

MEMBERSHIP
Total Membership income (includes renewals, new members and upgrades)

YEAR	MEMBERSHIP TOTAL *	TOTAL DUES INCOME \$CI
2012 (as at 6 th February)	349 (318 corporate; 31 associate)	\$173,250
2011 (unaudited)	695 (617 Corporate; 78 associate)	\$328,420
2010 (audited)	710 (654 Corporate; 56 associate)	\$330,451
2009 (audited)	742 (667 Corporate; 75 associate)	\$350,638
2008 (audited)	706	\$349,030
2007 (audited)	680	\$332,371
2006 (audited)	699	\$319,682
2005 (audited)	644	\$275,884
2004 (audited)	632	\$269,653
2003 (audited)	626	\$270,702
2002 (audited)	644	\$264,635
2001 (audited)	703	\$274,763
2000 (audited)	631	\$203,277

MEMBERSHIP RENEWAL INCOME

YEAR	\$ INVOICED	\$ RECEIVED	RETENTION RATE
2012 (as at 6 th February)	\$329,899	\$171,050	51.85%
2011 (unaudited)	\$339,411	\$316,251	93.18%
2010 (audited)	\$350,272	\$316,054	90.23%
2009 (audited)	\$355,644	\$328,467	92.36%
2008 (audited)	\$336,109	\$318,451	94.75%
2007 (audited)	\$326,697	\$313,755	96.04%
2006 (audited)	\$290,437	\$275,909	95%
2005 (audited)	\$275,355	\$245,504	89.16%
2004 (audited)	\$274,965	\$255,904	93.07%

**Membership totals do not include honorary and membership exchanges as approved by the Council.*

Membership renewal invoices for 2012 totaling \$329,899 were invoiced to the membership on 15th December 2011. *There was no increase in membership dues for the sixth year.* As of February 6th, 337 member renewals (\$171,050) and 12 new members (\$1,725) have been received and approved. Total membership now stands at 349 Members (318 Corporate, 31 Associate) with total membership income of \$173,250 inclusive of upgrades and joining fees. This is a 51.85% retention rate to date. Thirty day past due statements will be sent out the first week of this month.

MEMBERSHIP APPROVALS (since 1st January 2012)

Company Name	Category	Beneficial Owners
Caribbean Impact Windows and Doors Ltd.	Corporate	Christian Cartagena and Michael Meghoo
Island Elements C.I. Limited	Corporate	Ann Murphy, Tania Drebenstedt

CEO Report

7th January – 7th February 2012

Sarah Lewis	Associate	Individual
Endless Energy (Cayman) Ltd.	Corporate	James Knapp
Cleveland Clinic Global Patient Services	Overseas	
Global SIM Cards	Corporate	Sandra Catron
Joe Pike	Associate	Individual
Cayman Precious Metals	Corporate	Leslie Pacifico, Charles Thompson Jr.
Watler's Labour Brokerage	Corporate	Margaret Thompson
Frederick & McRae Ltd.	Corporate	Rodney Frederick & Lori McRae
Massive Media Ltd.	Corporate	David Kirkaldy
Mark McBryan	Associate	Individual

FINANCIAL POSITION (as at 7th February 2012)

US\$ Fixed deposit:	US\$227,907.68 (fixed until 12 th January, 2012)
CI\$ Fixed deposit:	CI\$66,770.75 (fixed until 18 th January 2012)
CI\$ Savings	CI\$3,693.65
CI\$ Chequing:	CI\$142,883.21
US\$ chequing:	US\$33,590.26
US\$ Savings:	US\$9,185.27
TOTAL BALANCES:	CI\$441,353.73 or US\$538,236.26

All accounts have been reconciled as at the end of December 2011. PKF Cayman has been appointed the honorary audit firm for the next three years. They will begin the audit of the 2011 accounts in April 2012.

YEAR	INCOME	EXPENSES	NET INCOME
2010 (audited)	\$867,199	\$852,976	\$14,223
2009 (audited)	\$808,383	\$761,781	\$46,602
2008 (audited)	\$985,564.58	\$952,521.15	\$33,043.43
2007 (audited)	\$845,266	\$746,254.14	\$99,011.86
2006 (audited)	\$754,086	\$735,582	\$18,504
2005 (audited)	\$609,016	\$599,278.61	\$9,737.39
*2004 (audited)	\$455,436.50	\$576,915.60	-\$121,479.10

***Hurricane Ivan**

PROGRAMMES
PROFESSIONAL DEVELOPMENT & TRAINING CENTRE

YEAR	PARTICIPANTS	\$ INCOME	\$ EXPENSE	NET INCOME
2012 (as of 6 th February)	56	\$16,138	\$4,641	\$11,497
2011 (unaudited)	592	\$98,264	\$53,336	\$44,928
2010 (audited)	759	\$135,279	\$79,339	\$55,940
2009 (audited)	501	\$70,296	\$45,903	\$24,395
2008 (audited)	457	\$72,866	\$44,912	\$27,953
2007 (audited)	416	\$54,056	\$29,603	\$24,454
2006 (audited)	296	\$49,150	\$27,458	\$21,691
2005 (audited)	368	\$46,611	\$25,965	\$20,646
2004 (audited)	480	\$76,887	\$37,844	\$39,043

- January courses: Three courses scheduled took place with a total of 33 attendees. The courses were: Basic Grammar Part 2, HR Compliance Fundamentals Part 1 and Part
- Publish twice monthly ads in the newspaper to promote upcoming training courses (two ads in the *Caymanian Compass* and once in the classified section)
- Weekly eblasts for the Training Centre are distributed to the human resources and training managers in the membership every Wednesday and the general membership every Friday. An icon is positioned on the home page on the website to encourage registrations.



Participants in the Basic Grammar Skills course with Facilitator Catherine Tyson.

**LEADERSHIP CAYMAN CLASS OF 2012**

The opening retreat took place at the Reef Resort in East End from 19-21st January. Dr. Peter Hammerschmidt, an Economics Professor from Eckard College, facilitated the seminar to the 25 class members, which includes Vice President Johann Moxam. The Media in our Community seminar took place on 1st February with a tour of Cayman Free Press. The featured speakers included Mrs. Jennifer Dilbert, Information Commissioner, Ms. Wendy Ledger, Journalist for Cayman News Service and Tammie Chisholm, Editor, Cayman Free Press. The Criminal Justice seminar is scheduled for 15th February. Confirmed speakers include: Commissioner of Police David Baines, Defense Attorney Ben Tonner and Chief Magistrate Nova Hall. The optional tour will include a visit to Northward Prison and the Court House in George Town.

- Sponsorships from the following have been received: Deloitte (1,500); Appleby (\$1,500), CNB (\$1,500), Ogier (\$500), Dine By Design (\$500).
- Sponsorships have been pledged but not received from: Cox Lumber, Cayman Luxury Charters, Bodden Holdings.
- Follow-up calls and emails sent to Cox Lumber re last year's sponsorship (2011) plus 2012 programme.
- Press release completed for Ogier donation.
- All tuitions paid in full for class members.

LEADERSHIP CAYMAN ALUMNI

More than 20 members of the Leadership Cayman Alumni Group participated in a special team building function during Dr. Peter Hammerschmidt's visit on January 19th. The LC Alumni Group also were invited to an evening at the Prospect Playhouse for the CayTube Comedy show which featured two LC class members: Malcolm Ellis (2012) and Brad Watts (2010). Other events are being planned for the alumni group. The alumni also assisted with the opening retreat for this year's class in January.

MENTORING CAYMAN

A special luncheon has been scheduled for Wednesday, 15th February at the Westin for the students and mentors in this year's programme. YCLA recipient and Chamber Councilor Natalie Urquhart has been asked to be the featured speaker at the event. This event is intended to allow the students and mentors to interact with others in the programme and to hear a motivating message from a business and community leader that can assist the students with making the right choices for their future. The next workplace visit takes place on 12th March.

BUSINESS COACHING CAYMAN

Promotional materials are being finalized for distribution to the membership. All retail banks have been approached to sponsor two clients into the programme. To date, none have agreed so we intend to approach other institutions for sponsorship. The aim of the new programme is to allow small to medium sized businesses the opportunity to work with a professional business coach from SHIRLAWS at an affordable price to benefit themselves and their businesses. The pilot programme is to run from March until June. There are only 10 spots available.

ADVOCACY

Partners in Progress for the Future of Cayman initiative: Cayman Free Press, Bodden Holdings, Butterfield, Digicel, KPMG, PWC, Security Centre, Phoenix Group, Dart Cayman Islands, IBM.

FUTURE OF CAYMAN ECONOMIC DEVELOPMENT INITIATIVE

The Steering Committee met on 2nd February to review the progress that has been made to date for the five driver groups. A four page summary report was presented which listed the actions that have been initiated and/or completed. Chair Shayne Howe informed the group that there were a couple of co-chairs would be stepping down and that there was a need to identify replacements for Develop Talent (Pat Bell), Build a Smarter Infrastructure (Colin Reid) and Enhance the Quality of Life (David Kirkaldy) and Create a Business Friendly Climate (Franz Manderson). Samantha Nehra from the Steering Committee agreed to step up as co-chair for the Develop Talent driver group and Councilor Kyle will be approached to confirm his willingness to take on the Quality of Life driver group. Mr. Manderson will be asked if he would allow either Eric Bush to take over his spot and Mr. Alan Jones to take over the role for the Infrastructure Group now chaired by Kearney Gomez/Tristan Hydes. The Steering Committee confirmed a general outline for the Future of Cayman Forum in November.



North Side MLA Ezzard Miller and East End MLA Arden McLean: The Chamber Executive Committee, President David, President-Elect Chris, Vice President Johann, Secretary Len and CEO Wil (Treasurer Wayne was off island) hosted the two MLAs for a lunch meeting on Monday, 30th January. Mr. Miller asked for the meeting to discuss the For Cayman Investment Alliance, the Chamber's China Harbour report and to confirm the process used by the Chamber to reach its advocacy positions. Mr. Miller expressed his concern about the number of small businesses that have closed in George Town (he estimated about 60 businesses have closed over the past two years) and the amount of vacant office and retail space in George Town. The construction of between 120,000 to 140,000 of new retail space at the cruise ship landing as part of the China Harbour proposal will compound the problem and may thwart further Caymanian entrepreneurship in Mr. Miller's opinion. He called the Chamber trip to Jamaica to view the China Harbour projects as a conflict of interest.

The President explained that the visit was to view the projects that are currently under construction by the firm and that the report did not endorse or make any recommendations about whether China Harbour should be selected by the Government to complete the cruise berthing project. It was a fact finding visit which was reported directly to the Chamber membership and the wider community upon the delegation's return. Mr. McLean expressed his concern about a report in the 1st quarter issue of the Chamber magazine which he felt did not reflect some of the earlier plans completed by the previous Government regarding the remediation of the George Town landfill. He felt the article (which was written independently by a

Caymanian Compass reporter) included information that should have been credited to the previous Government's actions and was misleading in favour of the For Cayman Investment Alliance. When asked what the projects he supported, Mr. McLean responded:

1. Supports the cruise berthing/dock to be situated in George Town as the historic hub for commerce;
2. Supports the Cayman Enterprise City initiative (Mr. Miller does not support giving exclusivity to one group)
3. Supports the airport expansion into the North Sound (Mr. Miller wants to obtain a business case first before deciding to lengthen the runway)
4. Supports the completion of the schools
5. Supports the Shetty Hospital project (Mr. Miller does not support exclusivity and questions the size of the project)

Returning to the For Cayman Investment Alliance project, Mr. Miller urged the Chamber not to wait to communicate its position or until the final details of the project are released to the public. He believes that the project has the potential to further damage small businesses. Mr. Miller used the opportunity to also promote the establishment of a Fair Trade Commission to prevent large businesses from dominating the marketplace. He also does not support the closing of a section of West Bay Road and has requested traffic studies from the National Roads Authority to confirm traffic flows. He estimated that the For Cayman Alliance proposal will benefit much more than the Cayman Islands Government due to the waterfront acreage access.

Secretary Len took the opportunity to inform the MLAs about the establishment of a Chamber Small Business Committee and sought the MLAs views on such topics as illegal roadside vendors, concessions for small businesses, lower fees for small businesses and their view on the new customs codes. They were supportive of efforts to assist small businesses and looked forward to learning more about the work of the Small Business Committee.

The MLAs also shared information about the amendments to the Immigration Law which were scheduled for introduction at the next sitting of the Legislative Assembly and urged the Chamber to review the amendments.

EVENTS

BE INFORMED Series – 2012: Stepping Stones reconfirmed as sponsor for 2012

- Wednesday, January 25th, Cayman Enterprise City – 80 members and guests attended
- Wednesday, 28th March, TOPIC TO BE CONFIRMED

CAREERS, EDUCATION, TRAINING AND JOBS EXPO – (Friday, 3rd February)

The Careers Expo took place at the University College of the Cayman Islands auditorium on 3rd February. Education Minister Rolston Anglin opened the event. President-Elect Chris delivered the opening comments. All high schools and colleges in the Cayman Islands were contacted and invited to send students. The Department of Employment Relations was encouraged to contact all persons who were

registered as unemployed and the employment agencies were asked to invite their clients as well. Free workshops were held throughout the day addressing subjects such as Professional Image, Resume Writing and Interview Techniques, Marketing Yourself Effectively, Getting Stuff Done: Time Management and Organisation, Don't Sweat It: Tips for Conquering Interview Jitters, Recruitment and Social Media, Managing Work Life Balance, Guide to Positive Thinking: Is your glass half empty or half full? Career Change and Introduction to the Myers Briggs: Find out your personality type. Workshops were conducted by Steppingstones, Solutions Ltd and Catherine Tyson.

Chamber member firms/Government agencies participating this year included: Appleby (Major sponsor) Cayman Finance (Major sponsor), SteppingStones Recruitment (Major sponsor), Butterfield Bank (Major sponsor), Department of Employment Relations (Major sponsor) and Personnel 2000, PwC (Reception), Supporting Sponsors included: Caribbean Canvas Company, CML Offshore Recruitment, Dart Cayman Islands, Department of Environmental Health, Health Services Authority, Insurance Managers Association of Cayman, International College of the Cayman Islands, KPMG, Maples and Calder, Royal Cayman Islands Police Service, The Ritz-Carlton Grand Cayman, University College of the Cayman Islands, University of the West Indies (Open Campus) and Walkers. Fly Your Flag sponsors included: Davenport Development, National Gallery and Massive Equipment, Rental and Sales.

PRESIDENT'S ROUNDTABLE (10th February)

President David has invited representatives from the top 10 Chamber member firms in terms of number of employees to attend a roundtable lunch discussion at the Grand Old House on Friday, 10th February at the Grand Old House. He has asked each of these businesses to come prepared to list their top three concerns facing their businesses. These discussions are intended to provide the Council with direct feedback from various groups in the Chamber membership and will assist with developing an advocacy agenda.

PANAMA TRADE MISSION (19th – 23rd March)

Meetings were held with the Department of Tourism, Cayman Airways, Ministry of Finance, Tourism and Development and the Department of Investment and Commerce to confirm the partnership for the fourth trade mission to Panama in March. The Cayman Islands Government has confirmed that they plan to take part in the trade mission and are confirming the level of support. CAL has matched the price for a charter that was originally planned for Air Panama. Two booths have been reserved for the Expocomer Trade Show to promote the Cayman Islands. Two hotels, Crown Plaza and the Meridian, have set aside rooms for the delegation. A special welcome reception is being planned at the Intercontinental Hotel. During the meeting with CAL officials on 2nd February to discuss the opening of the new seasonal route to Panama beginning in April, it was agreed that the Chamber would assist by preparing a survey to measure the level of interest in the route by the local community.

EARTH DAY (Saturday, 14th April)

Meeting held at the Department of Environment on Monday, 30th January. Next meeting scheduled for 13th February. Minutes circulated with various organizations' assigned responsibilities. Chamber will be responsible for the Earth Day Roadside Clean-up and the Green Seminar which takes place on the 17th April. The cleanup takes place on 14th April. The group agreed on the theme, Billion Acts of Green. The Chamber will approach its member design firms to compete for a t-shirt and bag theme.

CHAMBER CHARITY GOLF TOURNAMENT (Friday, 4th May)

The organizing meeting will take place on Thursday, 9th February. Councilor Rory has agreed to serve on the committee and will assist with the organisation of the tournament. He has already obtained two additional volunteers. REMAX Cayman Islands has once again confirmed as title sponsor. The North Sound Golf Course has been reserved for the tournament.

COMMUNICATIONS

The main focus for the communications strategy will be to launch the new website, www.showmethemoney.ky commence the redesign the Chamber's main website, www.caymanchamber.ky, to introduce a new Chamber Mobile Phone application <http://web.caymanchamber/mobile> and to update the Future of Cayman website www.futureofcayman.com with the latest updates.

Over the past month the following activities have been completed.

Public Relations to media and/or TWATC

- Organised photo for Future of Cayman sponsors
- Careers, Education, Training & Jobs Expo update
- Chamber meets with MLA's to look at Public Policy Issues
- Economic Crime Survey report released
- Free Workshops and Major Sponsors (Careers Expo)
- How Green is your Business?
- Leadership Cayman holds Opening Retreat
- Ministry seeks support from Chamber members for gift bags
- RBC Global Outlook 2012

Media

- 18 pieces in print and online media (since Jan 6)
- 4 items on Cayman 27
- Interviews organised for Careers Expo on Daybreak and Radio Cayman
- Produced Media Cheat Sheets for Daybreak and Radio Cayman

Publications/Reports

- Released the Economic Crime Survey
- Released first Quarter Chamber Magazine featuring RELATIONSHIPS

Electronic Communication

- This Week at the Chamber has been released weekly (Fridays) with written news items (on average 900 people per week have opened This Week at the Chamber)
- FoC website updates posted to the statistics section
- Uploading of articles to Twitter
- E-blasts for Careers Expo
- E-blasts for BE INFORMED
- Produced new homepage banners and featured events
- Website has had 11,109 unique visits since Jan 6, 2012

ADMINISTRATION

Membership Relationship Coordinator: Interviews have been held with Caymanian applicants to fill a sales and marketing position that had been vacant since last year. Final interviews will occur this week with the goal of adding a new member of staff by month's end to drive new member recruitment and sponsorship sales.

MEETINGS

Council of Associations: President David, PE Chris and CEO Wil met on 16th January to review the role of the Council of Associations and to confirm the next steps to calling the first meeting for the year. It was agreed that the CEO would update the membership list and would draft an invitation for review by the PE who would confirm the date for the first meeting.



Delegation from the Philippines Embassy in Washington D.C.: President David, Past President Angelyn Hernandez and CEO Wil hosted a lunch meeting at the Grand Old House for a three member delegation (Luzviminda Padilla, Labour Attache, Sofronio Cortel, Attache and Saul De Vries, Welfare Officer) who were visiting Cayman to evaluate the labour systems in the Cayman Islands as they relate to migrant workers.