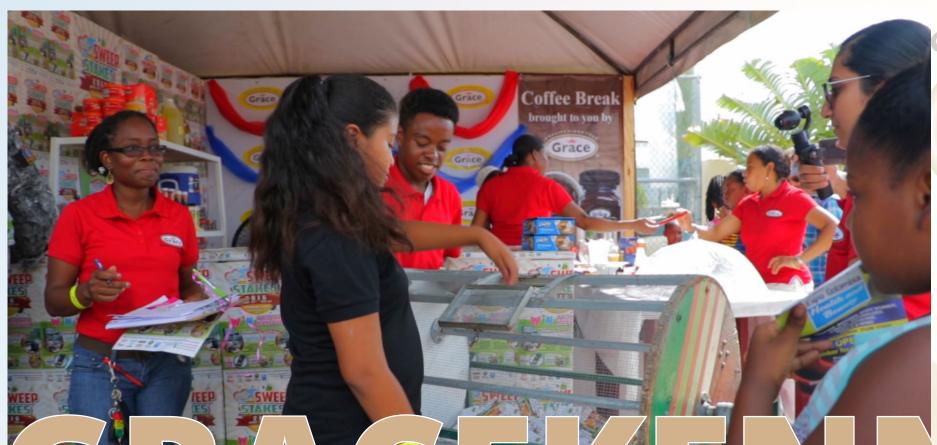
PREFERRED VENDOR

■ Ingemel S.A. LLC www.ingemel.com

Founded in 1971, Ingemel S.A. is an engineering company that specializes in industrial architecture, structures, water treatment plants, building management intelligent electronic systems, A/C and refrigeration services, energy engineering, green buildings, co-generation, heat recovery, and building automation for a variety of applications such as: mission critical facilities, data centers, hospitality, residential, commercial, industrial, and healthcare facilities.







Grace

GRACE EN LEDY

Belize Limited SUPPLYING BELIZE

GraceKennedy Belize Limited, established in January 1982, is one of Belize's major food and beverage distributors, involved in the importation and distribution of a wide range of food and non-food grocery items throughout the country. Gilroy Graham, the company's current Executive Chairman, recounts its beginnings: "The establishment of the business was at

the invitation from the then Prime Minister of Belize, the Right Honorable Mr. George Price, who invited the then CEO and Chairman of GraceKennedy Limited of Jamaica, Mr. Carlton Alexander, to come to Belize and set up a business," he explains.

"GraceKennedy, at the time, was exporting to the Caribbean, including Belize, and saw an



UALI



AT A GLANCE

GRACEKENNEDY BELIZE LIMITED

WHAT: One of Belize's major food, grocery, and beverage distributors

WHERE: Belize City, Belize

WEBSITE: www.gracekennedy belize.com

opportunity to come to Belize and set up a business for the distribution of Grace products," Graham continues. "In addition, GraceKennedy was also involved in the sourcing of certain products, such as red kidney beans and fish, from Belize, for distribution in Jamaica. So, the establishment of a business here made sense. The Chief Financial Officer for GraceKennedy at that time was Mr. Rafael Diaz, who originally hails from Belize and was instrumental in establishing GraceKennedy Belize. He subsequently became the CEO and Chairman of GraceKennedy Limited.

"During its early years, it was a joint venture between GraceKennedy, who owned 66.7 percent of the business,

and Roberto Espat who owned the other third. Roberto Espat was involved in a paper conversion business, which, at the time, produced toilet tissue, paper napkins, and brown paper bags. When GraceKennedy Belize got started, they distributed Grace products and the paper products under one management. Over time, as the business grew, Grace-Kennedy eventually bought out Roberto Espat, so GraceKennedy Belize is now a 100 percent-owned subsidiary.

"Over the years, the business expanded the range of products that are distributed to include third-party brands. We currently represent brands such as Colgate-Palmolive, Devon Biscuits, Carib Beer and Mackeson Stout out of Trinidad, Suretox Insecticide and Go Repellant from Barbados, and Mahler Products from Guatemala, to name a few."

Customer Service and Sales Manager,
Luis Ugarte, says that GraceKennedy
Belize serves "many different customers
in many different channels from wholesalers, to general supermarkets, smaller supermarkets, convenience stores,
schools, and offices." The company has
52 full-time employees, including field
merchandisers and sales representatives
who cover the entire country, including
its islands and cayes, from its distribution center in Belize City.

Marketing Manager Marnix Perez,



It still has a lot to do with the consistency of our products, over time. People have grown to know our brand because of the key products that we have.

MARNIX PEREZ
MARKETING MANAGER

GRACEKENNEDY BELIZE LIMITED



STANCODEX

believes that one way in which the company differentiates itself from the competition is in its aggressive marketing programs. "We have a force of about six to eight people merchandising our products in stores, every day," he states, "and we do a lot of sampling and a lot of promotional activities." But he also admits that the Grace Brand name often sells itself. "It still has a lot to do with the consistency of our products, over time. People have grown to know our brand because of the key products that we have."

"We also have an extremely good relationship with our customers." Graham adds. "We engage our customers and consumers on a continuous basis to try and identify unmet needs. And where we see opportunities for us to improve on our services, improve on the products that we are offering, or offer

new products, we will take advantage of those opportunities. And we are very big on quality – 50 percent of what we distribute is actually manufactured in our own factories, and all of our factories operate under international food safety standards."

As GraceKennedy Belize celebrates its 35th anniversary, Graham lays out some of the company's ongoing practices as well as some of its future goals: "One of the things we are looking at is how we can improve efficiency and productivity using information technology for market intelligence – how we can gather and process information within a relatively short period of time. And we're looking at opportunities to improve our field-force effectiveness. In

the next five years, certainly, growth is on the top of our agenda. We want to continue to grow and remain relevant to our consumers. We want to double the size of our business in terms of revenue and profit. We want to do that through expansion of the range of products that we are offering. We want to stay abreast of the current trends; we know that consumers are becoming more and more health-conscious, so one of the things we're looking at is to try and ensure that our products meet those needs.

"We also want to continue to partner with other strategic partners in terms of what products we distribute, and so we are constantly looking for new partners who have winning products that we can win with. GraceKennedy





STANCODEX Sdn Bhd pioneered the production and mass marketing of coconut milk powder in Malaysia. Our priority is to introduce the rich flavor of coconuts globally and we are committed to delivering high quality products consistently. **STANCODEX** has developed a distinctive reputation in achieving

STANCODEX has developed a distinctive reputation in achieving recognition from food manufacturers as a consistent and reliable supplier of quality products. Today, we have expanded and diversified into all coconut-related, FMCG and industrial based products.



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Servicing the world is our business.

Morstowe Sales International is a Canadian-based trading company, which has been active in sourcing and supplying its multinational suppliers and customers, with quality food products since 1976. With over 40 years of expertise in the food industry, MSI offers a complete solution to all your food-related needs. From the plant in the country of origin, to the port of destination, we've got you covered!

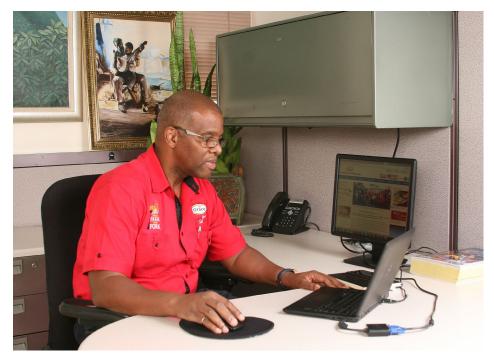


We'd love the opportunity to show you what MSI can do for you. Call us at 450-923-3122 or email us at info@morstowe.com for more information.

MORSTOWE SALES

www.morstowe.com

Belize has an excellent relationship with the farming community and the fishing community in Belize and we're looking at expanding our relation-



ships with local manufacturers who currently manufacture other products that we distribute, such as bleach, juice drinks, paper products, pepper sauces, and vinegar - looking at how we can work with some of these manufacturers to export their products to the Caribbean and to neighboring Central America."

"In addition, we believe that our success comes because of our people. It's not the technology, it's not the equipment - we

have to have the right people and so we invest in developing our people. We're continually assessing performance and putting in programs to improve

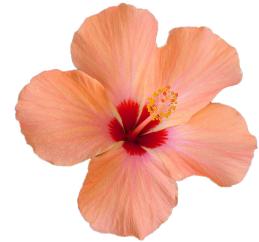
A world leader in food supply management and export logistics



WorldMerchant@Terfloth.com www.terfloth.com

their skills to make sure they can deliver on our objectives. And as we continue to grow, we have to make sure that we have the right people with the right skill sets to take the business where we want it to go. So, we continue to train and we continue to recruit people to meet the growing needs."

Finally, Graham talks about the company's succession plans: "We know that, at some point in time, we will have to move on, so we try and make sure that we identify successors, particularly for key positions. We work with those successors so, when the time comes, they can step into those positions and take over so that the business can continue to grow. This is our 35th anniversary and we plan to be around for another 35 years and more."







Continued success to our partner and friends at Grace Belize Limited

PREFERRED VENDORS

■ B. Terfloth & CIE (USA) Inc.

www.terfloth.com

The history of B. Terfloth in the trading business dates back to 1774 in Greven, Westfalia, Germany. In the 1970s, the Terfloth family interests shifted their attention to worldwide trading in agricultural, marine, and food products in combination with the GraceKennedy organization by forming the Terfloth + Kennedy group of companies. This alliance focused on the development of the GraceKennedy business and on the "Grace" brand of foods in, to, and from Jamaica. In the mid 1990s, the Terfloth group sold the "Grace" brand. Today, the company is one of the world leaders in Food Supply Management and Export Logistics, with suppliers and customers in more than 70 countries.

■ Morstowe Sales Int'l Ltd.

www.morstowe.com

Morstowe Sales Int. Ltd. is a trading company located in Montreal, Canada, with over 40 years of expertise in the food industry. Since 1976 the company has developed a network





of reliable suppliers and customers from all corners of the world. Its main products are pork, beef, poultry, processed meats, and food supplements.

■ P. A. Benjamins

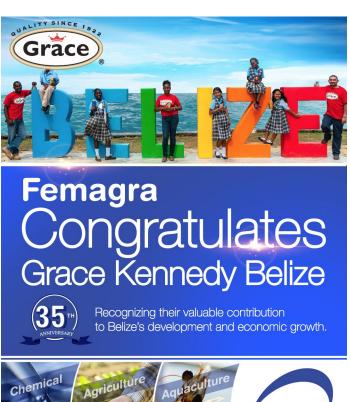
www.pabenjamin.com

P.A. Benjamins is the oldest drug manufacturing company in Jamaica having celebrated its 125th anniversary in 2004. The company manufactures high quality pharmaceuticals, cough and cold remedies, flavorings, colorings, bath and body care products, and laundry and household cleaning products. Its brands are currently marketed in over twenty countries, including North America, Canada, the United Kingdom, and the Caribbean.

■ Stancodex SDN BHD

www.stancodex.com

Stancodex Sdn. Bhd. was founded in 1998. The company pioneered the production and mass marketing of coconut cream powder in Malaysia. Stancodex has developed



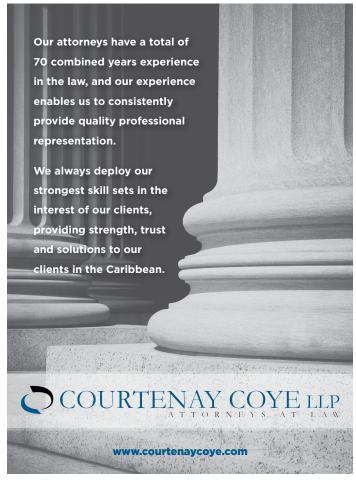


a distinctive reputation in achieving recognition from food manufacturer as a consistent and reliable supplier of quality products to Western Europe, Eastern Europe, the Middle East, Asia, Australasia, Africa, and Central and South America.

- Toucan Industries www.coooldelight.com
- Femagra Industries www.femagra.com
- Carib Brewery Ltd. www.caribbrewery.com
- Courtenay Coye LLP www.courtenaycoye.com







Karl H. MENZIES

Company Limited

BEVERAGES AND COATINGS





arl H. Menzies Company Limited was founded in 1969, in Belize by Karl and Dorothy Menzies. "My dad had been working for British Honduras Distributors and he had almost singlehandedly put Heineken (beer) into the market," says Kay Menzies, the company's current Managing Director. "On hearing he was leaving his job for another position, Heineken said to him, 'If you want to start up your own business, we will be your brand.' It was an opportunity he couldn't say 'No' to. So, he started the business with a six thousand dollar credit line and an old truck. He started as the Heineken distributor and picked up other agencies along the way. Belize, being a very small market at that time, it was a matter of what you could sell. So,



there wasn't really a theme to the business; it wasn't a strictly hardware business or a beverage distribution business or a grocery business - it was a little bit of whatever could sell."

"My father handed over the business to me in 1999, and over the years, we have evolved," Menzies continues. "That evolution has resulted in two divisions: the first division -The Beverage Division- is wines and spirits (we no longer represent Heineken). We represent several wines (over 300 SKUs) from all over the world, quite a few spirits brands; and then, we have a second division -Surface Solutions- where we distribute paints and coatings for home, auto, and industrial purposes."

To be more precise, the company's Beverage Division carries white and red wines, ports, champagne, spirits (vodka, gin, whiskey, and rum), liqueurs, and mixers, as well as bar tools and accessories. The Surface Solutions Division sells paints, paint accessories, adhesives, abrasives, and auto and marine care products. "So, it's two completely different divisions evolved from skills developed over the last forty-odd years," explains Menzies. All products are sold wholesale, as well as to end-user consumers throughout the entire country. "We deal business to business, as well as business to consumer," she adds.

Menzies says that her company attempts to



AT A GLANCE

KARL H. MENZIES COMPANY LIMITED

WHAT: A distributor of wines and spirits, and paints and coatings

WHERE: Belize City, Belize

WEBSITE: www.karlmenzies.com

differentiate itself from its competitors by way of its quality products and its devotion to great customer service. "We have long relationships that go way back and we try to preserve those relationships, as well as to grow new ones. And that takes a fair amount of attention to detail," she states. "Our business relationships tend to be very personal. There's an interest in always working for all of us to grow together. And we focus on quality rather than price. If a product doesn't meet with our standards, we simply will not carry it; it doesn't matter if it's the cheapest thing on the market. And our suppliers are companies that





tend to have the same quality focus that we do and an interest in being a top brand – not because of price, but because the consumer will enjoy the relationship with the brand."

Menzies elaborates on the importance of dealing fairly and openly in all aspects of the business: "One of the things we like to stress is relationships: relationships within the team, relationships with customers, relationships with suppliers. If you're going to be uninterested in who you're dealing with, you're not going to get very far for very long. What we try to do is focus on the long term. It's worked for us, so far, and we would advise any business starting out: that's the way to go."

Menzies is also cognizant about the need to

be a good corporate citizen in a relatively small marketplace. "Dealing in a small country, we try to find ways not to compete with local producers, but rather to complement what they're doing," she says. "So, the products that we provide in both divisions tend to be products that are not readily available, locally. Certainly, nobody is producing wine or whiskey here. And paint isn't produced in Belize.

But these are quality

products that the local craftsman, the tourism provider, the folks who are trying to make a better life for everybody around them, can use to assist them in what they do. We look at ourselves as part of the productive team, in that respect, and we end up working quite a bit with local service providers."

As for the future, Menzies says that expansion plans are on the front burner. "For most of our existence, we operated from one location and we do our wholesale distribution from there. Now, our Beverage Division through its Wine Cellars is branching out into the rest of the country. We've opened a Wine Cellar in San Pedro, Ambergris Caye, which is the largest resort island in the country, and we are hoping



to open at least two other branch locations in other parts of the country over the next year or two. For Surface Solutions, because of the technical aspects of what we do, we distribute only out of our Belize City headquarters, at the moment."





"Longer term, we're going outside the borders," she continues. "We do not believe that Belize is the stopping point for our business growth; we believe it's a launch point. Belize, itself, is so strategically located between Central America and the Caribbean that it's an opportunity for us. And so, in order to grow our market, we realize we have to go outside the home market and to the regional markets surrounding us."

At various times in its early years, Karl H Menzies' activities included forays into groceries, foodstuff, and other items before forming an emphasis on hardware that lasted almost twenty years, eventually evolving into its current strength in paints and other coatings. Today, the company's relatively new Beverage Division (it was launched in 2009)



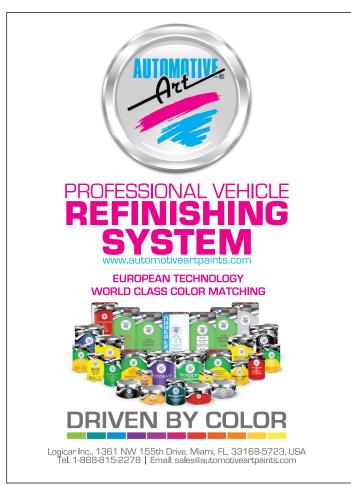




is Kay Menzies' primary focus for regional export. But if she has her way, both divisions will soon become major players, not only in her native Belize, but in Central America and the Caribbean region, as well.

PREFERRED VENDORS

- Automotive Art International www.automotiveartpaints.com
- Carta Vieja Wines www.cartaviejawines.com
- Kaleidoscope Paints Ltd. www.kscopepaints.com
- Trinchero Family Estates www.tfewines.com







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HOSPITALITY AND TOURISM ONLINE



THE WESTIN GRAND
CAYMAN RESORT AND SPA
A blissful beachfront retreat



THE FOND DOUX PLANTATION & RESORT

The best of St. Lucia



THE COCONUT COURT BEACH HOTEL

Family owned for 40 years



GREEN TURTLE CLUB RESORT & MARINA

GREEN TURIE CLUBResort CLUBRATINA

BUY EVERYBODY A ROUND!





asual, yet sophisticated. Unashamedly exotic.
The Green Turtle Club Resort & Marina takes pride of place, surrounded by spectacular beaches and breathtaking ocean waterscapes.
Nestled on the tiny Great Abaco Out Island of Green Turtle Cay in the Bahamas Family Islands, this decadent slice of paradise measures a mere three miles in length, and can only be reached by boat.

Green Turtle Cay was settled in the 1770s by British Loyalists and named after the green sea turtles that once nested there. Not surprisingly, today, tourism fuels the economy. Downtown Green Turtle Cay, New Plymouth, has a distinct New England flavor with colorful clapboard homes, artisanal shops, and restaurants serving homemade food with island flair.

The Green Turtle Club was created in 1964 by English

AT A GLANCE

GREEN TURTLE CLUB RESORT & MARINA

WHAT: Sophisticated island resort & marina complex

WHERE: Green Turtle Cay on the Out Islands of Great Abaco, Bahamas

WEBSITE: www.green turtleclub.com





biologist and inventor Allan Charlesworth, after he visited the island on his yacht, fell in love with its beauty, and bought the property where the Club now exists. One building already there at the time was a boathouse that Charlesworth turned into a bar. Today, it's a famous Club landmark that still feels like you're stepping into a boathouse when you go in to order a drink – though its walls are covered in signed dollar

bills, and the ceiling is festooned with burgees. (More about that, read on...)

In 2004, Adam Lockhart Showell, Sr. purchased the Green Turtle Club from Charlesworth's family. Showell's daughter, Sarah Ann, is now VP of Development, and shares the ins and outs of this fabulous Abacos resort: "It's an interesting story. My father had been to Green Turtle Cay before; he was out on the water one stormy

November night in 1994, managed to get his vessel ashore, and walked into the Tipsy Turtle Bar, where he ordered a rum punch from Miss Debbie – who's still our bartender there, today. Ten years later, dad flew down and bought the property from the second-generation owners."

Adam Showell, Sr. is a second-generation hotelier, himself, in Ocean City, Maryland. Sarah Ann notes, "We have two properties there, the

main one is Castle in the Sand. Hospitality has always been our family business, but we've never been out of Ocean City. So, this was really a purchase of passion for my dad. I handle everything here, since he still lives in Maryland. When he comes to the Club, he's on vacation!"

The Green Turtle Club offers an eclectic collection of 34 rooms for rent – all villas, all gorgeous – spread out across the property.



The Green Turtle Club has 44 year-round employees; 50 percent of them live on the property. The resort closes from the end of August through the end of October every year. First, because it's hurricane season. Second, because extensive maintenance repairs are done during that time to keep the property at its best. It also gives employees a well-deserved vacation after 10 months of hard work





Some facing the pool, some looking out at the harbor, others have private decks. Add to that a 42-slip marina, and it makes operating this hotel more like a 76-room resort.

Most guests come from Florida. As Sarah Ann explains it, "They treat the Abacos like Martha's Vineyard, coming over on weekend trips, and a few weeks at a time for holiday vacations. Green Turtle Cay is on

the same latitude line as Palm Beach, but has a more temperate climate; 10 degrees warmer in winter, 10 degrees cooler in summer. It's a one-hour flight from Florida, but you feel like you went somewhere completely exotic."

The Green Turtle Club has 44 year-round employees; 50 percent of them



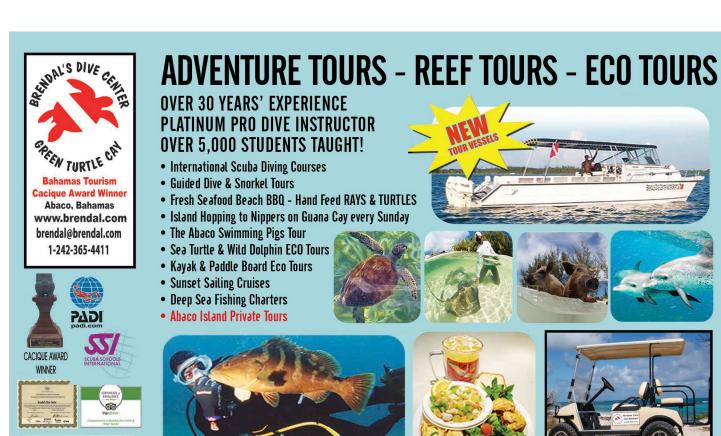
hurricane season. Second, because extensive maintenance repairs are done during that time to keep the property at its best. It also gives employees a well-deserved vacation after 10 months of hard work.

Sarah Ann focuses her marketing efforts on

promoting Green Turtle Cay, itself, as a destination: "Because even if they're staying in the houses or another resort on the island, they're going to be patronizing us. We're a small resort, so when we fill the whole island, everybody succeeds. I'm competing with other islands throughout the Bahamas and the Abacos; trying to educate my customers staying on the mainland to take that extra taxi or ferry ride over here because we have more to offer than the bigger islands. We're more secluded, elite, luxurious – but it takes some hand holding to get them here."

The other resort on the island is Bluff House, located across the harbor from the Green Turtle Club. "It's another wonderful offering on the

Harbour View Cart Rentals



Luxurv Travel Guide

f BrendalsDiveCenter

GREEN TURTLE CLUB RESORT & MARINA





harbor, with a casual and fun atmosphere. We all have lots to offer, so my focus is always attracting people to Green Turtle Cay no matter where they stay."

The last three years have been so successful, it enabled the Club to do a total overhaul of the property. All the villas have been renovated, with special attention paid to luxe bathrooms. Indoor and outdoor dining, the Chandlery, Grog Shop, and Gift Shop have been redone. The channel was dredged so boats can come in on any tide, with a seven foot mean low tide, which has made a huge difference to marina traffic. More deep water piers and finger piers were added. The marina can fit everything from yachts up to 140

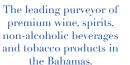
ft.-to-center consoles. Most come from Florida; the second biggest market is Texas; others come from the northeast and Canada.

Sarah Ann acknowledges, "I definitely see an opportunity for an increase in villas and rooms over the next five to ten years. Our property is 14 acres, and cuts the island in half. We have a sea to sea property, one side called Cocoa Bay has the beach, the other side our Marina. So, what my dad and I discuss over a glass of wine at dinner is pretty endless about where we want to develop the Club."

Silver Airways has been a valuable partner for six years. The Green Turtle Club combines discounted Silver Airways flights with Club room packages to offer Floridians a very competitive

price when they're vetting vacations elsewhere. The Club has also formed a unique partnership with John Watling's Distillery in Nassau. Their large selection of rum and Vodka is featured on the menu, and they do onsite events, where the Club chef pairs delicious courses with signature drinks.

"Abaco Buzz is a new collaboration," adds Sarah Ann. "A friend of mine from New York started it as a marketing website for the Abacos, from the Spanish Cay down to Hope Town and, of course, Green Turtle Cay. It's a great collective marketing space for these islands, where organization is usually difficult to manage. But, our longest business relationship is with our nextdoor neighbor, Brendal's Dive Center. Brendal grew up on Green Turtle Cay and has certified



A proud supplier of The Green Turtle Club Resort & Spa













thousands of divers. We have people who stay with us specifically because they want to dive with him."

The Yacht Club Pub, aka the Dollar Bar, is a destination all its own. The walls are plastered with bills bearing countless names and memories. Former U.S. President Jimmy Carter is among many celebrities and politicians who have visited, and a special place has been set aside for his autographed dollar bill. Sarah Ann relates, "It started as a tradition when the Bahamas was still under British rule. RAF pilots would come in, put a pound note on the wall and say, "If I don't come back, buy everybody a round." That's led to a total wallpapering of this bar. Along with burgees on the ceiling. A burgee is a flag that hangs at the top of a boat. Many people have a custom one made for their vessel, we have our own with a turtle on it. People take the burgee

off their boat, sign it, and hang it in our bar. The ceiling is covered with these beautiful, brightly-coloured, dangling flags."

The Green Turtle Club restaurant never fails to surprise with its amazing cuisine. Often, dining choices in the Caribbean are limited because so much of the food needs to be flown in, but Sarah Ann says they are surpassing expectations with leadership from their Executive Chef, Michael Howell. "It's really hard to have a high-end restaurant on a three-mile island, but we do it remarkably well. We offer creative cuisine that has a world/island fusion – all things from the ocean. It might be a Thai dish with a local grouper or hand-rolled ravioli stuffed with lobster. Exceptional dining, with a vast wine list that we cellar."

In case you need one more reason to book your vacay, the Green Turtle Club specialty "Tipsy Turtle Rum Punch" was chosen by Esquire Magazine as the best rum punch in all the Caribbean. Cheers!

PREFERRED VENDORS

■ Brendal's Dive Center

www.brendal.com

Founded in 1985, Brendal's Dive Center is a full service dive center and retail store that provides SCUBA diving and snorkeling instruction, equipment, and activities in and around Green Turtle Cay. The Center also offers turtle and wild dolphin eco tours, sunset sailing cruises and private charters, and kayak and paddle board tours and rentals.

■ Bristol Group www.bristol.bs







ST. LUCIA'S **ROMANTIC PARADISE GETAWAY**

he Ladera Resort is an adult-only, luxury hotel set on a forested ridge overlooking the iconic Pitons in Soufrière, St. Lucia. What makes the Ladera Resort so unique is the fact that all of its 36 rooms and villas have only three walls. "Because the hotel is perched on a mountain ridge, instead of the conventional room design of being completely enclosed, the resort rooms have a missing fourth wall which overlooks the breathtaking Piton views and Caribbean Sea." says General Manager Daly Mariatte. "Imagine waking up in the morning and being

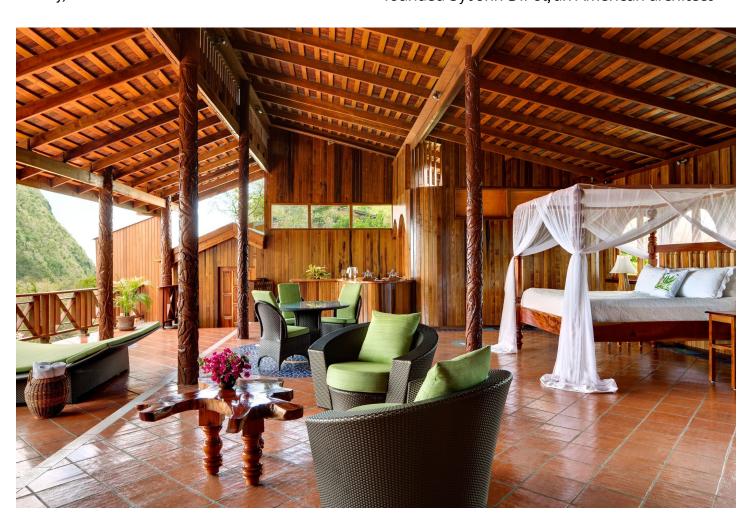
THE LADERA RESORT

able to look
directly outside
at the spectacular
view. With the exception of
the gym, spa, kitchen and offices, every building has an open wall – the restaurant,
the rooms, the reception are all open walled.
Additionally, our guests can also have their spa
services in their suites. Ladera was the first to
pioneer the three-wall concept in St. Lucia and
in this part of the Caribbean. The genius way in
which the rooms were constructed, allows them
to co-exist with the wind, rain and sunlight
patterns without affecting our guests. Architecturally, it fits in with the natural environment as



it was done purposefully and beautifully."

Ladera was once part of the Rabot Estate,
one of Soufrière's oldest and most famous
cocoa plantations. The resort was originally
founded by John DiPol, an American architect



who visited St. Lucia, and, according to Mariatte, "fell in love with the country and this location and could not pass up on the opportunity to own a piece of paradise. He built a restaurant and named it Dasheene after the tropical root crop, dasheen, which was prevalent on the estate. He then built a little villa with an open wall and that's how the concept came about in 1982," she continues. "One of the friends who visited him in St. Lucia was Mr. Ralph Hooper who, in 1988, became the sole owner of this property up until today. It's grown from having one restaurant and a villa to now having a fine dining restaurant and 36 villas, along with a main house and a cottage where the owner stays."

Ladera, most of whose guests come from the U.S. and Canada, markets itself as a "romantic, paradise getaway." "We have no television on the resort, so it's a perfect way to disconnect," says Mariatte. "We do offer free WiFi throughout the resort so people can stay connected if they wish to, but the idea is to disconnect from the real world. It's ideal for honeymooners; it's ideal for people who want to elope as we do offer one-of-a-kind wedding packages. It's ideal for people who want to reconnect, maybe celebrate an anniversary or delayed honeymoon. Many of



We are a luxury, boutique resort, the first
Forbes 4-star rated in St. Lucia, and so our
clients are mostly professionals and business
people who want anonymity or to disconnect
from the pressures of the real world.





our guests have the resort on their bucket list. We are a luxury, boutique resort, the first Forbes 4-star rated in St. Lucia, and so our clients are mostly professionals and business people who want anonymity or to disconnect from the pressures of the real world."

In addition to its breathtaking views a thousand feet above the

Caribbean, Mariatte says that the resort has added a great variety of flora to the location's already rich natural abundance. "We take a lot of pride in our gardening and landscaping, and, over the years, we've amassed a collection of plants and flowers that far exceeds any

AT A GLANCE THE LADERA RESORT

WHAT: An adult-only, luxury hotel

WHERE: Soufrière, St. Lucia

WEBSITE: www.ladera.com

other gardens in St. Lucia." In fact, the resort has incorporated a daily garden tour for its guests, which now includes a recently completed medicinal garden. "We share information about the medicinal qualities of these amazing plants and how they can benefit the body," she adds.

Ladera's Dasheene Restaurant, led by Executive Chef Nigel Mitchell, features innovative interpretations of St. Lucian and Caribbean specialties, based on local produce and fresh fish. "Our cuisine is organic," says Mariatte. "Most of what we offer on our menus are things we buy locally, or grow ourself. It's farm to table

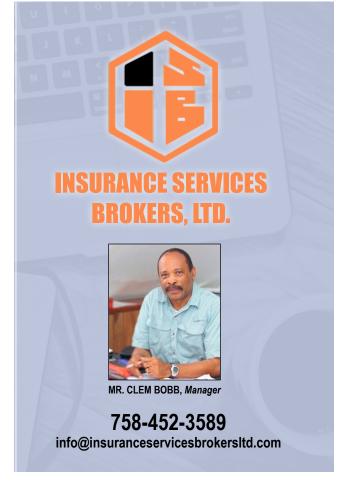
We Are A Complete Insurance Service

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and very fresh. We also buy our fish and other seafood daily."

Mariatte says that the hotel, which shuts down periodically for renovations, such as last year when it laid down new natural hardwood floors in the rooms, had to stay closed longer than usual because of some damage caused by Storm Matthew. "But thankfully, it was timely, since the hotel was already closed to guests at the time," she remarks. While there are no immediate plans for any new expansions, the ownership is always considering long-term plans. "The hotel sits on 21 acres of land, so there is scope for anything," Mariatte adds.

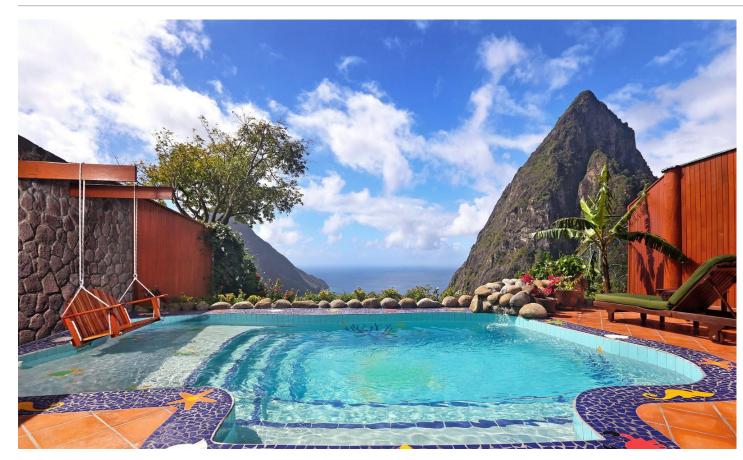
In addition to its close relationship with its



natural surroundings and its reliance on local, organic produce, Mariatte says that the resort is looking at upgrading its level of environmentally sustainable practices. "We're working with an environmental health and safety consultant to

 $_{30}$

THE LADERA RESORT



PREFERRED VENDORS

■ Insurance Services Brokers Ltd.

www.insuranceservicesbrokersltd.com

Established in 1975, Insurance Services Brokers Ltd. handles all classes of insurance including automobile, aviation, property, marine, and liability. In addition, the company is associated with several Lloyd's Reinsurance Brokers both in the London and Miami markets.

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review our practices in terms of our energy use," she explains. "We're trying to move to a lot more solar-driven energy. It's a cost benefit for us and better for the environment. We're also looking at our waste and how we dispose of it. We do, already, collect rain water, which we put through a filtration system that we re-use in the resort. And our plant irrigation all comes from rainwater."

Finally, Mariatte says that the resort's staff of 150 employees offers its guest a very personalized level of service. "Our staff-to-guest ratio is extremely high," she states. "Our employees are some of the longest serving in a private company and all are St. Lucians. Some have been here since 1988. So, essentially we have a group of people who are extremely loyal to the company and have a lot of pride in their jobs."

Living in unison with nature in a stunning, romantic setting, while being catered to by a professional, caring staff, is something that should be on everybody's bucket list. And it can all be found at the Ladera Resort in St. Lucia.



ACE Engineering Ltd.

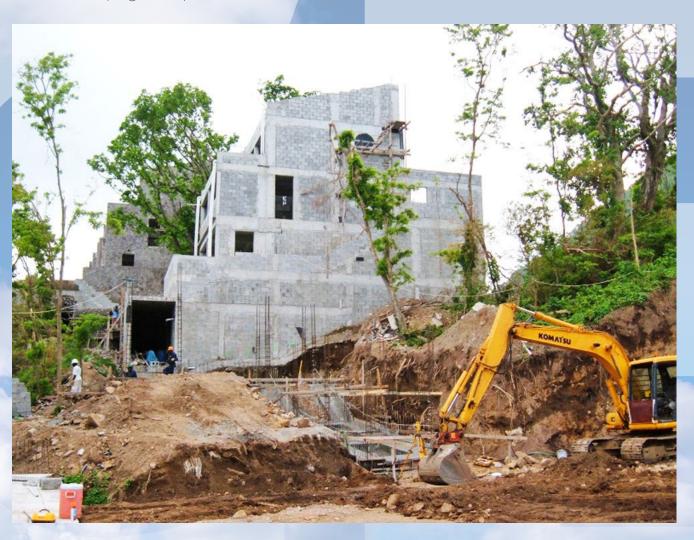
BUILDING DOMINICA

CE Engineering Ltd. is a private, limited liability company incorporated in Dominica in 1997 by three engineers who worked at DOWASCO, the local water and sewage company. "We were all providing engineering consultancy to the private sector," says Anthony Le Blanc, one of the original, shareholding partners and one of the company's current Directors. "We decided to consolidate our activities and form a company. In 1998, we all moved from the wa-

ter company and two of us started working in a modest home office in Trafalgar, and in 1999, we got involved in construction because some of our clients wanted us to do design and build, but that was our strategy, anyway."

"In 2000, we decided to relocate to Roseau, the capital, in order to be a major construction sub-contractor of SERT, a French company contracted for one lot of the Roseau Water and Sanitation Project," Le Blanc continues. The Roseau Water and Sanitation Project, which was conceptual-

The company also continues to innovate and look for more efficient ways of doing things.... Le Blanc adds that staying solvent means staying on top of the nuts and bolts of the construction business.



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ized in the early 1990s but only completed in 2003, included the study, design, and construction of sanitation systems to improve sewerage collection and disposal systems in Roseau. In that project, ACE Engineering Ltd

undertook about one third of the total water and sewer works of the main on-shore, pipeline contract valued at \$16 million.

"In 2004, having decided that we wanted to separate the consultancy and construction arms of the business, we decided to sell the consultancy arm to a local company, SORREL Consul-

AT A GLANCE ACE ENGINEERING LTD.

WHAT: A construction company concentrating on civil works projects

WHERE: Roseau, Dominica

Le Blanc. "So, we kept the construction arm and developed it into what we are, today. We concentrate WEBSITE: www.ace-engineering-ltd.com mostly on civil works - in-

> retaining walls, utility infrastructure (water supply, underground utilities), as well as housing and commercial real estate development."

our shareholders was also

a shareholder of," explains

frastructure types – roads,

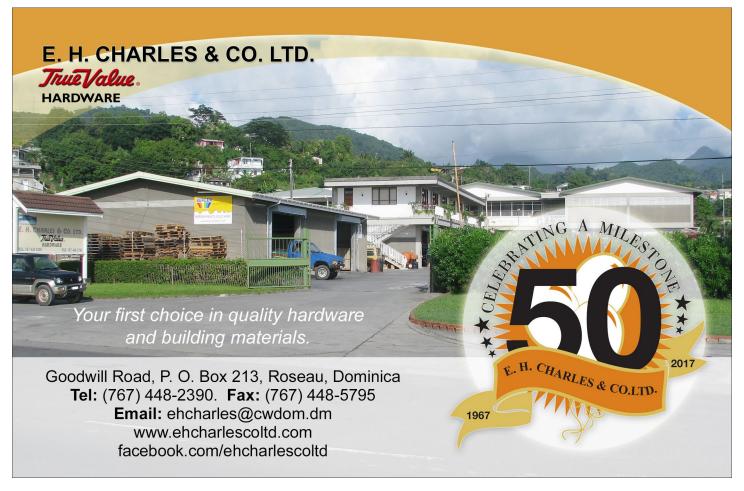
- Among the many recently completed projects of ACE Engineering Ltd. are:
- West Coast Water Supply
- St. Cyr Resource Centre

- Roseau Cathedral Erection of Steel Framing System
- Ross University School of Medicine Entrance Road and Guard House
- Petite Coulibri Resorts
- Point Michele Sea Wall
- Morne Bruce Water Storage Tanks
- Melville Hall Drainage and Lighting
- Petro Caribe Jimmit Fuel Storage Facility
- Infrastructure for a few housing develop ments around the island

Typical ACE Engineering Ltd. clients are utilities and public sector projects that are financed externally through institutions such as the World Bank, the European Union, and the Caribbean Development Bank. "Our niche is civil works," says Le Blanc,



noting that the company also works for local housing and hotel developers. "We are contracted directly, or where it is a better strategy, we engage other larger or smaller players as joint venture partners, or subcontractors, or we become sub-



ACE ENGINEERING LTD.







PREFERRED VENDOR

■ E.H. Charles & Co. Ltd. www.ehcharlescoltd.com

Established in 1967, E.H.
Charles & Co. Ltd. manufactures housing components, including timber doors, windows, and millwork. In 1981, the company began supplying builders' hardware and building materials. The company is also the agent in Dominica for True Value Hardware, the Makita Corporation, and Berger Paints.

contractors, ourselves."

Over the last several years, ACE Engineering Ltd.'s workforce has fluctuated with the local economy and the ups and downs of the construction sector. At one time or another it had anywhere from approximately 40 to 120 employees. "In 2012, we had more than 120," Le Blanc remembers. "2014-16 were our leanest years; we had just about 43 employees at the end of 2016."

When asked what differentiates his company from the competition, Le Blanc points to its mission statement: "To satisfy our clients' requirements by providing good quality and timely services in a financially viable manner, while maintaining a good and safe environment where people can showcase their talents."

"Our strategy is led by our mission," he continues. "Satisfying our customers so the net

effect is a customer who wants us back; providing the required quality always and within the time allocated; being efficient, so we can justify and maintain our pricing with a reasonable profit; running a tight ship, financially, so our bankers have no issue in providing finance; and treating our employees well and getting them to have a vested interest in our mission."

The company also continues to innovate and look for more efficient ways of doing things. "Even after we have priced a job, we continue to research and consider different approaches in order to improve efficiency and safety. We will invest in new, more efficient equipment whenever it is the best strategy."

Le Blanc adds that staying solvent means staying on top of the nuts and bolts of the construction business. "Construction is entwined in laws, rules, and formalities," he says. "You have to understand the various technical, regulatory, and

legal requirements of the business in order to obtain the best value in each undertaking and to stay in business."

Over the next several years, Le Blanc says that ACE Engineering Ltd.'s agenda includes renewing its equipment fleet, and planning for its succession. "Making sure that when I move on, and the other shareholders move on, that there are people who can continue to provide services and keep the mission alive," he relates.

In addition, Le Blanc says that ACE Engineering will continue its fight for a more open and transparent public procurement system in Dominica. "We have found that the market for locally-financed work is not as open and transparent as it ought to be," he claims. "That has affected how we do business. It's made it even more difficult to get work from the government, directly. As a company, we have spent much human and finan-

cial resources aimed at fixing that, so that we have an opportunity to get a share of the market and the taxpayers get value for their money."

Nonetheless, Le Blanc stresses that ACE Engineering Ltd will continue to ply its trade strictly in the country where it all began. "The directors took the strategic decision not to island hop for work; to limit company growth in order that we have a reasonable life with our families," he says. "The same for our employees. Quite often, people see business as the only important thing. Happiness for us is being the best at what you do where you are and allowing others to do the same. We have evolved over the last 20 years to being a significant economic player in Dominica. We have imprinted our mark on construction in many ways. We have touched the lives of many persons, mostly rather inconspicuously - but profoundly. We would want to continue to do so for years to come."





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MILTON CATO MEMORIAL HOSPITAL

facility went through a variety of restructuring and refurbishment projects in the early 1900s, then, in 1994, two intensive care beds were established, bringing capacity to 211 beds. In 2002, Kingstown General became Milton Cato Memorial Hospital, in honor of Robert Milton Cato - the first Prime Minister of Saint Vincent and the Grenadines when they gained independence from the British in 1979. Today, the hospital has a capacity of 215 beds.

Grace Walters is highly regarded as the Hospital Administrator at Milton Cato Memorial Hospital. She recently shared her insight on the exceptional care and services provided by MCMH, their valued partnerships, and the future direction of healthcare in Saint Vincent and the Grenadines.

"MCMH has approximately 600 employees, including doctors, nurses, technicians, ancillary staff, drivers, clean-

AT A GLANCE **MILTON CATO** MEMORIAL HOSPITAL

WHAT: 215-bed hospital serving Saint Vincent and the Grenadines

WHERE: Bentick Square, Kingstown, Saint Vincent

WEBSITE: www.health.gov.vc/health



Collins Limited is pleased to be invited to take part in Collins Limited supplies an extensive range of pharmathe Business View Caribbean's editorial feature on the Milton Cato Memorial Hospital. The Company is delighted to have this opportunity to honour the sterling prescription products, surgical supplies, instruments,

work carried out by the Hospital and its dedicated staff on behalf of the people of St. Vincent and the Grenadines.

Collins Limited has been a supply and service partner with the Medical and Healthcare Institutions and Profession-

als in St. Vincent and the Grenadines for more than 75 years. Their visits to the country and communications gratulate the Milton Cato Memorial Hospital, its Staff, with the various healthcare providers in St. Vincent and and all Personnel in the Public and Private sector of the the Grenadines occur almost daily.

ceuticals, medical and hospital items to Milton Cato Memorial Hospital and other service providers, including

> OTC products, dental and veterinary products. This successful partnership has, over the years, resulted in much more than a business relationship, forging a close Caribbean brotherhood.

It is with great pleasure that the Man-

agement and Staff of Collins Limited honour and conhealthcare system in St. Vincent and the Grenadines.

ing staff, admin staff, records, etc.," says Walters. "As for being a teaching hospital, I would like to say 'yes,' but no. Let me explain that. Our country has a few private healthcare facilities offering secondary care, but MCMH is the only major, secondary healthcare facility that provides that type of care to the public. That being said, we have four medical schools, and students from two of those schools utilize our facility. Our doctors, our consultants, teach at these medical schools and the students come to our hospital to do practical and hands-on observational teaching. Also, our nursing students use MCMH as a facility for learning, but we do not have a school attached, so we are not a teaching hospital in the truest sense."

The healthcare system in Saint Vincent and



the Grenadines is run by the government. Medical services are provided with a minimum user's fee. Walters notes, "Some people have individual healthcare insurance, but we do not have a national healthcare insurance policy. At present, there are discussions in that direction, but we are not there yet. So, the government foots the bill." Medication is basically free for the populace; they pay only an administrative cost of five dollars. There are a few drugs for specific cases that cost more, but those are not a broad spectrum.

With the opening of the island's Argyle International Airport on Feb. 14, Walters acknowledges, "We are expecting many persons from different countries will now visit Saint Vincent. So, as a healthcare system, we have to determine what services are required for us to perform on the international level to facilitate visitors and tourists. The international airport will

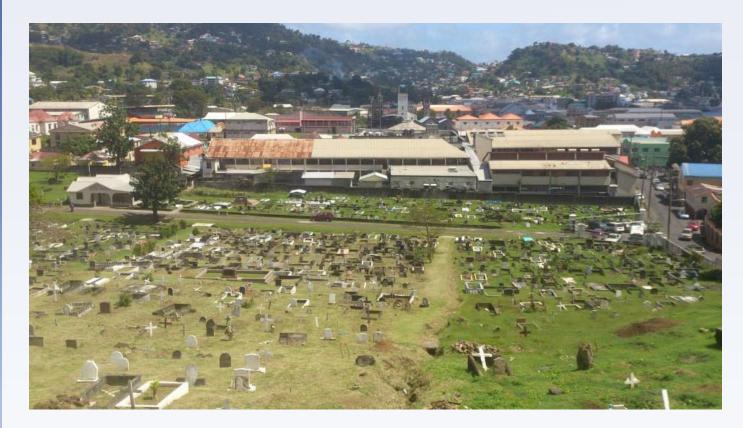


help guide the direction of healthcare in the region; expanding services to cater to everyone." She adds, "In the case of a traveller having an accident or illness, we should have at least the basics until you can go back home. As it is now, we are there, but people may have their own





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healthcare requirements in their country. For example, people who want to come home to Saint Vincent at certain times call ahead to find out if we have this service or that service... if we don't, they can make informed decisions either to shorten their time here, or ask about alternatives; access to nearby countries or quick transfers back home. We have to think about not just ordinary healthcare requests, but the extraordinary ones, as well."

Currently, the hospital provides emergency care, surgical, and medical care. Oncology is offered on a small scale, and that is increasing. There are no cardiologists on staff, however, some of the medical schools have cardiologists assigned to them, and MCMH has an

agreement with the schools to tap into that resource to have consultations at the hospital.

Walters emphasizes, "We are very strong partners with the World Pediatric Project, a group out of America that makes available the resources of hospitals in Virginia and other U.S. states that sign up with the project. Resources like pediatric surgeons, orthopedics, scoliosis surgeons, plastic surgeons, physiotherapists – different missions throughout the year. We are grateful to have their full support in terms of expertise and tangible resources like consumable goods. They bring their own supplies when they come. And this has impacted, not only Saint Vincent and the Grenadines, but our regional neighbors, as well. We

have children from St. Lucia, Barbados, St. Kitts-Nevis, Antigua, Dominica, and Grenada coming to Saint Vincent to receive care. That partnership we have with the World Pediatric Project is invaluable."

MCMH relies on a good relationship with several suppliers – GE Healthcare for biomedical machinery such as CT scans and X-ray machines; Western Scientific out of Trinidad for equipment and supplies. For medication, the hospital is partnered with other members of the OECS (Organization of Eastern Caribbean States) to procure drugs and other pharmaceuticals. A local partner, Caribbean Investment Limited, supplies oxygen to institutions throughout the islands.

Walters wants people to know that the Milton Cato Memorial Hospital is open to all. "We are the only major hospital in Saint Vincent and the Grenadines. Our doctors, all our health professionals, are highly trained. Most doctors have trained in institutions abroad. Our nurses are coveted worldwide. We are an institution that offers exceptional medical care and caters for the whole person." No worries, when you're in Saint Vincent and the Grenadines. You are definitely in good hands.



PREFERRED VENDOR

■ Collins Ltd.

colcar@collinslimited.com

Founded in 1888, Collins Limited located in St Thomas, Barbados is the region's leading pharmaceutical manufacturer and its top distributor of medical and hospital supplies. It has approximately 270 full-time employees and generates \$38 million in annual revenue.



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Mr. Lyndon Gardiner, the founder of the company.

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AT A GLANCE

INTERCARIBBEAN AIRWAYS

WHAT: A regional airline and group of air services companies

WHERE: Providenciales, Turks and Caicos Islands

WEBSITE: www.intercaribbean.com

later we were having the same conversation about me always being missing on a Friday. So I said to him, 'Well, I don't have an airplane." And he said, 'How much does that cost?' It was about twenty-something thousand dollars, so I said, 'I have six thousand and could he lend me the difference?' I guess I was a good employee - he agreed to lend me the money. I bought my first airplane and I continued to work for the bank and do some flying.

"One Friday afternoon at the airport, where the residents and local people hang out, a friend who owned a photo studio said, 'There's a billfish tournament, tomorrow. Why don't you take me out in the airplane? You can take the door off, fly low and slow. I'll get some pictures and I'll compensate you for the costs.' So, I agreed and the next morning we flew about thirty or forty minutes and turned around and came back. He got the pictures he wanted and when we landed, he gave me five hundred bucks. It was the crispiest five hundred dollars I had ever seen. So, I

called my manager and told him, 'I quit.'
He was not very happy about that, and
called in his loan. That meant I was completely on my own.

"Back in the day, I would hang out at the airport and operate a sort of taxi service. I was not properly licensed at the time; I was a private pilot. But, we'd all be out there on the hustle - getting passengers and taking them to the other islands, which were not very far from one another. On one of my trips back, I met the Deputy Director of Civil Aviation and, as I was coming off the airplane, he warned me about taking passengers for hire. Of course I told him that these people that I had were all friends and family and people that I knew forever. He questioned all three people I was flying in my Cessna 172, and no one agreed with him that I was getting paid. So, he told me, 'Look, I'll make a deal with you, because if anything happens to this airplane, you're in trouble and we're in trouble.' I said, 'I can understand why I'll be in trouble, but why would you be in trouble?' He said, 'Because we're from the CAA and we're supposed to be protecting the public interest and it would not look that we were protecting the public interest if we just allow you to fly around without a proper air operator's certificate.' So, he said, 'You come to my office and I'll show you what you need to



TREVOR SADLER, CEO

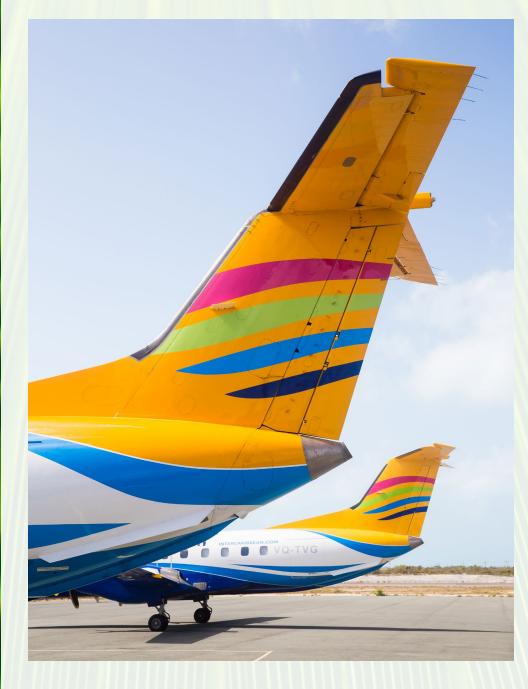


LYNDON R. GARDINER, CHAIRMAN



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INTERCARIBBEAN AIRWAYS



do. Once you comply with all the regulations, we'll give you an AOC (Air Operator's Certificate).' In six months I had the AOC which allowed me to do on-demand charters.

"I had saved up enough money to buy a Piper Aztec and began flying charters. I incorporated a company and called it 'Kerrmont Interisland Airways,' and we started flying charters up and down the Caribbean. My brother came to work for me, and a friend on the island decided to help me out, parttime, and he eventually became the chief

pilot, because my time on the ground became more important, trying to run and manage the business.

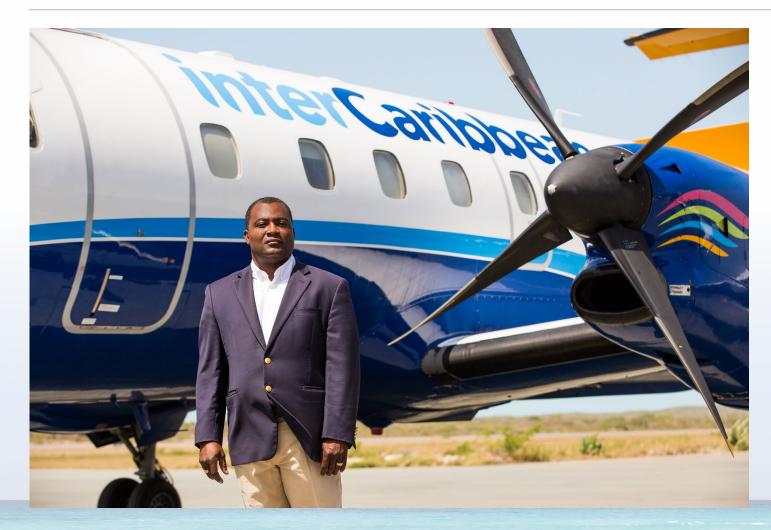
"So, the company grew. I did a lot of medevac flights and a lot of flights all over the place – bad weather, nights and, of course, those flights, you can pretty much name the number you want, because when someone's got a medical emergency, they've got to go. The Turks and

Caicos at the time had very limited medical facilities. A majority of the flights took people to Grand Turk, where they had the hospital but others were to regional capitals such as Port a Prince, Kingston and Santo Domingo. And we did a bunch of charters where people were coming to the islands and then wanting to do multi destination vacations, moving on to other places. So that's where the roots of company were."

By 2003, the Turks and Caicos government began a push toward regional and international development and it seemed the time had come for the country to have its own airline. Gardiner applied for, and was granted, a schedWe have the world's only golf cart customs and immigration facility, to service elderly people or people who have mobility issues. They can get off the airplane and drive through the facility on a golf cart and go through the whole customs and immigration process at the other end. That's a one-of-akind amenity.

LYNDON R. GARDINER CHAIRMAN





uled license and began an ambitious expansion project that involved adding international destinations and acquiring larger and faster aircraft. The company became Air Turks & Caicos in order to serve key international destinations, with daily scheduled flights to cities in Haiti, the Dominican Republic, Jamaica, the Bahamas, and Puerto Rico. "We rebranded the company to take advantage of all of the growth in the tourism sector. We had all these people coming, and working, and having businesses, and growing their empires in the Turks and Caicos. So our focus was to try and take advantage and become the premier way for them to get from

one island to another."

Gardiner also expanded his own empire to include five main operating companies. "All the companies in my group are one hundred percent owned by me. There is an FBO (Fixed-Based Operator) called Provo Air Center, and we've just been named the best Caribbean FBO for the second year in a row. We also have a ground handling company called Flight Support and, of the ten airlines flying into Turks and Caicos, we do the ground handling for nine of them – Delta, United, British Airways, Air Canada, WestJet, Jet Blue and others. Ground handling is passenger and baggage services. Once

the airplane lands, we marshal all the passengers off; we take all the bags off and when people come to the airport, we do all the check-in, security scanning, etc. We've got a third company called Caribbean Aviation Maintenance Services. It's a Turks and Caicos MRO - Maintenance Repair Organization. We provide on-call maintenance for those airlines as well as for our airline and the FBO when we have transient and visiting aircraft, business jets, etc. We also have another company called Professional Aviation Security Services; we deal with all the security aspects of protecting aircraft and passenger assets while they're on the ground in the Turks and Caicos. We also have a fueling operation – Caribbean Aviation Fuel Services that provides fueling to, I'd say, the greatest percent-

age of all the aircraft traffic that comes into the Turks and Caicos. So, it's a very encompassing aviation group."

In 2008, Gardiner bought out his main competitor, doubling the size of his operations, overnight. "We were competing FBOs, competing ground handlers, competing airlines, competing maintenance organizations, competing fueling," he explains. "At the time, the economy was very busy in terms of real estate development and the person who had owned the other company had gotten involved in a couple of projects, and so we made an offer and bought it." With the acquisition, Gardiner now managed a larger percent of the islands' air services business.

In 2013, the company went through yet another transition. "From 2009 to 2012, the econ-



omy went into sharp decline and then got to a standstill," Gardiner says. "So, we had to change our strategy. It was no longer bringing people to and from the Turks and Caicos, because there weren't many people left that wanted to come. We saw an opportunity of becoming the connecting force in the Caribbean and with that, we rebranded the company interCaribbean Airways. Shortly thereafter, Trevor Sadler came and joined us as the company CEO, with the sole focus of modernizing the airline and seating, the sales and marketing machinery in place that makes an airline tick. For instance, being able to buy tickets - right now, you can buy our tickets in 170 countries at thousands of loca-

tions, including all the online travel agencies. And that was certainly not an amenity we were able to offer our customers prior to a couple of years ago; it was all people who knew the company, or they had to go to a certain spot and we were the only ones going there. And that's how most of our sales were gotten. Now, we're operating in nine countries and 18 destinations, and we have a pretty good connectivity within the northern Caribbean.

"Also, in 2016, we expanded our FBO facility; we created a new, 10,000 square foot facility and we paved about 12 more acres of land for parking for the airplanes. We have the world's only golf cart customs and immigration facility,

In fact, the new Provo Air Center is capable of hosting aircraft as large as a Boeing 777. It has expanded pilot facilities, multiple arrival and departure halls with enhanced flexibility, private conference rooms, dining space, a gift shop, a club lounge, a special children's lounge, a coffee bar, a dedicated pet area, a well-equipped catering kitchen, an onsite laundry, and complimentary, upgraded Wi-Fi throughout the entire facility.

Over the next several years, Gardiner expects to grow interCaribbean Airways' footprint throughout the region. "It is our view that through alliances and associations with other entities and airlines in the region, we can form a web that allows people to have more free movement throughout the Caribbean," he states. "Part of our strategy involves putting down

to service elderly people or people who have mobility issues. They can get off the airplane and drive through the facility on a golf cart and go through the whole customs and immigration process at the other end. That's a one-of-a-kind amenity. And, there are a lot of other amenities that we offer at the FBO."









NTERCARIBBEAN AIRWAYS



"Primarily now, the two ways to get around the Caribbean is to either fly via Miami or Ft. Lauderdale, or through Panama, and those

> are very circuitous routes. If I take, for instance, a flight from Santa Domingo to Kingston, Jamaica - if someone flew with us, we offer that service within three hours, stopping through the Providenciales hub that we created. The other alternative is six hours via Copa through Panama,

or up to eight or nine hours via one of the U.S. carriers. So, we're adding a lot of value by giving people a All's well that ends well in lot of time back; you don't have to

fly the circuitous route. You're able to have a dollar savings moving from point A to point B. And as the weeks, months, and years go by, we're certainly seeing where our services are becoming more in demand – we've got the airplanes, we've got the IT structure in terms of reservations, flight management, and sales.

Lyndon Gardiner doesn't fly much anymore, but he hasn't given up on returning to the skies. "I'm celebrating my 50th birthday later this month, so I'm hoping to get back to being able to get behind the stick, again. I certainly enjoyed it, but I've got 8500 hours worth of commercial flying, so I don't particularly need to be up there. But I would like to still go and enjoy myself, because that's where it all started from, and I'd like to be able, in my later years, to enjoy that before I'm too old to do it."

And by the way – that gal in the Dominican Republic that Gardiner just had to visit on Fridays? She became his wife.

affairs of the heart.

And as the weeks, months, and years go by, we're certainly seeing where our services are becoming more in demand - we've got the airplanes, we've got the IT structure in terms of reservations, flight management, and sales.

LYNDON R. GARDINER CHAIRMAN







Over the next several years, Gardiner expects to grow interCaribbean Airways' footprint throughout the region.





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MILTON CATO MEMORIAL HOSPITAL

nurses' quarters.

The facility went through a variety of restructuring and refurbishment projects in the early 1900s, then, in 1994, two intensive care beds were established, bringing capacity to 211 beds. In 2002, Kingstown General became Milton Cato Memorial Hospital, in honor of Robert Milton Cato – the first Prime Minister of Saint Vincent and the Grenadines when they gained independence from the British in 1979. Today, the hospital has a capacity of 215 beds.

Grace Walters is highly regarded as the Hospital Administrator at Milton Cato Memorial Hospital. She recently shared her insight on the exceptional care and services provided by MCMH, their valued partnerships, and the future direction of healthcare in Saint Vincent and the Grenadines.

"MCMH has approximately 600 employees, includ-

AT A GLANCE **MILTON CATO** MEMORIAL HOSPITAL

WHAT: 215-bed hospital serving Saint Vincent and the Grenadines

WHERE: Bentick Square, Kingstown, Saint Vincent

WEBSITE: www.health.gov.vc/health



Collins Limited is pleased to be invited to take part in Collins Limited supplies an extensive range of pharmathe Business View Caribbean's editorial feature on the Milton Cato Memorial Hospital. The Company is delighted to have this opportunity to honour the sterling prescription products, surgical supplies, instruments,

work carried out by the Hospital and its dedicated staff on behalf of the people of St. Vincent and the Grenadines.

Collins Limited has been a supply and service partner with the Medical and Healthcare Institutions and Profession-

als in St. Vincent and the Grenadines for more than 75 years. Their visits to the country and communications gratulate the Milton Cato Memorial Hospital, its Staff, with the various healthcare providers in St. Vincent and and all Personnel in the Public and Private sector of the the Grenadines occur almost daily.

ceuticals, medical and hospital items to Milton Cato Memorial Hospital and other service providers, including

> OTC products, dental and veterinary products. This successful partnership has, over the years, resulted in much more than a business relationship, forging a close Caribbean brotherhood.

It is with great pleasure that the Man-

agement and Staff of Collins Limited honour and conhealthcare system in St. Vincent and the Grenadines.

MILTON CATO MEMORIAL HOSPITAL

ing doctors, nurses, technicians, ancillary staff, drivers, cleaning staff, admin staff, records, etc.," says Walters. "As for being a teaching hospital, I would like to say 'yes,' but no. Let me explain that. Our country has a few private healthcare facilities offering secondary care, but MCMH is the only major, secondary healthcare facility that provides that type of care to the public. That being said, we have four medical schools, and students from two of those schools utilize our facility. Our doctors, our consultants, teach at these medical schools and the students come to our hospital to do practical and handson observational teaching. Also, our nursing students use MCMH as a facility for learning, but we do not have a school attached, so we are not a teaching hospital."



The healthcare system in Saint Vincent and the Grenadines is run by the government. Medical services are provided with a minimum user's fee. Walters notes, "Some people have individual healthcare insurance, but we do not have a national healthcare insurance policy. At present, there are discussions in that direction, but we are not there yet. So, the government foots the bill." Medication is basically free for the populace; they pay only an administrative cost of five dollars. There are a few drugs for specific cases that cost more, but those are not a broad spectrum.

With the opening of the island's Argyle International Airport on Feb. 14, Walters acknowledges, "We are expecting many persons from different countries will now visit Saint Vincent. So, as a healthcare system, we have to determine what services are required for us to perform on the international level to facilitate vis-

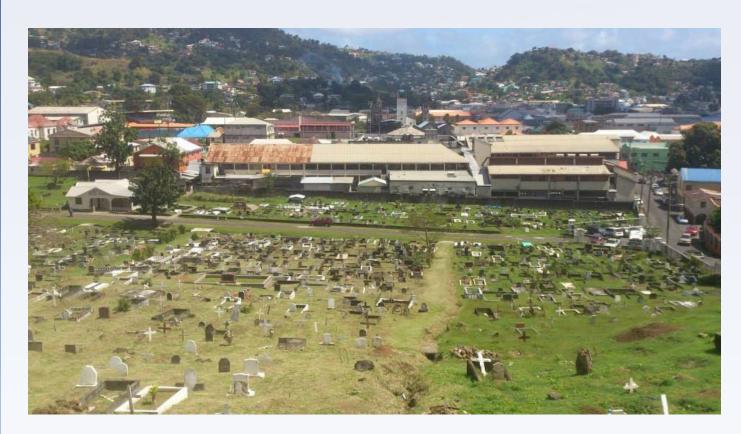


itors and tourists. The international airport will help guide the direction of healthcare in the region; expanding services to cater to everyone." She adds, "In the case of a traveller having an accident or illness, we should have at least the basics until you can go back home. As it is now,





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we are there, but people may have their own healthcare requirements in their country. For example, people who want to come home to Saint Vincent at certain times call ahead to find out if we have this service or that service... if we don't, they can make informed decisions either to shorten their time here, or ask about alternatives; access to nearby countries or quick transfers back home. We have to think about not just ordinary healthcare requests, but the extraordinary ones, as well."

Currently, the hospital provides emergency care, surgical, and medical care. Oncology is offered on a small scale, and that is increasing. There are no cardiologists on staff, however, some of the medical schools have cardi-

ologists assigned to them, and MCMH has an agreement with the schools to tap into that resource to have consultations at the hospital.

Walters emphasizes, "We are very strong partners with the World Pediatric Project, a group out of America that makes available the resources of hospitals in Virginia and other U.S. states that sign up with the project. Resources like pediatric surgeons, orthopedics, scoliosis surgeons, plastic surgeons, physiotherapists – different missions throughout the year. We are grateful to have their full support in terms of expertise and tangible resources like consumer goods. They bring their own supplies when they come. And this has impacted, not only Saint Vincent and

the Grenadines, but our regional neighbors, as well. We have children from St. Lucia, Barbados, St. Kitts-Nevis, Antigua, Dominica, and Grenada coming to Saint Vincent to receive care. That partnership we have with the World Pediatric Project is invaluable."

MCMH relies on a good relationship with several suppliers – GE Healthcare for biomedical machinery such as CT scans and X-ray machines; Western Scientific out of Trinidad for equipment and supplies. For medication, the hospital is partnered with other members of the OECS (Organization of Eastern Caribbean States) to procure drugs and other pharmaceuticals. A local partner, Caribbean Investment Limited, supplies oxygen to institutions throughout the islands.

Walters wants people to know that the Milton Cato Memorial Hospital is open to all. "We are the only major hospital in Saint Vincent and the Grenadines. Our doctors, all our health professionals, are highly trained. Most doctors have trained in institutions abroad. Our nurses are coveted worldwide. We are an institution that offers exceptional medical care and caters for the whole person." No worries, when you're in Saint Vincent and the Grenadines. You are definitely in good hands.



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