

Caymanian Times

COLLECTORS EDITION

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A NATION BUILT: CAYMAN HONOURS
ITS HEROES OF INFRASTRUCTURE



IRG: CAYMAN'S REAL ESTATE MARKET RECORDED STRONG PERFORMANCE

By Staff Writer

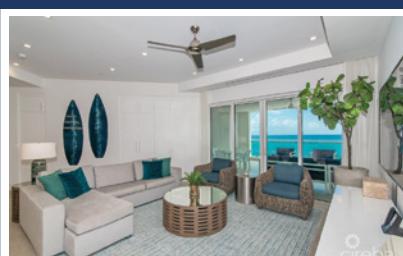
Confidence in Cayman's real estate market remains solid, according to a 2025 review published by prominent sector firm IRG.

In a comprehensive report reviewing 2025 and looking at opportunities for 2026, the real estate agency reports that in 2025, the Cayman Islands real estate market saw higher-value transactions,

policy changes, and a shift toward a more normalised pace.

For 2026, it says the outlook remains

SEE IRG, PAGE 3



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CAYMANIAN TIMES: CAYMAN'S COMMUNITY VOICE



► Ralph Lewis Owner & Publisher

For 2026 - and beyond - your community newspaper, Caymanian Times, is totally committed to reflecting the best of Cayman in our coverage.

Many times the real news lies away from the glare of the headlines, hardworking and committed people doing their part to make the community better for everyone. For 2026 we want to tell more of those stories and give recognition to the selfless efforts they put into all manner of charitable causes. That unique human feature that we call Caymankind is more than a catchy slogan and a brand. It's the real Cayman. It's who we are.

Look out for more of our special segments on community events, people

Newsflash: Nearly a million dollars spent on Cuban migrants since July Page 7

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FREE

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Versatile musical veteran gets lifetime achievement award

Fight mars football final Read more on page 6

TRAVEL PROS

Where in the World do you Want to Go?

Issue No. 196

www.caymanweekly.ky

12 February 2016

Weekend Edition

Cayman Weekly

12 February 2016

Editorial

Job Creation vs Employee Replacement

Last week, the government launched its Ready 2 Work programme that seeks to compensate employers for three months' wages for Caymanian employees that they placed within their organisation. We applaud this effort but feel that the real solution to the unemployment situation is job creation.

We also have heard calls from opposition members to place a moratorium on work permits and eventually place Caymanians in some of those roles occupied by expatriates.

We also feel that this suggestion will not entirely solve the problem as the country has become heavily dependent on the revenues received from work permits and also for local services that are consumed by these transient workers.

This week, US President Barack Obama indicated that America's economy is improving in light of the 14 million new jobs that have been created in the last six years.

We encourage the government in the waning months of this term to pour some attention and funds into job creation.

For businesses to expand and create new jobs, capital injection is required and in a time when these resources are scarce, funds can be diverted to assist those businesses that will employ Caymanians if cash was available for their businesses to grow.

On another note, paying businesses to hire Caymanians should not be encouraged but rather provision of low interest credit which can be repaid from the efforts of these new employees who should contribute to a company's bottom line.

Sustainable employment is more important than short term employment and in the words of a reader, short term employment seeks to demotivate rather than motivate.

Agriculture Show a big hit once again By Christopher Tobutt

Editorial

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Cayman Weekly

By Caymanweekly.ky

Publisher	Ralph Lewis
Company	Lewis Cayman Islands Ltd
Telephone	345 916 2000
Email	caymanweekly@gmail.com
Website	www.caymanweekly.ky
News Editor	Ben Meade

⚠ WARNING

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We encourage motorists to drive carefully when approaching our Line Operations crews, T&D Planners, contractors and sub-contractors while they are working on or near the roads - traffic cones, bright orange road signs and flashing lights will be displayed and in certain situations, rumble strips will be deployed.

Depending on the work involved, portions or all of the road in the work zone may need to be blocked to allow our trucks and vehicles access to the utility poles. **Motorists are encouraged to drive with extreme caution at slow speed until they are well clear of the work zones.** Your support will allow us to work safely and complete the job in a timely manner.

Remember to never use mobile telephones while driving, always wear seat belts, obey the speed limits, pay attention to road signs and slow down when workers or pedestrians are on or near roads!



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profiles, arts and culture, sports, healthy living, personal financial management, business advice, and more to come across many areas of interest in 2026.

Of course, the big issues of the day will always get their space. The movers and shakers will continue to have their say and hold sway - but will be held to account with probing questions, insightful analysis, editorials, and commentaries about the direction they are taking Cayman. We'll continue our coverage of issues in the region, other UK Overseas Territories, and the rest of the world, especially as they relate to Cayman.

With plans to publish 3 days per week during 2026 (up from the present two editions weekly; Wednesday and Friday), Caymanian Times is gearing up for a busy year ahead - and it's just getting started.

There's no mystery to our history.

The Caymanian Times newspaper was founded 13 years ago by ex-banker Ralph Lewis, marking the culmination of a life-long passion for media that had quietly been 'bubbling in the background'.

From a small publication specialising in

community events, job and classified advertisements and financial advice (after all, the publisher is an ex-banker), Caymanian Times has stayed the course and weathered the storms. And that's not just hurricanes, but also the COVID pandemic, during which publisher Ralph Lewis was one of the media representatives at the forefront of local reporting and press briefings.

Coming through all that, Caymanian Times is now sailing into the future **under its own steam**. The nautical analogy is intentional, reflecting Cayman's proud maritime tradition.

The paper will continue to be free and available via an expanded distribution network throughout Grand Cayman and the Sister Islands. Our online presence is already being enhanced, especially with our extensive archives as a research and recall tool.

That's our commitment for 2026. **Same Caymanian Times. Same ownership.**

"Caymanian Times is here to stay", says Mr Lewis, "My family and I are committed to building on this truly independent platform that was created from a vision in March 2013."



Caymanian Times

Issue # 1158

Publisher: Ralph Lewis
Company: Lewis Cayman Islands Ltd
#19 Walkers Road (next to Tomlinson Furniture)
Telephone: 345 9162000
Email: info@caymaniantimes.ky
Website: www.caymaniantimes.ky

CAYMAN'S REAL ESTATE MARKET RECORDED STRONG PERFORMANCE IN 2025

IRG REVIEW: PART ONE

CONTINUED FROM Page 1

"measured but confident"

According to IRG's CEO and founder, Jeremy Hurst: "While inventory levels, financing conditions, and global dynamics will continue to influence activity, Cayman's core fundamentals, including economic stability, international connectivity, and lifestyle appeal, remain firmly intact."

The firm says in 2025, the Cayman Islands real estate market reinforced its position as one of the Caribbean's, and increasingly the world's, most resilient and regionally recognised real estate destinations.

"Cayman's long-term fundamentals, lifestyle appeal, and limited prime inventory continued to provide powerful support across key segments," it says, pointing to three key themes: resilient demand, market normalisation and opportunities ahead.

LOOKING BACK

According to Residential Sales Associate David Gordon, over the past 15 years, the Cayman Islands real estate market has demonstrated steady growth and resilience. It says this historical perspective highlights both the long-term stability of the market and the evolution of buyer behaviour.

"The 2011, 2016 and 2021 peaks illustrate how the Cayman market has historically rebounded after challenging economic cycles; however, the years since Cayman's 2021 peak market have trended toward a more normalised, sustainably paced growth, balancing transaction activity with more modestly rising values."

RESIDENTIAL

James O'Brien, Head of Luxury, notes that 2025 was defined by higher-value activity. While total transactions eased, sales volume and average price rose, supporting long-term stability and continued confidence.

"The market is not slowing, but rebalancing, supporting long-term stability, sustainable growth, and continued confidence in Cayman's real estate market."

Marco Mastrogiovanni, Residential Sales Associate, points out that in 2025, the Cayman Islands real estate market saw fewer transactions but a higher total



► Jeremy Hurst

value, with rising volume and a higher average price point.

IRG represented 2 of the 3 largest residential sales in 2025.

RESIDENCY BY INVESTMENT

IRG says Cayman continues to be an attraction for high-net-worth(HNW) individuals despite the announced increase in the investment requirements announced by the government in last November's budget statement. The Residency By Investment programme changes the requirements from CI\$2 million to CI\$4 million for Permanent Residency, and from CI\$1 million to CI\$2 million for the 25-year Residency Certificate.

IRG Residential Sales Associate, Doug Moss, explains that although the investment thresholds will be doubled from March this year, this is not expected to dampen "Cayman's ongoing appeal to high-net-worth investors...Given rising mid-to-upper-tier luxury prices, these levels are still likely to represent strong value to prospective residents."

"Nevertheless, the ability to secure residency in a safe, stable, and well-regulated jurisdiction remains a powerful incentive, particularly where Permanent Residency can provide a pathway to Caymanian Status and, ultimately, a British passport."

COMMERCIAL LEASING AND DEVELOPMENT MARKETS

The IRG report also suggests that whilst annual office absorption has softened from

MARKET REPORT

2025 In Review | 2026 Opportunities



previous peaks, refurbishment costs and operational disruption often make relocation preferable to full refit programmes. In many cases, this has resulted in tenants moving into smaller, more efficient footprints, which in turn has moderated demand for speculative private-sector office development. Even so, best-in-class buildings continue to perform strongly.

It refers to Seven at Cricket Square, which was delivered fully pre-leased ahead of completion, and 2026 will see the next Camana Bay office building move

toward completion, anchored by the relocation of a leading law firm from George Town.

IRG represented the largest commercial transaction of 2025 at \$7,350,000.

"Camana Bay remains a focal point for finance-industry occupiers seeking an integrated 'live-work-play' environment, while George Town is beginning to benefit both from its more efficient cost base for tenants and from the early successes of rejuvenation," says Trisha Johnson, Head of Commercial.

Cellular World



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CAYMAN FUND REGISTRATIONS SOAR

By Staff Writer

Cayman Finance reports continued growth in the jurisdiction's private funds sector, following the publication of the 2025 Fund Statistics by the Cayman Islands Monetary Authority (CIMA).

In a news release it said the number of private funds domiciled in the Cayman Islands has increased by 430 year-on-year to reach 17,722 at the end of 2025. This represents a 40% increase since the end of 2020, when 12,695 were domiciled in the jurisdiction, following the introduction of the Private Funds Act, which mandated registration, annual audit requirements, and formalised oversight mechanisms for valuation and custody.

"Cayman's fund sector has expanded rapidly in recent years, in step with growing demand for private credit fund-raising. As banks retreated from middle-market lending post-2008, private credit managers filled the funding gap with bespoke financing solutions," Cayman Finance explained. It said private equity also remains foundational to Cayman's fund sector, but structures have continued to evolve, particularly through the increased use of continuation vehicles and other hybrid approaches that combine primary commitments, secondary purchases and co-investment rights.

The jurisdiction is now home to 30,598 funds, including 12,876 mutual funds. Hedge funds are typically registered as mutual funds under Cayman's regulations. Cayman funds managed US\$16 trillion in total assets at the end of 2024, with a net asset value of US\$9.1 trillion, consolidating its status as the world's leading offshore domicile. Data from the US Securities and Exchange Commission shows the jurisdiction accounts for approximately 32% of US private fund net assets.

Cayman Finance also reported that Cayman funds are also popular in Japan, where institutional investors hold over \$645bn in overseas allocations, with approximately 80% of those funds flowing into Cayman-domiciled funds. In terms of net asset value (NAV), Cayman funds with investment managers in the UAE have



seen a 200% year-on-year increase from 2023 to 2024, from \$26 billion to \$78 billion. Cayman funds, which are managed by investment managers in Brazil (22%) and Singapore (21%), have also seen significant growth in net asset value.

New fund registrations softened slightly in the final quarter of 2025, as global private equity fundraising conditions remained challenging amid fund de-registrations that typically occur at year-end. This moderation has been partly offset by renewed demand for hedge fund strategies. The size of the global hedge fund industry increased by about \$628bn in 2025 to exceed \$5tn, according to HFR. Cayman hosts more than 75% of the world's offshore hedge funds, with 54% of all net assets reported to the SEC being managed in Cayman-domiciled funds.

Samantha Widmer, Director and Head of Funds & Capital Markets, Cayman Finance, said: "Cayman's fund sector has recorded strong year-on-year growth as it cements its position as the domicile of choice for investment managers. The latest figures reinforce what we're seeing across the market. Cayman combines tax neutrality and English common law certainty with a robust, commercially practical regulatory framework. Since the introduction

of the Private Funds Act, the jurisdiction has strengthened institutional confidence through consistent oversight, while still delivering speed to market through streamlined processes and a deep bench of experienced service providers."

"As private credit, continuation vehicles and hedge fund strategies continue to evolve, Cayman's flexibility and global credibility position it to support the next phase of investment growth. Virtual asset strategies and tokenised funds present new structural opportunities, with Cayman already hosting approximately 58% of crypto and digital asset hedge funds globally."

CAUTIOUS ABOUT 'PARBO'

Meanwhile, with Cayman and other UK Overseas Territories under pressure from London to enact legislation to allow public access to registers of beneficial ownership (PARBO), Cayman Finance has raised the prospect that negative impacts could outweigh any perceived benefits.

In response to questions from Caymanian Times newspaper, the organisation which represents the territory's finance sector said: "The main impact of Cayman's beneficial ownership register has been additional friction for clients, while service providers have adapted their systems to comply with

the requirements. We do not need to speculate about the effects of a fully public register."

Cayman Finance points to a ruling by the Court of Justice of the European Union against similar legislation in Luxembourg. That court had ruled that Luxembourg's fully open register interfered with the fundamental rights to privacy and data protection in the EU is used as a point of reference by UK territories which are challenging the full public access proposed under PARBO. "The same rights are protected in the Cayman Islands by Cayman's Constitution," the organisation said, stressing that "It is also difficult to see what benefit would be gained by granting access to anyone without a legitimate interest in the information."

Asked to describe Cayman's ongoing compliance with global regulations while balancing the privacy concerns of clients, Cayman Finance responded: "The Cayman Islands has established a comprehensive register of beneficial ownership that provides access to members of the public with a legitimate interest. This ensures Cayman's ongoing compliance with global standards while balancing privacy and data protection rights."

With Cayman's fund sector continuing to record impressive growth, in particular, Cayman Finance credits this to confidence by global clients and Cayman's regulatory compliance among the key indicators setting it apart from its competitors.

"The Cayman Islands is trusted by fund managers and institutional investors because it has an established track record as a fund domicile, high-quality service providers and several decades of experience. Cayman offers strong regulation and a respected legal system built on English common law that gives investors the highest level of confidence."

Cayman Finance also said the jurisdiction has equally demonstrated its commitment to transparency and international cooperation, as well as adherence to international standards. *"In addition, Cayman's tax-neutral framework ensures investment returns are not subject to an extra layer of taxation. That means capital can move efficiently across borders, while investors pay tax in their home jurisdictions,"* it explained.



RBC Race for the Kids: Driving Mentorship and Record Youth Impact in Cayman



► Participants at the start line, running and at the finish of the 2025 RBC Race for the Kids five-kilometre charity run/walk event, benefitting One2One.

The momentum from the 2025 RBC Royal Bank (Cayman) Race for the Kids (RFTK) has ignited a transformative year for Cayman's youth, with funds raised fuelling unprecedented growth for mentorship initiatives at One2One.

Last year's record-breaking race, which rallied 700+ runners, walkers, and supporters, has directly enabled life-changing programs to expand, empowering more than young people to dream bigger and achieve more.

One2One Milestones Powered by RBC RFTK:

- Mentoring Month Triumph (January): Celebrating 150+ mentor-mentee pairs, spotlighting stories of resilience and growth that inspired the community.
- Boys Mentoring Network (Ages 14 to 16): Deepened impact with bi-monthly sessions on self-awareness and leadership, turning challenges into opportunities.
- Girls Mentoring Group Launch: Introduced a dynamic 6-month program blend-

ing creative arts, sports, and skill-building to uplift young women.

- Corporate Mentorship Surge: Partnered with 10+ businesses to recruit 40 new mentors, strengthening a network that now supports 220+ youth, a 22% increase since 2025.
- Fundraising Legacy: RFTK 2025 donations covered 70 per cent of 2026 program costs, ensuring uninterrupted access for vulnerable families.

Khadene Lobban, RBC's Cayman Country Head, cheered the achievement, "Cayman's RFTK isn't just about crossing a

finish line, it's a launchpad for the future. RBC's commitment to youth is investment in potential, and together, with over 160 program volunteers we're building a legacy, one mentor, one milestone at a time."

Participants of all ages took part in the annual RBC RFTK event on a beautiful Sunday in April of last year. The participants enjoyed perfect weather as they ran, jogged, walked or strolled the 5K course, winding through the scenic Camana Bay area.

Globally, RBC's RFTK initiative has surpassed \$100 million CAD for youth char-

ties, with Cayman's success spotlighting the Caribbean's growing role in this movement. Within the Caribbean, these community building races occur in Cayman and Trinidad and Tobago.

The Race Continues: 2026 and Beyond

RBC is gearing up for the 2026 RFTK, aiming to smash last year's totals.

"Every dollar raised became a building block for programs that are now changing lives. One2One is now reaching more youth than ever, equipping them with the skills and relationships to thrive," Kendall Pierre, One2One's Board Chair, expressed.

A current youth mentee shared, "One2One's youth connection program has helped me feel supported and understood. My mentor helps me navigate challenges and believe in myself, even when things get tough."

From finish lines to new beginnings, RBC and One2One are proving that when Cayman moves together, its youth soar. Lace up for this year's **Cayman RBC Race for the Kids, on May 3, 2026!**



APPLEBY ADVISES AMERICAN DRIVE ACQUISITION COMPANY IN ITS USD230M INITIAL PUBLIC OFFERING

Appleby has announced that it acted as Cayman Islands legal counsel to American Drive Acquisition Company (**American Drive**) in connection with the closing of its initial public offering (**IPO**) of 23,000,000 units at a price of \$10.00 per unit on December 18, 2025, which included the exercise in full by the underwriters of the overallotment option to purchase an additional 3,000,000 units, resulting in gross proceeds of \$230,000,000.

The units began trading on the Nasdaq

Global Market under the ticker symbol "ADACU" on December 18, 2025. Each unit consists of one Class A ordinary share and one-third of one redeemable warrant of the company, with each whole warrant entitling the holder to purchase one Class A ordinary share at a price of \$11.50 per share. American Drive expects that its Class A ordinary shares and warrants will be listed on the Nasdaq Global Market under the symbols "ADAC" and "ADACW," respectively.

Appleby advised on all Cayman Islands legal aspects of the transaction, further strengthening its proven track record and consistently demonstrating deep expertise in IPOs and capital markets regulation.

The Appleby Capital Markets team was led by Counsel Alexandra Low, with Partner Simon Raftopoulos, Paralegal Sophia Cunningham and other members of the corporate team.

Appleby continues to play a key role



► Alexandra Low, Counsel

in major IPO and public-market matters worldwide.

Caymanian Scholars: What are they saying?

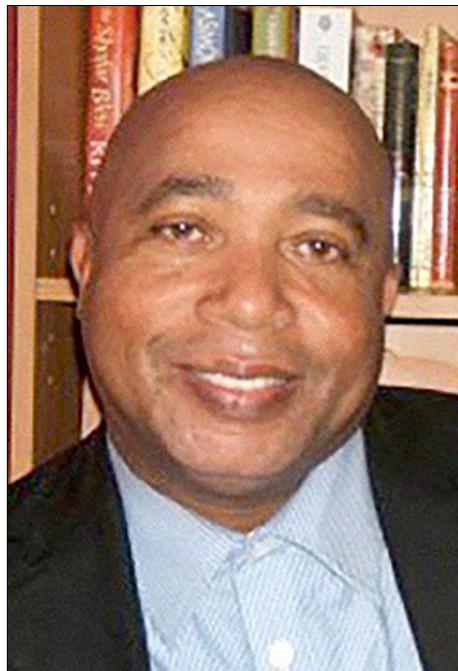
By Dr. Livingston Smith

In this series of articles, I will summarize and engage with the works of leading Caymanian scholars. Writing books is a fine and glorious endeavor, yet too often, after the excitement of a launch has passed, these works are shelved, forgotten, and fail to achieve the impact their authors had hoped for.

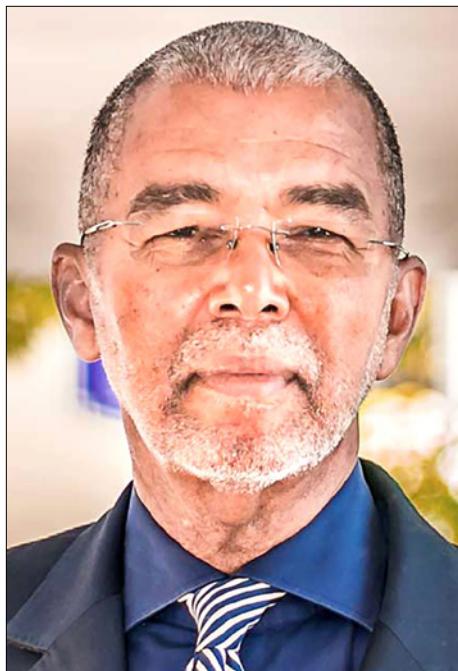
The aim of this series is to bring Caymanian scholarship into the public conversation with fairness, clarity, and courage. I want readers to understand what these scholars are saying, why their ideas matter, and how their work contributes to our national life. In doing so, I hope to encourage the public not only to seek out these books, but to read them thoughtfully and engage with them seriously.

Reading is vital. As Harold Bloom, the influential American literary critic best known for his work on the Western canon and poetic influence, reminds us in *How to Read and Why*, reading is not merely the acquisition of information but a deeply personal encounter that shapes the inner life and strengthens the imagination. But it does more than that in my view. Reading is vital to the stimulation of national conversations on matters of importance, providing the depth, context, and intellectual discipline such discussions require. It is reading that gives substance and verve to a national dialogue that is serious, informed, and ultimately worthwhile.

I will begin with Roy Bodden's latest scholarly work, *De-constructing Development: Immigration, Society and Economy in Early 21st-Century Cayman*, which was launched recently. In this first article, I will consider the prologue, entitled "The Elephant in the Room," as well as the introduction.



► Dr Livingston Smith



► Dr Roy Bodden

In the opening of *De-constructing Development*, Bodden says that if Caymanians want to understand what the Islands have become, they must stop accepting the glossy "success story" at face value and ask the harder question he has been asking since 1978: For whom are we developing? He frames the book as an attempt to tell Cayman's story from the inside. In doing so he says he is echoing Chinua Achebe's warning that when only the "hunter" tells the story, the "lion" is misrepresented.

Chinua Achebe, the renowned Nigerian novelist, essayist, and cultural critic, famously warned that "until the lions have their own historians, the history of the hunt will always glorify the hunter." His insight speaks directly to the importance of Caymanians telling their own stories and interpreting their own social, economic,

and cultural realities. Caymanian scholarship, when read and engaged seriously, ensures that our national narrative is shaped from within rather than defined solely by external voices or unexamined assumptions.

Bodden's point is that Cayman's recent history has been too often narrated by outsiders, investors, official, etcetera, while the lived experience of established Caymanians, especially those pushed to the margins, has been minimised, softened, or ignored.

Bodden argues that the central force transforming Cayman is globalisation, and that most public debates underestimate its role. In his telling, Cayman's modern rise, begins with Caymanian seamen who travelled widely on ships "flying flags of convenience," sending remittances home that

helped shift Cayman from subsistence life into modern cash prosperity. Within a few decades, Cayman made an unusually rapid leap from schooners to jet travel, from isolated island life to international visibility. But globalisation did more than bring money; it opened the door to the modern economy's "triad" that, in Bodden's view, cannot be separated: immigration, society, and economy. Immigration supplies labour; the economy fuels expansion; society absorbs the social and moral consequences. Together, they drive Cayman forward, but also destabilise it, he argues.

A major theme introduced early is what Bodden calls Cayman's "duality" by which he means the coexistence of "paradise" and "plantation." Paradise, he says, is the image sold to tourists and enjoyed by the wealthy: a place of comfort, leisure, safety, and high living. The plantation, on the other hand, is the underside: the labour system, low wages, overcrowding, rising rents, fragile livelihoods, and sharp social hierarchy that supports paradise. Bodden uses the plantation metaphor deliberately: he argues that modern Cayman increasingly resembles an old Caribbean pattern where the best land and the greatest benefits concentrate among a privileged few, while the working majority becomes controlled, replaceable, and exploited. To people only passing through, the Islands can look like a harmonious, prosperous society. Bodden insists that beneath that surface is a tense structure where inequality, contested space, and cultural displacement are growing.

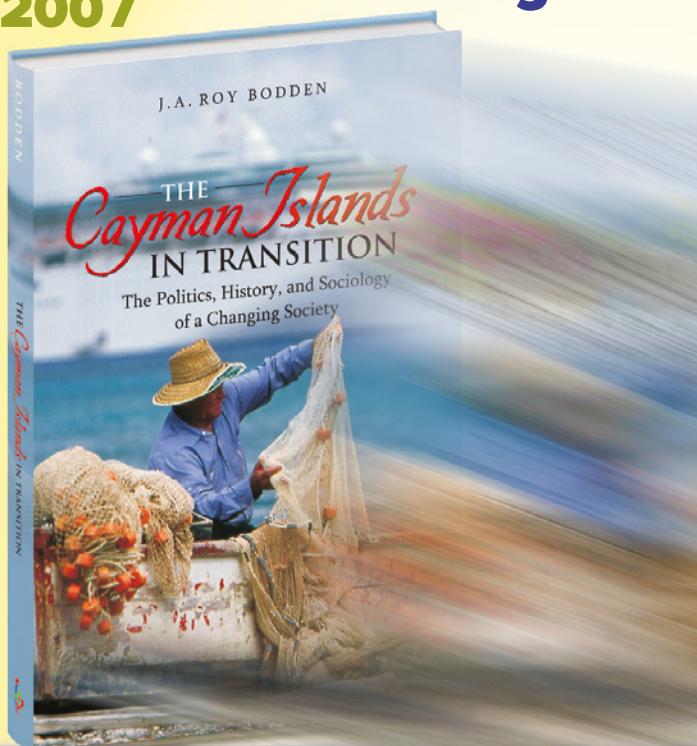
From there he turns to immigration as a central pressure point. Bodden describes a shift from Cayman as a quiet frontier society to Cayman as an increasingly contested space shaped by a large and continuing inflow of migrant workers and expatriates. He traces key waves: British

professionals relocating after political change in the Bahamas; Jamaican migration accelerating after Jamaica's political and economic turmoil in the 1970s; and later arrivals from across the Caribbean, Central America, and further afield. His argument is that Cayman's economic model has depended on imported labour to sustain rapid development but that this has produced an unintended (or at least unmanaged) outcome: established Caymanians becoming a minority in their own country, with growing anxiety about belonging, identity, and cultural survival.

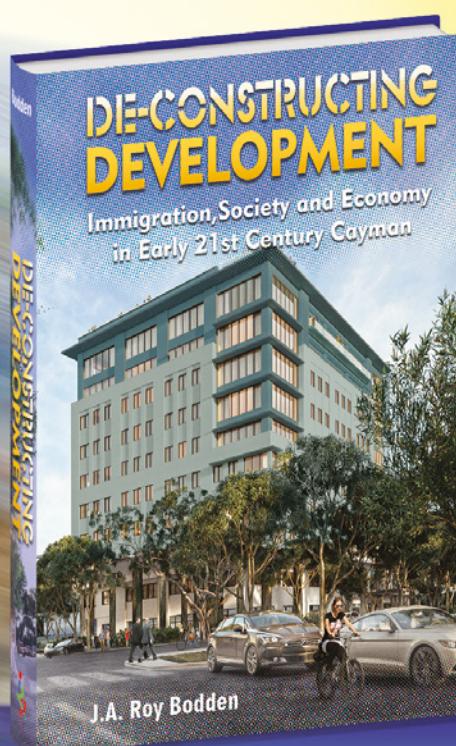
Bodden's account is blunt about cultural friction. He says many immigrants arrived with little interest in assimilation, while Caymanians became increasingly alarmed at changing social norms. He points to shifts in language, behaviour, sexual mores, household patterns, and public morality. These changes he frames as a departure from Cayman's earlier Victorian/Judeo-Christian norms. He also describes the emergence of labels and stereotypes aimed at newcomers and the hardening

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Interpreting the present ...
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2007



2025



For those who wish to know.

Caymanian Scholars

CONTINUED FROM Page 6

of attitudes over time, especially toward Jamaicans, who became the most visible migrant group in work and business. He argues that the immigration question is no longer a narrow policy issue but that it has become Cayman's most explosive national debate because it touches everything: jobs, wages, housing, land, politics, identity, and social cohesion.

Bodden then sketches Cayman society as a four-tier hierarchy, with wealthy metropolitan expatriates at the top, followed by near-White Caymanians and professionals, then the middle class, and at the bottom the working poor—made up largely of Black Caymanians and migrant workers. He emphasises that wealth increasingly allows the upper tiers to live physically separated from everyone else, in gated subdivisions that resemble global luxury enclaves more than local Caribbean communities. In his view, this creates a Cayman where rich and poor increasingly occupy different worlds, with fewer shared spaces and fewer everyday interactions. He argues that land, especially prime land, has become a commodity that young Caymanians will struggle to access, as property prices are driven by global money and by development decisions that prioritise high-end markets.

Finally, in the sections on the economy, Bodden traces Cayman's transformation from remittance-supported life, to tourism, to "tax haven" and eventually global finance supported by enabling laws such

as the Companies Law of 1960. He credits early political and administrative figures for recognising Cayman's economic potential but stresses that key warnings were ignored, particularly warnings not to sell Cayman's land outright and to plan development carefully. Tourism brought modernity, improved living standards, and greater workforce participation by women; but it also created labour shortages that triggered more importing of workers. Over time, Bodden argues, Caymanian workers faced rising service expectations, increased competition from cheaper labour, and a growing sense that the system was structured against them. He raises concerns about "leakage" in tourism (profits flowing abroad), widening inequality, weakened prospects for the middle class, and the possibility that Cayman's political and commercial centre could shift away from traditional Caymanian spaces.

The overall message of the introduction is that Cayman's development has produced impressive wealth and international stature, but it has also created deep tensions over land, identity, citizenship, inequality, corruption, and social stability, and the society is approaching a dangerous tipping point if these tensions remain unmanaged.

Some Conclusions

Bodden's opening sections do three important things at once. First, they present a different way of looking at Cayman's success story, inviting readers to move beyond familiar stories of growth and prosperity. Second, they suggest that the main challenges facing the country are structural rather than personal—that is, they arise less from individual choices or

shortcomings or cultural deficiencies and more from structural issues: the systems, policies, and long-term decisions that shape how society functions. Finally, Bodden argues that Cayman's greatest risk is not economic failure, but social division, the gradual erosion of trust, and cohesion which can emerge when these deeper issues are left unexamined and unattended.

A casual reader might think the book is mainly anti-immigration. But the deeper claim is that Cayman adopted an economic model that requires constant imported labour, yet failed to build a stable social settlement around that reality. When a society depends on migrant labour but does not create widely accepted rules for belonging, rights, wages, housing, and long-term integration, it ends up with distrust on all sides: locals fear displacement; migrants feel exploited; employers treat labour as disposable; and politicians dodge decisions until crises explode. As social scientist, Bodden seeks to present an analysis of the various factors, drawing conclusions as he sees them.

Bodden uses the plantation metaphor to bring home the point that development is not only about GDP, skyscrapers, and arrivals but how human beings are arranged and stratified in the process, who bears costs, and who receives benefits. "Paradise" is a society where comfort is protected; "plantation" is a society where comfort is produced. The danger he sees is that Cayman could normalise a system where many people are essential to the economy but remain socially marginal, economically squeezed, and politically voiceless. If that happens, the society may look stable, until it suddenly isn't. This is an important take-away from these first sections.

Bodden repeatedly returns to land because, in small islands, land is not just an asset; it is identity, inheritance, security, and dignity. His fear is disenfranchisement: a future where the descendants of those who built Cayman cannot afford to own Cayman. That is why his old question "For whom are we developing?" keeps returning. For him, land sales to outsiders and soaring property prices, in addition to being economic issues, they also threaten Cayman's continuity as a Caymanian society.

Bodden's opening sections are also an indictment of repeated political evasions: commissions that produce reports, recommendations shelved, backlogs building until the problem becomes explosive, and then chaotic "fixes" that deepen bitterness. His implied argument, in fact, in later chapters, stated more explicitly and bluntly, is that Cayman's development has not been guided by a coherent national vision. It has been driven by market forces and short-term decisions while political leaders postpone the hard questions especially about immigration, land, and long-term social cohesion.

Whether or not one agrees with Bodden's conclusions, this is careful and valuable analysis. He brings together the key forces shaping contemporary Cayman which are the economy, globalization, immigration, modernization, housing and land, inequality, and social tension and shows how they interact. In doing so, he offers readers a way to see Cayman as a connected system rather than a set of isolated problems, which is, at its core, the essential craft of social science. In the next article, I will look at his next chapter—A Nuanced Introduction to 21st Century Caymanian Society.

CRUISE SHIP SCHEDULE — WEEK — FEBRUARY 2-7



Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
2	3	4	5	6	7
Norwegian Dawn	Carnival Miracle	Celebrity Silhouette	Carnival Liberty	Sun Princess	MS Allura
		Nowegian Viva	Independence of the Seas	Celebrity Xcel	Caribbean Princess
		Carnival Paradise	Norwegian Prima		
		Nieuw Statendam	Carnival Sunrise		
Total Passengers	Total Passengers	Total Passengers			Total Passengers
2,500	2,680	12,120	15,186	7,685	4,569

Many Paths, One People: What It Means to Be Caymanian

By **Lucille Seymour, BEN, MBE, JP, Hon PhD (Hum)**

The author offers this reflection as a lifelong Caymanian who has served as teacher, educator, senior civil servant, volunteer, protector of older persons, advocate for young women, politician, and community developer, writing from deep love for these Islands and their people. Since the 1960s, she has heard the murmurs and witnessed disparities affecting both native Caymanians and those who became the new Caymanians, and she now wishes, before she closes her eyes, to speak with truth and honesty. Her intention is to affirm the dignity and priority of Caymanians in their own land, to invite newcomers to truly join the Caymanian story, and to call on both citizens and Government to protect the culture, history, and opportunities that make "Many Paths, One People" a living reality rather than a slogan; she prays that her hopes and dreams may manifest in the Islands becoming one people, united in name and in heart, before she passes on.

In this time of intense debate over immigration, residency, and who is truly "Caymanian", I offer my story and reflections as a lifelong daughter of these Islands, hoping to guide the conversation towards unity and respect.

Many Paths, One People: What It Means to Be Caymanian

I grew up in the Cayman Islands in the late 1940s and 1950s, when there were only a few thousand of us living here. Almost everyone I met was Caymanian. People from England or America could be counted on one hand, and there were not many others from the wider Caribbean. The judiciary and the medical professions depended largely on Jamaica. We went to Jamaica for many things, but we went there as visitors seeking goods and medical treatment, speaking with a Caymanian accent and carrying our Caymanian ways of good manners and thankfulness with us.

In those days, most of the people who came from outside did not arrive as tourists or investors, but as tradesmen and professionals. Some came from Jamaica, some from the United Kingdom, and a few from elsewhere to work in places like the hospital, the courts, the schools, and government offices. Many of them stayed on and lived among us, not apart from us. Their children went to school with us, played in our yards, and sat in the same churches. In time, those children spoke just like us and visited our homes and went to church with us. They kept their family names and places of birth, but they were drawn into Caymanian life and speech, not the other way around.

At primary school my teachers were local, and even the Jamaican teachers who came through the church in my secondary years soon sounded more like Caymanians than visitors. Later in life I studied in Jamaica, England, and the United States, but I held on to my Caymanian accent and conduct. Being



► Lucille Seymour, BEN, MBE

Caymanian was not a slogan for me; it was simply how I had been formed from childhood.

As an Education Officer, I helped write texts and teach Cayman Social Studies. At that time Cayman heritage, civics, and history were examinable at the end of primary school, and civic lessons were taught in places like Cayman Brac. I believed then, and still believe now, that if every child who grows up here learns our story, our values, and our duties, they will be better able to call themselves Caymanian in more than name.

Since the 1990s, I have watched my country change. Financial services and tourism have brought growth and opportunity, but also a large influx of people from many places. Private and international schools have multiplied. Caymanian accents are often softened or replaced, and many young people live more in imported media and cultures than in the Cayman I once knew. At the same time, I hear our generational Caymanian children say that even with education and effort, the highest positions still seem to go to people brought in from afar.

Since the 1960s, as immigration increased to support our growing financial and tourism industries, many of us have watched a quiet shift take place in the lives of our young Caymanians. While newcomers helped build the modern economy, our children have too often found themselves competing for opportunities in their own land, seeing senior posts and key decisions handed to people brought in from abroad, even when Caymanians are qualified and willing to serve. They have grown up in classrooms and workplaces where their accent, their history, and their way of life can feel secondary to imported cultures, and this has planted in some a deep sense of being guests in the very home their forebears sacrificed to build.

My questions about "who is Caymanian" and "what is Caymanian" do not come from a desire to divide or condemn. I am not trying to provoke ugly discourse or to set "old" and "new" Caymanians against each other. I am trying to describe, as honestly as I can, what I have seen and felt on my journey from a small, almost entirely Caymanian society to the complex Cayman of the 21st

century.

For me, Caymanian identity is the shared history, speech, values, and responsibilities of the people rooted in these Islands, whether by birth or by choice. It belongs to those whose families go back many generations and to those who have come more recently and truly joined our story.

My journey as a Caymanian who has traversed the world three times, and extended my travels as far south as the Falkland Islands and as far east as Fiji, reaching China, Africa, New Zealand, and Australia, and of course all the Caribbean Islands, South America, Canada, Europe, and the USA, has given me a good insight into how people live and honour their country. Of course, they too have invited others to join their rich cultures, to which those newcomers willingly adapt. The expectation here is no different, and the tax systems and rules in those countries often distinguish between locals and nationals, yet we still respect them greatly. With the shoe on the other foot, the acclimation that is necessary and required is no different from what should be expected here. Cayman is smaller and has a charismatic charm of welcoming people. That welcome is innate and Caymanian, and it draws an enigmatic love for this little rock. So, when all is said and done, if we wish to allow it to remain what we so dearly love, there must be a gathering of souls and minds with a kindred spirit to keep it so. This is a place that all of us love, so it is only natural that we must come together to keep this little place we call home.

I believe that when someone becomes Caymanian, they should gain more than security or advantages; they should also accept certain things. At the very least, I believe every Caymanian, old or new, should share:

A basic knowledge of Cayman's history and civics, and of how hard earlier generations lived.

Respect for Caymanian accent and manners, even if their own speech is mixed.

A sense of duty to fellow Caymanians and to the land and sea that sustain us.

A commitment to stay and build, not just to use Cayman for a season and move on.

Because of this, I would like to see some simple steps. I call on our education authorities and all school leaders to help make these steps real. I would like every school, public or private, and the authorities who regulate them, to treat Cayman history, heritage, and civics as serious, examinable subjects. I would like young people from different schools and backgrounds to meet each other through shared projects and community service, so they grow up as one people, not in separate worlds. I call on Government to require that people applying for Caymanian status must attend a course that teaches our story and our responsibilities, so that becoming Caymanian means joining a people as well as receiving a document.

We rewrite or create stories in the me-



dia so that faces represent a cross section of who lives here and that the many shades we have are proudly placed, whether it is a death announcement, an advertisement, or a cultural story. When there is representation to participate on behalf of Cayman, it shows the world the beautiful hues of our interconnected ethnicity. When we hold programmes, we find a place to focus on our culture and heritage, and our national song is given the respect it deserves and we stand when it is sung. We celebrate our cultural days together, whether they come from shared hardship or from tradition, like Constitution Day. A people who build their history with their people, regardless of whether we arrived by plane or in pain, will be a successful and harmonious one. We encourage the mother tongue and unity in everything, and we should never find our own pronunciation or dialects being scoffed at. Cayman is no different from any other nation that is wrapped in the same cultural tapestry of language and cultural habits. Our difference is that we are the Cayman Islands and, as the saying goes, when you go to Rome you do as the Romans do. We are a set of people founded with great norms, rich cultural habits, and a strong sense of place.

To the young women and men reading this, I say: your voice, your accent, your history and your service are needed now more than ever in shaping the Cayman Islands of tomorrow.

My story of becoming and being Caymanian is not a scold or a reprimand; it is an experience to share from the many lives I have lived and worked in—as a young teacher, an educator, a senior civil servant, a lifelong volunteer and nation builder, a protector of older persons, a stalwart in shaping the lives of young women, a politician, and still a community developer. I too have been sidelined as a native, but with maturity as a child of God and a great mother, I have evolved not into bitterness, but into someone groomed to be cognisant of what my role should be in shaping my destiny, and the destiny of my country and my people. One thing is clear to me from all the countries I have visited: their indigenous people come first, and the responsibility of the nation builders and political directorate is not only to give that assurance, but to enact laws and policies to make it real. They must eat of the fat of the land. There is no country that does the opposite, and Cayman must not be the outlier that fails to do this.

I therefore think it opportune to write not only to the people of my country, but also to the Government, about my feelings on being a Caymanian and the benefits that status should bring to its

CayMusicA's Cayman Arts Festival 2026 promises a myriad of performances



Cayman Arts Festival kicks off next week and showcases a myriad of local and overseas performers. Local talent, along with overseas artists, will deliver performances that range from rock to classical, from flamenco to pop, and nearly everything in between.

The Cayman Arts Festival is one of CayMusicA's annual events that takes place each February and presents international and local performers, and provides musical education to the youth of the Cayman Islands.

This year's festival will kick off on Thursday, 5 Feb. at 7 pm with the Jazz en Trance Big Band, led by saxophonist Denys Carbó Cedeño. This will be an evening of jazz, Latin, Caribbean and contemporary big band music.

On Saturday, 7 Feb. at 7 pm, the Cayman Youth Camerata will join with former students and professors from The Yehudi Menuhin School. The Cayman Youth Camerata is the premier ensemble of the CayMusicA after-school programme and showcases the extraordinary talent and dedication of Cayman's most advanced young musicians.

On Sunday, 8 Feb. at 5 pm, Cayman's rising stars Future Fobia joins forces with the all-female Dutch band, The Royals, for an electrifying night of classic and contemporary rock.

On Thursday, 12 Feb. at 7 pm, Cayman-born multidisciplinary Jaedyn Hanna brings her powerful blend of music and storytelling to the stage.

The festival will wrap up on Saturday, 14 Feb. at 7 pm when the Miguel Vargas Flamenco Dance Theatre delivers a flamenco experience, uniting dance, song, guitar and rhythm in a vibrant celebration of Spanish tradition. This event will also feature flamenco singer Esperanza Fernández.

All performances will be held at the Harquail Theatre.

Co-founder and Artistic Director Glen



Inanga said, "The Cayman Arts Festival is CayMusicA's longest-standing event, and I'm delighted to invite audiences to enjoy the amazing group of artists who will be performing this year."

Executive Director Marius Gaina said, "This year's festival promises to be very

special. I'm very pleased that our visiting musicians and performers will also be able to meet with students and connect with our amazing local musicians and artists to provide additional support and guidance."

Tickets can be purchased at the door or online. For those buying tickets online, Cay-

MusicA invites people to bring a friend for a two-for-one ticket price (except the final evening).

To purchase tickets or for more information, visit caymanartsfestival.com, email enquiries@caymanartsfestival.com or call 922-5550.

Many Paths

CONTINUED FROM Page 8

people, and to all who wish to be honoured with that incomparable status. It must live in our very soul, in our breath, and in our voice.

I know that my own days are nearer sunset than dawn, but my deepest wish is that long after I am gone, children yet unborn will still be able to say with pride and truth, "I am Caymanian," and know exactly what that means in their heart.

My hope is for a beautiful Cayman

that embraces all who are truly willing to belong, while still honouring the sacrifices and stories of those who came before. I want us to be a people where generational and new Caymanians study together, work together, worship together, and serve together, so that over time we no longer feel the need to

divide ourselves by labels like "generational" or "ancestral."

In the end, what I long for is simple: that in this century, when someone says "I am Caymanian," it means we share not just a passport, but a story, a duty, and a home.

Lucille Seymour

Leadership Cayman 2026 Cohort Completes Sister Islands Opening Retreat

The Cayman Islands Chamber of Commerce is pleased to announce that the Leadership Cayman Class of 2026 has successfully completed its annual Sister Islands Opening Retreat, held in Cayman Brac following the programme's Orientation Dinner at Grand Old House on 14 January.

The retreat marks the first major milestone in the six-month leadership development programme, offering participants an immersive introduction to key civic, social, and economic issues influencing the Cayman Islands. This year's cohort of 24 professionals travelled to Cayman Brac for several days of structured workshops, community engagement, and sector-focused learning.

The opening component of the retreat centred around an intensive leadership workshop facilitated by **Dr. Peter Hammerschmidt**, a respected expert in team building and conflict resolution. Over two days, participants explored their leadership styles through interactive exercises and group challenges designed to strengthen communication, collaboration, and self-awareness — a signature feature of the Leadership Cayman experience.

Chamber Programmes Coordinator **Jada Ramoon** praised the enthusiasm and chemistry of this year's class, noting: "The opening retreat was a massive success; the class was very interactive with Dr. Hammerschmidt. They all meshed so well together and hit it off immediately. I am looking forward to continuing to work with the class and to see what they will achieve."



► Leadership Cayman's Class of '26 visits Peter's Cave

A key highlight of the retreat was the *Sister Islands Perspective* seminar, which provided participants with a comprehensive understanding of community devel-

opment and public leadership within Cayman Brac and Little Cayman. This year's panel featured three distinguished presenters:

- **Mark Tibbets, Cert. Hon., JP**, District Commissioner, Cayman Brac & Little Cayman

- **Inspector Leslie Laing-Hall**, Area Commander for Cayman Brac

- **Mr. Josh Baker**, Deputy Registrar & Campus Manager, UCCI Cayman Brac Campus

Each speaker offered valuable insights into governance, public safety, local education pathways, and the evolving needs of Sister Islands residents — reinforcing the importance of community-centred leadership across all levels of Cayman society.

In keeping with longstanding programme tradition, the cohort also participated in a guided tour of Cayman Brac, visiting key cultural and historical sites including the iconic Lighthouse, Heritage House, and the farm-to-table restaurant Le Soleil. In previous years, participants have also toured Faith Hospital to gain firsthand understanding of healthcare provision within the Sister Islands.

As the cohort returns to Grand Cayman, participants will begin the full schedule of bi-weekly seminars, site visits, and facilitated discussions that define Leadership Cayman. Alumni consistently describe the opening retreat as the experience that transforms the cohort from a group of professionals into a unified leadership community — a dynamic clearly reflected in the Class of 2026's strong start.

The Chamber of Commerce congratulates the 2026 cohort on completing this significant first step and looks forward to supporting their continued development in the months ahead.



► Leadership Cayman's Class of '26 visits Faith Hospital



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16% gratuity will be added to the total bill

Due to high demand, it is advisable to make an advance reservation.



► Jenny Powery and daughter Shiann Powery accepting for the late Arlon Powery Sr.

► Gregg Anderson

A Nation Built: Cayman Honours Its Heroes of Infrastructure



► Jason Mark P Scotland

► Donley Tatum- Cayman Brac- Retire from PWD.



► A L Thompson

Heroes Square came alive on Monday morning as Cayman gathered to celebrate the people whose work shaped the Islands' physical landscape. Under the theme **"Honouring a Nation Built: The Power of Physical Infrastructure,"** National Heroes Day 2026 paid tribute to the builders, planners, engineers, and organisations who laid the foundations of modern Cayman.

The ceremony opened with the deep, resonant call of the conch shell, followed by the proclamation from Speaker Hon. D. Ezzard Miller and the raising of the national flags. Uniformed detachments — from the RCIPS and Coast Guard to the Regiment, Fire Service, Prison Service, Girls Brigade, Scouts, and Ca-



► Radio Cayman



► Uncle Bills



A Nation Built

CONTINUED FROM Page 12

det Corps — marched into the square with precision, their presence setting a tone of dignity and national pride. The crowd stood for *God Save the King*, and Pastor Garrett Haylock offered a prayer that grounded the morning in gratitude.

In his printed message, Premier **Hon. André Ebanks** reflected on the long arc of Cayman's development and the people who shaped it.

"It reminds us that progress does not happen by chance. It is built, deliberately, by men and women who see needs before they became problems, and opportunities before they became realities."

He wrote that physical infrastructure forms "the foundations of modern Cayman," supporting daily life and economic strength, and noted that today's success "rests firmly and securely on the vision

and dedication of those who laid these foundations years, and sometimes decades, ago." At the ceremony, the Premier echoed these themes, acknowledging the honourees as individuals whose steady work has supported Cayman's growth across generations.

Governor **Jane Owen** also addressed the gathering, expressing appreciation for the awardees' decades of service. She spoke about the foresight required to build a growing nation and noted the pride and unity visible in Heroes Square as families, elders, schoolchildren, and uniformed services stood together to honour those who shaped the Islands' physical landscape.

One of the most meaningful moments of the morning was the announcement of the late **Benson Obadiah Ebanks** as the Cayman Islands' newest National Hero — a recognition that drew warm applause and



► Scott Development Co Ltd



► Albert Anderson for CIAA



► Arch & Godfrey

► Burke Omar McLean



► Bridgette Kirkconnell- Kirkconnell Home Center



A Nation Built

CONTINUED FROM Page 13

underscored the day's spirit of remembrance.

Minister for Youth, Sports, Culture & Heritage **Hon. Isaac Rankine** used his printed message to highlight the deeper purpose of infrastructure.

"Infrastructure is more than concrete and steel, it is the backbone of opportu-

nity. It connects our communities, enables commerce, supports education and healthcare, and creates pathways for future generations to thrive."

This year's honourees — **Landmark Leaders, Infrastructure Innovators,**

and **Builders of Cayman** — represented nearly a century of nation building. Early pioneers who helped establish Cayman's first major roads, ports, and utilities were

SEE A NATION BUILT, Page 15



A Nation Built

CONTINUED FROM Page 14

recognised alongside long serving professionals and companies whose work has shaped the Islands' civic landscape for more than 30 years.

A poetry reading, the laying of wreaths, and the presentation of the 2026 commemorative insignia added moments of reflection. As the ceremony closed with *Beloved Isles Cayman*, Heroes Square felt, for a moment, like the meeting point of past and future — a place where Cayman paused to honour the hands that built it, and to imagine the generations who will build what comes next.



COMMUNITY EVENTS

Overseas Scholarships

Ongoing until 31 January - The Ministry of Education & Training is now accepting applications for the Overseas Scholarships—your chance to access up to CI\$35,000 per year to earn a world-class education abroad. Applications close 31 January 2026. Visit moescholarships.gov.ky and apply today.

Cayman Enterprise City - Internship Programme

Ongoing until 28 February - CEC is thrilled to announce that the **Enterprise Cayman Internship Programme** is now open for applications! Application deadline is 28th February. The internship programme is open to Caymanians between the ages of 18-25 and lasts for one to three months. For more information, email innovate@enterprisecky.ky.

National Trust of the Cayman Islands - Blue Tie Dinner Fundraiser

31 January - This unforgettable evening is set under the stars on the outdoor deck-

ing of the Grand Old House from 6pm to 9pm. There will be a special screening of a mini documentary about Blue Iguanas. Tickets are \$200, with members receiving a 10% discount. For more information and to purchase tickets, go to nationaltrust.org.ky

Story Time at Gardenia Court

1 February - Join Next Chapter at Gardenia Court (located just behind Next Chapter) for a free story time session that will ignite children's imaginations - surrounded by greenery and in the fresh air. Bring along a picnic blanket and settle in at 10am for the reading of children's books, ranging from classic favourites to new best sellers

Cayman Arts Festival - Jazz en Trance Big Band

5 February - Cayman Arts Festival is celebrating its 22nd. Anniversary and will kick off a series of concerts with the Jazz en Trance Big Band, one of Cayman's most popular and dynamic jazz ensembles. This will take place on Thursday 5 February at the Harquail Theatre from 7pm to



► Agricultural Show - 18 February 2026

8pm. Tickets are available at caymanartsfestival.com.

February 2026 Services at St. Alban's Anglican Church on 461 Shedd Road

8 February - There will be Services of Holy Communion on Sunday, February 8th and Sunday, February 22nd at 9:00am. The Ash Wednesday Service of Holy Communion and the Imposition of Ashes will be held on February 18th at 9am. Morning Prayers will be held on all other Sundays at 9am.

Agricultural Show

18 February - The 56th. annual Agricultural Show will take place on Wednesday 18 February from 7am to 6pm at the Agricultural Grounds, Lower Valley. Highlights of the show include meeting local farmers, music and entertainment and delicious local food. There is a Park & Ride option available. General entry is \$10 and \$5 for children. For more information, call 947 - 3696.

Send your community events to wendy@caymaniantimes.ky

Why You Should Never Give Up on Your Fitness Goals — and How to Finally Achieve Them

At some point in every fitness journey, motivation dips. Life gets busy, progress feels slow, injuries happen, or the scale refuses to budge. In those moments, quitting can feel tempting. But giving up on your fitness goals doesn't just stop physical progress—it quietly reinforces the belief that you can't follow through. The truth is, your fitness goals are about far more than looking better. They're about health, confidence, longevity, and self-respect. That's why you should never give up on them—and why you can achieve them with the right approach.

Why Giving Up Is Never the Answer

1. Your health is non-negotiable

Fitness is not a luxury; it's a foundation for living well. Regular exercise reduces the risk of heart disease, diabetes, obesity, joint degeneration, and even depression. When you quit on your fitness goals, you're not just skipping workouts—you're delaying better health, energy, and quality of life. Every small effort you make compounds over time, even when it doesn't feel dramatic in the moment.

2. Progress is rarely linear

One of the biggest reasons people quit is unrealistic expectations. Fitness progress comes in waves. Some weeks you feel strong and unstoppable; other weeks feel like you're moving backward. Plateaus are normal. They are not signs of failure but signals that your body is adapting. Those who succeed aren't the most motivated—they're the most con-

sistent during imperfect periods.

3. Quitting becomes a habit

Every time you walk away from a goal, your brain learns that quitting is an option. On the flip side, pushing through setbacks builds resilience and discipline—skills that carry over into every area of life. Fitness becomes proof that you can do hard things, even when motivation disappears.

4. You're setting an example—especially for yourself

Whether you realize it or not, your actions shape your identity. When you stay committed to your fitness goals, you begin to see yourself as someone who honors their word. That identity shift is powerful and lasting.

How to Achieve Your Fitness Goals (Without Burning Out)

1. Get clear on your "why"

Surface-level goals like "losing weight" or "getting toned" often aren't strong enough to sustain long-term effort. Dig deeper. Do you want more energy to play with your kids? To stay independent as you age? To manage stress better? When your "why" is emotional and meaningful, discipline follows more naturally.

2. Set realistic, process-based goals

Instead of only focusing on outcomes (like losing 20 pounds), focus on behaviors you can control:

- Train 3-4 times per week
- Walk 8,000-10,000 steps daily

- Eat protein at every meal
- Sleep 7-8 hours per night

Process goals create momentum, and momentum creates results.

3. Start smaller than you think you should

One of the most common mistakes is doing too much, too soon. Extreme workouts and restrictive diets often lead to burnout. Start with habits that feel almost "too easy." Consistency beats intensity every time. You can always increase effort later—but you can't recover lost consistency easily.

4. Expect setbacks—and plan for them

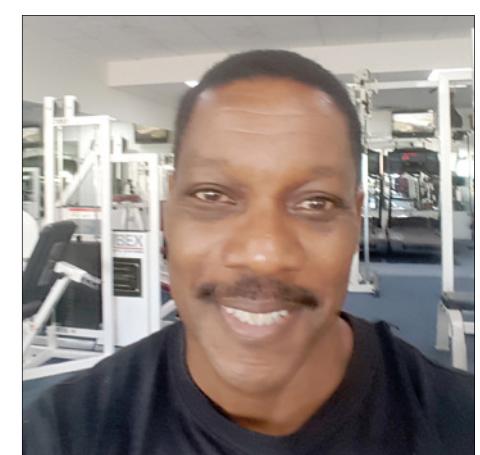
Missed workouts, holidays, injuries, and stressful weeks are part of real life. The key is not avoiding setbacks but responding to them correctly. A missed week doesn't require quitting—it requires restarting. Progress isn't ruined by slipping up; it's ruined by staying down.

5. Track progress beyond the scale

The scale doesn't tell the full story. Pay attention to strength gains, improved mobility, better sleep, increased energy, mood, and confidence. These wins matter—and often appear before visible changes.

6. Get support and guidance

Trying to do everything alone makes the journey harder than it needs to be. A coach, trainer, or supportive community can provide structure, accountability, and perspective when motivation fades. Sometimes progress



► Ernest Ebanks

accelerates simply because someone else believes in you when you're doubting yourself.

Never giving up on your fitness goals doesn't mean being perfect. It means staying committed, even when progress feels slow or life gets messy. Fitness is a lifelong journey, not a short-term challenge. Every workout you complete, every healthy choice you make, and every time you start again after stopping brings you closer to the strongest, healthiest version of yourself.

You don't need more motivation—you need persistence. Keep showing up. Your future self will thank you. Call Ernest at Body Shapers Personal Training Fitness Studio 325-8696.

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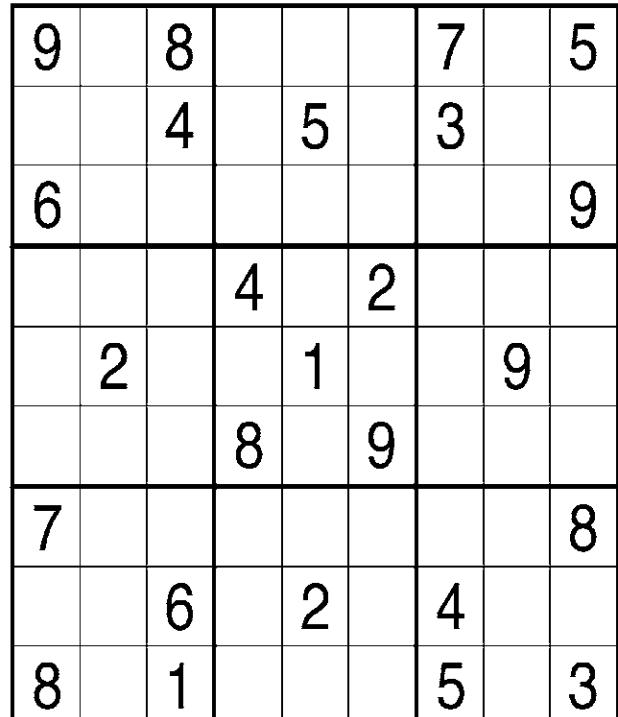
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SUDOKU

Conceptis Sudoku

By Dave Green



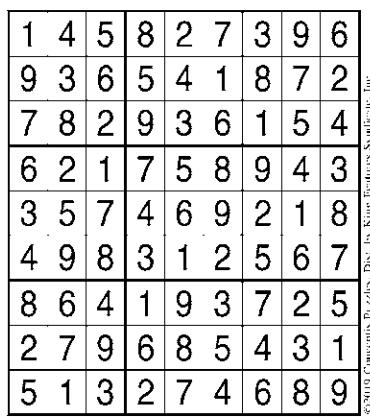
Difficulty Level ★★★★

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2/02

Sudoku is a number-placing puzzle based on a 9x9 grid with several given numbers. The object is to place the numbers 1 to 9 in the empty squares so that each row, each column and each 3x3 box contains the same number only once. The difficulty level of the Conceptis Sudoku increases from Monday to Sunday.

Answer to previous puzzle



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2/0

Word Search



Act up
Add up
Back up
Bear up
Blow up
Break up
Bring up
Clam up
Clear up
Dig up
Dry up
Eat up
Fill up
Give up
Hold up
Link up
Make up
Sit up
Stand up
Tie up

Find the listed words in the diagram. They run in all directions – forward, back, up, down and diagonally.



THE AMAZING SPIDER MAN

By Stan Lee

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CROSSWORD

By THOMAS JOSEPH

ACROSS

1 Glasgow native
5 Sows' mates
10 Comic's forte
12 Tree-lined walk
13 Tony winner
14 Island south of Sicily
15 Greedy one
16 Blue-green hue
18 Manatee
20 Be a contender
21 Make tea
23 Conclude
24 Endure
26 That

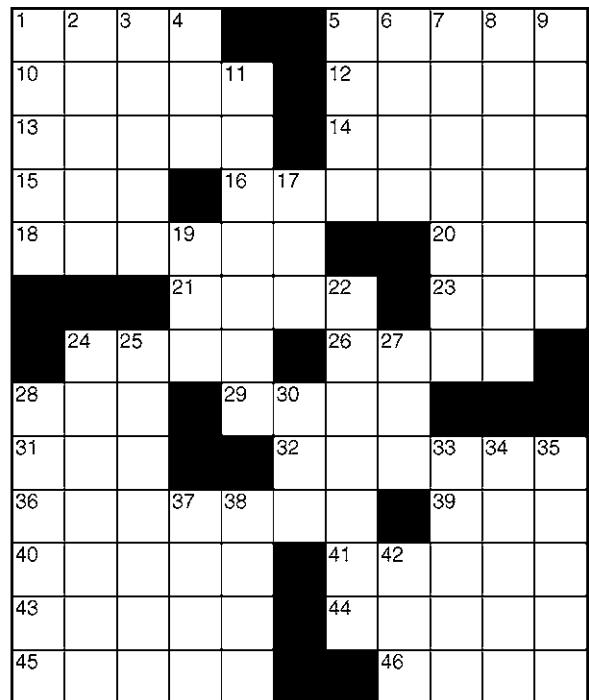
DOWN

1 Fleet makeup
2 Science's Marie
3 Letter after psi
4 Great weight
5 Crimson Tide school
22 Cajole
24 Ancestry
6 Norwegian king
7 Wide-spread
woman's



Yesterday's answer

8 Keeps
9 Furrowed
11 Vacation spots
17 Ram's mate
19 "60 Minutes" network
25 Tummy relief
27 Greek vowel
28 Be audibly shocked by
30 Purpose
33 Library stamp
34 Wagner forte
35 Polite chaps
37 Meander
38 Nervous
42 Firefighter's tool



1-23

CURTIS

By Ray Billingsley



JUDGE PARKER

By Woody Wilson & Mike Manley



MARCULIANO + MANLEY 1/23



The University College of the Cayman Islands
invites you to its 50th Anniversary Distinguished Lecture Series on

IMPORTED LABOUR:

Implications for Caymanians' Long-Term Economic and Human Development

A lecture in the Distinguished Lecture Series (DLS), presented this year in recognition of UCCI's 50th Anniversary Celebrations:

When does imported labour support economic growth and local human capital development, and when does it undermine the long-term goals of small island economies like the Cayman Islands?

**17th
February 2026**

6:00 PM

At the Sir Vassel Johnson Hall
University College of the Cayman Islands

What This Lecture Offers

An engaging, practical lecture on jobs, skills, housing, and economic resilience, exploring:

- When imported labour strengthens an economy
- When it may undermine local development and environmental sustainability goals
- How education and labour policies can support local talent while meeting economic needs



Featuring:

Professor

Mushfiq Mobarak

Yale University

Professor Ahmed Mushfiq Mobarak is a development economist and Jerome Kasoff '54 Professor at Yale University, and founder of Y-RISE. His field-based research designs and scales policies addressing poverty, migration, health, and environmental sustainability in low- and middle-income countries.

**ALL ARE
WELCOME**

Including:

- Policymakers
- Educators and students
- Business leaders
- Community members

Sponsored by



Water Authority - Cayman

A global perspective with local relevance

RSVP BY THURSDAY, 12 FEBRUARY 2026: BIT.LY/UCCI-RSVP

The family of the late Thomas Charley Ebanks affectionately known as 'Tubby' 'TC' is saddened to announce his passing on Wednesday, 21 January 2026, after a brief illness.

A Mass of Thanksgiving to celebrate the life of Thomas Charley Ebanks will be held at 10:00am on Saturday, 7 February 2026 at the St. Ignatius Catholic Church, 597 Walkers Road, George Town. Burial will be at the Boatswain Cemetery, King Road, West Bay

Bodden Funeral
"A source of comfort in a troubled time"

Churchill's Funeral Home

With profound sadness the family of Capt. Alfred Robert Newton Solomon, who passed away on January 03, 2026. A service of thanksgiving will be held on Saturday, February 7th 2026 at 11:00am at the Church of God (Holiness) Red Bay located at 38 Lord's Way, Red Bay, Grand Cayman, Cayman Islands Interment at the North Side Cemetery.

Condolences can be registered at churchillsfuneralhome.com



Churchill's Funeral Home

We have been asked to announce that Mr. John Gordon Hewitt passed away on Monday, August 25, 2025 in Brandon, Florida, USA. A Memorial Funeral Mass will be held at St. Ignatius Catholic Church, 597 Walkers Road, George Town, Grand Cayman, Cayman Islands on Saturday, January 31, 2026 at 10:30 a.m.

Condolences can be registered at churchillsfuneralhome.com

Churchill's Funeral Home

We have been asked to announce the passing of Mr. Rixon Sharpe Who passed away on January 22nd 2026. A Thanksgiving Service will be Announced at a later date.

Condolences can be registered at churchillsfuneralhome.com

PPM remembers Austin

It is with deep sadness that we acknowledge the passing of **Austin Harris**, former Member of Parliament for **Prospect** and a dedicated servant of the Cayman Islands. Austin served as part of a **PPM-led coalition government**, where he was known for his commitment to research, accountability, and representing the people of Prospect with care and conviction. Beyond Parliament, Austin was also a talented radio presenter, respected for his thoughtful commentary and willingness to engage the public on issues that mattered. His voice, both on the airwaves and in public life, reflected a genuine dedication to service. As **Hon. Joseph Hew** shared:

"In Austin, the people had a champion whose rigorous research was matched only by his unwavering dedication. His leg-



acy of service and loyalty to his people will continue to inspire everyone who had the privilege of working alongside him." We thank Austin for his service to Prospect and to our country, and we extend our heartfelt condolences to his family, friends, and all who mourn his loss.

Churchill's Funeral Home

We have been asked to announce the passing of Mr. Alvin John Davis Who passed away on January 20th 2026. A Thanksgiving Service will be Announced at a later date.

Condolences can be registered at churchillsfuneralhome.com

Churchill's Funeral Home

We have been asked to announce the passing of Mr. Nelson Gomit Panahon, who passed away in Grand Cayman. Details of a Thanksgiving Service will be announced at a later date.

Condolences can be registered at churchillsfuneralhome.com

Churchill's Funeral Home

We have been asked to announce the passing of Mr. Herbert D. Martin Who passed away on January 05th 2026. A Thanksgiving Service will be held at The Cayman Islands Seafarers Associations Hall, Prospect, George Town, Grand Cayman, Cayman Islands on Saturday, January 31st 2026 At 3:00 p.m.

Viewing: Closed Casket
Interment: Prospect Cemetery

Condolences can be registered at churchillsfuneralhome.com

The family of the late, Jane Pauline Wood (nee Merren) regret to announce her passing on 5 January 2026.

The funeral service for the late Jane Pauline Wood will be held on Saturday, 7 February 2026 at 2.30 pm at the Church of God Chapel on Walkers Road and Academy Way.

Interment will follow at the Garden of Reflections Cemetery.

Bodden Funeral
"A source of comfort in a troubled time"

The family of the late Araunah Uriah Powery regret to announce his passing on January 15th, 2026.

A funeral service will be held at 1:00 p.m. at Wesleyan Holiness Church, West Bay on Saturday January 31st, 2026. Viewing of the body will be 12:00pm -1:00pm.

Interment will follow at the Boatswain Bay Cemetery.

Bodden Funeral
"A source of comfort in a troubled time"

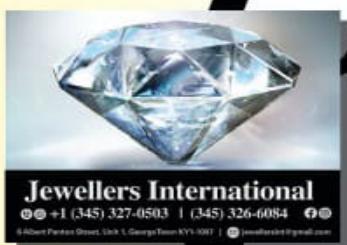
The family of the late Jolene Greta Castillo regrets to announce her passing on 11 January, 2026.

A Funeral Mass will be held on Saturday, 31 January, 2026 at 2:30 pm at the St. Ignatius Catholic Church, 597 Walkers Road, George Town

Interment will follow at the Prospect Cemetery.

Bodden Funeral
"A source of comfort in a troubled time"

in association with



CLASH OF THE LEGENDS FOOTBALL

5PM EAST END VS BODDEN TOWN

7PM GEORGE TOWN VS WEST BAY



Monday 18th May, 2026 (Discovery Day)
ED BUSH STADIUM, WEST BAY

FAMILY FUN DAY STARTS AT 3PM
CLASH OF THE LEGENDS GAME KICKOFF AT 5PM

Raffle Tickets \$10, FREE ENTRY & FOOD!

(Donations Accepted) RAFFLE PRIZES: 10 x Gift Certificates from Jewellers International, Staycation at the Holiday Inn Resort Grand Cayman, plus many more prizes! Fun day & games for children: Egg & Spoon Race / Sack Race / Bouncy Castle and more!

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Ministry of Social
Development & Innovation
Cayman Islands Government



Hope For Today
Community Challenge
Contact Brent at 928-9099
www.caymanhopefoundation.com

Contacts: Albert McClean 925-7296 • Neil Murray 925-8783 • Brent McLean 926-4040 • Lloyd (Stoocka) Ramoon • RJ Berry 916-0089

Cayman is home to many people with substance abuse. As a community we can all make a difference in the lives of those individuals.

Caymanian Times Classifieds

**Advertise
your JOBS here**

**FAST
EFFICIENT
AFFORDABLE**

**Only 48 hours'
notice required
Call 916-2000**

SPLASH INC. is hiring a **Pool Maintenance Technician**. Salary CI\$625 – CI\$800 per week. 5 years' experience, clean driving record, and police clearance required. Email resume to info@splashinc.ky.

SPLASH INC. is hiring a **Mason**. Salary CI\$700 – CI\$900 per week. 5 years' experience, clean driving record, and police clearance required. Email resume to info@splashinc.ky.

Pickleball Cayman Ltd. is looking for a Pickleball & Tennis Coach

Qualifications:

At least 5 years of experience

5.0+ Pickleball rating.

Pickleball coaching certification.

Primary responsibilities will include:

Conducting private lessons/coaching for individuals.

Coaching group clinics for various skill levels.

Creating and coaching the junior programs.

Providing staffing coverage in the pro shop.

Assisting with social media activities.

Coordinating corporate and social leagues.

Assisting with special events as needed.

Monthly base salary of \$3,000.00 kyd plus revenue from private coaching lessons up to 15 hours per week.

Caymanians, Status Holders, individuals Married to Caymanians, and Permanent Residents with Rights to Work only need apply, Applications accepted until February 13, 2026

Email: accounts@pickleball.ky



Newspaper Editor / Journalist

Caymanian Times is seeking a highly motivated **Newspaper Editor/Journalist**

Role & Responsibilities for the position of **Newspaper Editor/Journalist** at Caymanian Times

Role:

The Editor /Journalist will play a vital role in the output of Caymanian Times and its associated media endeavours across several platforms in addition to the printed paper reporting directly to and assisting the Publisher.

Duties and responsibilities include:

Assisting the Publisher with the complete news and current affairs production process from editorial planning to the final output of multi-platform news and current affairs content including; Compiling and reviewing content for the newspaper, covering events, researching news stories, interviewing and writing, on-mic and on-camera presentation in a multi-media environment.

- Editorial oversight of the general multi-platform news and current affairs output of Caymanian Times under the direction of the Publisher
- Setting and overseeing assignments of the journalism team including; staff, freelancers and contributors
- Produce and present content across the various platforms of Caymanian Times as directed by the Publisher
- Maintaining news files and archives
- Represent Caymanian Times at news and related events as directed by the Publisher
- Liaise with the production teams across the various content output of Caymanian Times as directed by the Publisher

Candidate profile:

- Qualification in Journalism or relevant field
- Previous journalism experience of at least five years with prior editorial management responsibility is a necessity.
- Portfolio of published articles or newscasts
- Graduate-level proficiency in the English language
- Proficiency to a professional level with news content software and digital production processes across print, online, video and audio including television and radio
- Excellent communication and networking skills
- The successful candidate must be familiar with current socio-economic and political developments in the Cayman Islands, as well as the Caribbean and global news agenda with a focus on how they relate to the Cayman Islands.
- An understanding of the history, culture, and society of the Cayman Islands is desirable.

All applicants must have a clean Police Record (no prior convictions or pending judgments), a clean Medical Record, a clean and valid Driver's License and be able to provide at least three suitable references, with two of those being from previous employers.

Salary will be commensurate with experience and qualifications and will be **CI\$5,100** per month. Benefits will be in accordance with Cayman Islands Labour, Health Insurance and Pensions Laws

Applicants should forward a detailed resume quoting reference

"Newspaper Editor" to:

The Publisher, Caymanian Times

Email: ralph@caymaniantimes.ky

MARKET STREET LTD

PO BOX 31795 GRAND CAYMAN KY1-1207

FOOD & BEVERAGE SERVER

Minimum 2 years experience working in a fast paced, casual establishment. Must be available to work all shifts including weekends and holidays. Experience serving alcohol is a must. Salary CI\$6.56-\$8/hr + gratuities.

BARTENDER

Minimum 2 years experience working in a fast paced, casual establishment. Must be available to work all shifts including weekends and holidays. Experience serving alcohol is a must. Salary CI\$6.56-\$8/hr + gratuities.

ASSISTANT FOOD & BEVERAGE MANAGER

Minimum 5 years experience in a similar type of establishment. Must be proficient with HR, beverage costing, ordering and scheduling. Must be proficient with POS systems. Must be experienced with local labour laws and immigration. Must be available for long hours and shift work including all holidays and weekends. Salary CI\$900-\$1300/week + Benefits.

FOOD & BEVERAGE SUPERVISOR

Minimum 3 years experience. Must be proficient with POS systems. Must have proven leadership experience and be able to work well with all members of staff. Must be experienced with labour laws. Must be able to work long hours and shift work including all holidays and weekends. Salary CI\$750-\$1150/week + Benefits.

KITCHEN HELPER/DISHWASHER

Minimum 1 year current experience working in a busy, casual kitchen. Must be able to work long hours on feet in a hot environment. Must be available to work all shifts including weekends and holidays. Salary CI\$8.75/hr + Benefits.

LINE COOK

Minimum 3 years current experience working in a busy, fast paced casual kitchen, knowledge of various cuisines is a must. Must be available to work all shifts including weekends and holidays. Salary CI\$8.75-\$12/hr / CI\$330-\$540/week + Benefits.

SOUS CHEF

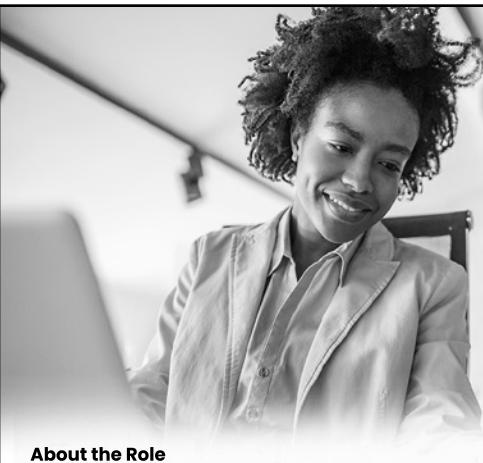
Minimum 5 years experience working in a busy, fast paced casual kitchen. Knowledge of menu costing, food preparation, ordering & monitoring supplies, staff delegation and scheduling. Must be available to work all shifts including weekends and holidays. Salary CI\$625-\$1000/week + Benefits.

TEAM LEADER

Minimum 3 years experience working in the hospitality industry. Alcohol and inventory knowledge/experience. Must be available to work all shifts including nights, weekends, holidays and long hours on foot. Salary range CI\$6-\$12/hr + Benefits.

Suitably qualified Caymanians, Status Holders & Legal Residents strongly encouraged to apply.

Send CV to jobs@marketstreet.ky by Feb 6, 2026.



GraceKennedy Money Services

We are Hiring!

POSITION COMPLIANCE OFFICER

About the Role

As a Compliance Officer/Money Laundering Reporting Officer, you will play a critical role in supporting the Regional Compliance Officer in developing and implementing compliance programs. You will ensure adherence to statutory requirements for **Anti-Money Laundering (AML)**, **Counter-Terrorism Financing (CTF)**, Combatting Proliferation Financing (CPF) and other regulatory obligations. This position requires strong analytical skills, attention to detail, and the ability to work independently in a fast-paced environment.

Qualifications & Experience

Bachelor's degree in management studies or related field.

ACAMS, ICA, or similar compliance certification.

In-depth knowledge of Cayman Islands AML legislation and regulatory requirements.

Minimum 5 years' experience in compliance.

Strong analytical, communication, and interpersonal skills.

High level of integrity, confidentiality, and professionalism.

Proficiency in Microsoft Office applications.

POSITION

Location: Cayman Islands

Department: Compliance

Key Responsibilities

Monitor and analyse regulated entities to ensure compliance with AML, CTF, CPF regulations.

Develop and maintain compliance policies, procedures, and risk plans.

Conduct compliance training for employees, agents, and customer service representatives.

Liaise with regulatory bodies, law enforcement agencies, and industry organisations.

Prepare and submit reports to regulatory authorities and senior management.

Assist with internal audits and implement corrective actions.

Enforce sanctions and penalties for non-compliance at agent locations.

To be successfully hired, the candidate must be approved by the Cayman Islands Monetary Authority (CIMA).

Qualified applicants are invited to submit their resumes by February 17, 2026, via email to gkrs_hr@gkco.com. The subject line should read "Compliance Officer - Cayman". Applicants must reside in the Cayman Islands.



Project Manager

This is a contract-based position for a term of up to three years.

CUC is an equal opportunity Company with over 270 employees who are committed to meeting the electricity needs of Grand Cayman and to providing quality customer service.

Reporting to the Manager Project Delivery, the successful candidate will:

- ▶ assemble multi-disciplinary project teams for large projects such as power generation expansions, building additions, mechanical/civil upgrades, etc.;
- ▶ develop new and revise existing business processes that support the Company's mission, goals and objectives and assigned projects;
- ▶ identify and implement improvements to the safety, reliability and efficiency of the existing North Sound Road Power Plant and other installations through the development of scope of works, engineering design specifications and detailed engineering design;
- ▶ assist with developing the Company's engineering standards and practices;
- ▶ provide engineering support to all departments as required;
- ▶ ensure the Company's safety practices and procedures are followed by employees and contractors on all assigned projects;
- ▶ provide on-call support as needed.

Applicants must possess a Bachelor's degree in Electrical Engineering; minimum of five years experience in the management and execution of electrical engineering projects within a utility environment, including generation, transmission and distribution systems, substation upgrades, protection system installations and battery storage projects; minimum of five years work experience in electric utilities; and PMP Certification or equivalent.

Salary is from CI\$5,630 to CI\$7,319 per month.

CUC offers a very competitive benefits package including pension, health and life insurance. Caymanians, Cayman Status holders and permanent residents are preferred. To apply, visit the Company's website (www.cuc-cayman.com), click on the "About CUC" tab on the Home Page, scroll down to "Careers", navigate to "Start Your Journey with CUC", click on "View Current Openings", click on the designated job title and follow the instructions. Applications must be submitted no later than **Thursday, February 5, 2026**. Applications through recruitment agencies will not be accepted. Only candidates who are short-listed will be contacted for an interview.



The Environmental Management System at the North Sound Road Power Plant is registered to ISO 14001

INVESTORS IN PEOPLE™
We invest in people Gold

**Senior Sales Associate**

Caymanian Times is seeking a highly motivated sales professional who will develop, work and maintain sales targets and schedule and up sell on quality goods.

Mandatory Requirements:

- The successful candidate must have a minimum of 3 years working in sales and service experience in selling Media and Newspaper Advertisements.
- Must be computer literate and advanced in the use of MS Excel.
- Must have excellent administrative and communication skills.
- Must speak, read, write, and comprehend English fluently.
- Must have the ability to drive.
- A current police record must be submitted.

Duties for the role are:

- Develop, work and maintain Sales Targets.
- Develop and implement in-house and product knowledge training for staff
- Create weekly & monthly sales and customer reports.
- Be able to learn and sell variety of products.

A strong work ethic and a positive attitude will be required.

Salary Range: CI\$2,500 – CI\$3,000.

An attractive compensation and benefits package (including medical insurance, vacation, pension and a 10% commission) is being offered to the qualified candidate. All applications received will be reviewed and only candidates meeting the mandatory requirements will be contacted for interview.

Applications should forward a detailed resume quoting reference

"Senior Sales Associate" to:

The Publisher

Caymanian Times

Email: ralph@caymanian-times.ky



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CaymanianTimes

ISLAND INSPECT CLEANING SYSTEMS FIRE & SAFETY
INVENTORY CLERK/WAREHOUSE STOREKEEPER

We are looking for a detail-oriented, hard-working inventory clerk with warehouse experience and excellent math and communication skills and be able to:

- Maintain and update records.
- Counting materials, equipment, merchandise, or supplies in stock.
- Capable in handling complex & multifaceted tasks.
- Requisition and maintain inventories of materials and supplies necessary to meet company demands.

Applicant must have:

- At least 5 years in similar position.
- Be computer literate in Microsoft Office applications.
- Well versed in QuickBooks.
- Excellent organizational skills.
- Own transportation is a must.

Salary: CI \$8.75-15.50/hr, Statutory benefits provided
Email: hr@islandinspectky.com

or send to: Po Box 536, Grand Cayman, KY1-1502



IMP AGENCY LTD. is accepting job applications from dependable, energetic and responsible individuals to join our team as:

IMPORT COORDINATOR

**Must have a strong understanding of international
Shipping regulations and Customs procedures**

Must be able to facilitate and organize all inbound shipments.

Works directly with Customs in the import clearance processes.

Works directly with shipping lines, airlines and other freight forwarders communicating and liaising with our worldwide network of agents to provide rates, insurance and logistics coordination.

Requirements:

3 -5 years' proven experience in a shipping or logistics atmosphere
Computer Skills, Interpersonal skills, Customer Service Experience

Knowledge in QuickBooks, Problem-solving Skills,

Have a valid Cayman Driver's License, A clean police Record

Knowledge in COLS – Customs Online System Portal

Salary Range: CI\$12.50 – 15.00 per hour

PACKER- HOUSEHOLD GOODS

**Must have knowledge of Household Goods proper packing procedures for
export**

Wrapping, padding, boxing of & crating of fragile and antique goods

Loading and un-loading of crates and shipping containers

Loading & securing all types of vehicles for export.

Requirements:

Minimum 3 years' experience in the packing of household goods

Good English verbal and written communication skills

Have a clean Police and Drivers records with a valid **Group 3 License**

Computer Skills, Interpersonal skills, Customer Service Experience

Willing to work holidays, weekends and overtime when needed

Be Strong bodied – heavy lifting is required

Salary Range: CI\$9:75 – 12.00 per hour

Salary depends on qualifications & experience. Statuary benefits are included.

Email: imp@candw.ky



PHONES • ACCESSORIES • REPAIRS
BAYTOWN PLAZA, WEST BAY ROAD



Senior Project Coordinator

CUC is an equal opportunity Company with over 270 employees who are committed to meeting the electricity needs of Grand Cayman and to providing quality customer service.

Reporting to the Manager Project Delivery, the successful candidate will:

- ▶ assemble and supervise multi-disciplinary project teams on large projects such as power generation expansions, building additions and mechanical/civil upgrades and assist as a site work expert in complex site working conditions prioritizing reliability and safety;
- ▶ identify and implement improvements to the safety, reliability and efficiency of the existing Power Plant and equipment through the development of scope of works, engineering design specifications and detailed engineering design;
- ▶ supervise project support staff and their deliverables within the Project Delivery Department provide mentorship support to a cross functional development team;
- ▶ assist as a subject matter expert for creating detailed engineering solutions for moderate to complex problems and develop new and revise existing business processes that support the efficient and timeous achievement of project and Company objectives;
- ▶ assist with developing Company engineering standards and practices as a subject matter expert while creating detailed engineering standards in areas of proficiency;
- ▶ provide technical support to all departments within the Company as required.

Applicants must possess a Bachelor's Degree in Electrical or Mechanical Engineering or a minimum of 20 years experience in a similar field; minimum of five years of work experience with electric utilities; minimum of three years related experience in drafting and layout of engineering projects; demonstrated proficiency with Computer Aided Design (CAD) software; and Microsoft Project Certification or equivalent and five plus years experience using project management software.

Salary is from CI\$5,630 to CI\$7,319 per month.

CUC offers a very competitive benefits package including pension, health and life insurance. Caymanians, Cayman Status holders and permanent residents are preferred. To apply, visit the Company's website (www.cuc-cayman.com), click on the "About CUC" tab on the Home Page, scroll down to "Careers", navigate to "Start Your Journey with CUC", click on "View Current Openings", click on the designated job title and follow the instructions. Applications must be submitted no later than **Thursday, February 5, 2026**. Applications through recruitment agencies will not be accepted. Only candidates who are short-listed will be contacted for an interview.



The Environmental Management
System at the North Sound
Road Power Plant is registered
to ISO 14001

INVESTORS IN PEOPLE™
We invest in people Gold

NOTICES



THE ROADS LAW (2005 Revision)
Section 3 Declaration of Intent
Section 6 Authority to Enter Lands

In exercise of the powers conferred on Cabinet by Section 3 and 6 of the Roads Act (2005 Revision), and acting upon recommendation by the National Roads Authority, it is hereby declared that:

1. It is the intention of the National Roads Authority and in the public interest to gazette a new public road and to open an access road as described hereunder:

REGISTRATION SECTION: George Town Central

REGISTRATION BLOCK: 14C

BOUNDARY PLAN: BP 701

PORTIONS OF LAND NEEDED: The proposed roadwork is defined by boundaries outlined in green on BP 701 and listed in the Schedule below.

2. Boundary Plan Number 701 may be inspected at the offices of The National Roads Authority, 370 North Sound Road, or at The Lands & Survey Department, 133 Elgin Avenue, both of George Town, Grand Cayman or at the Lands Office, 256 Creek Road, Cayman Brac, or online at www.caymanlandinfo.ky under 'Road Schemes'.

SCHEDULE

Block	Parcel	Approximate Area loss in acres
14C	307	0.067

Made in Cabinet this 3rd day of December 2025
Clerk of Cabinet

PROPERTY RENTALS & SALES

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Waterfront Home

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REAL ESTATE LUXURY REAL ESTATE

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VILLA DEL MARE
Rum Point

Price **US\$10,150,000**

8 Bedrooms | 8.5 Bathrooms | 10,000 Sq.ft. | MLS 417237
Private Beach & 2 Acres of Landscaped Property
Luxury, Privacy & Tranquility!
For More Information
(345) 945 6000 | info@eracayman.com

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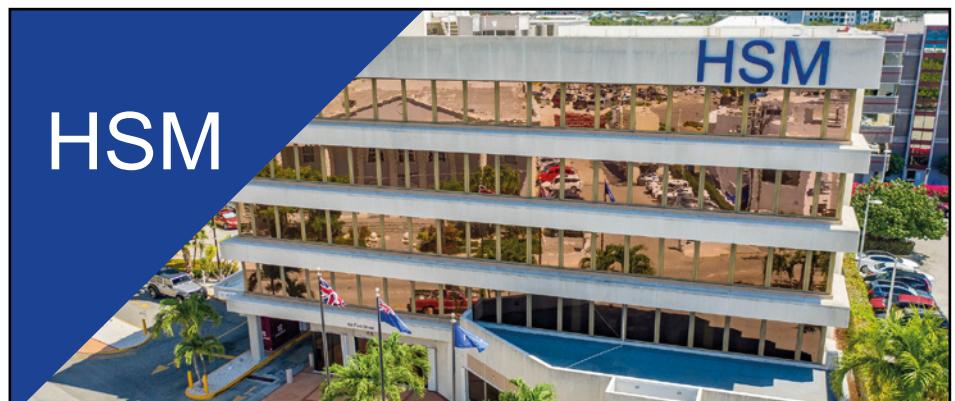
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Cayman's Go-To Law Firm

With a client-first mentality, HSM's team of experts work alongside each other to offer a comprehensive service. Based in the Cayman Islands, the HSM Group is comprised of HSM Chambers, HSM Corporate Services Ltd. and HSM IP Ltd.

We provide exceptional legal advice and solutions to leading financial institutions, corporations, high-net-worth individuals and the local community.

- Immigration and Employment;
- Wills, Trusts and Estate Management;
- Corporate and Commercial;
- Family Law;
- Property and Conveyancing;
- Restructuring and Insolvency;
- Intellectual Property;
- Litigation; and
- Debt Solutions.

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