



Vision 2008

The Cayman Islands
Nation Strategic Plan
1999 - 2008





National Strategic Plan 1999 - 2008

Contents

**Section 1. Introduction & Results of
First Planning Session.**

Section 2. National Strategic Plan



Foreword

The 10-Year National Strategic Plan is based on the belief that the Cayman Islands can continue to develop in harmony and prosperity if we implement the recommendations of Vision 2008 according to the principles of balanced growth and integrated policy development.

This National Strategic Plan was created through a strategic planning process. Strategic Planning is a means by which an organization, and in our case, a country, continually recreates itself. This process deals with people and the way they see themselves. It is based on aspirations. It is proactive; it allows us as a people to celebrate our uniqueness and enables us to choose the future we desire. The design of the planning process invited participation and created a climate that produced real change champions. This type of strategic planning is based on our core beliefs and values, the things we, the people of the Cayman Islands hold most dear.

Vision 2008, the planning process which led to the creation of the National Strategic Plan, began in March 1998 with a series of Visioning meetings held with different groups including Executive Council and Members of the Legislative Assembly. District meetings were held in every district and in all three Cayman Islands. The purpose of these meetings, and of the interviews, focus groups and public polling exercise that followed was to identify the people's key issues of concern. These were the issues that had to be addressed if we were to plan confidently for a bright future.

From the outset, Vision 2008 caught the imagination of the people of the Cayman Islands and beyond. The Vision 2008 Office received many calls, letters and visits, and numerous electronic communications through our web-site. It was very obvious that the people of the Cayman Islands were ready and anxious to take part in the long-term planning necessary to ensure the prosperity and quality of life for which we are known.

In June 1998 a 30-member planning team, which reflected the composition of our community, was appointed, and met for three days. In this first Planning Session, they developed a statement of beliefs, a vision statement for the Cayman Islands, parameters, objectives, and sixteen strategies.

Following a recruitment drive, Round Table leaders were identified and trained in a two-day session. Sixteen Round Tables, one for each strategy began meeting in early October. Two hundred and fifty individuals continued to meet in their Round Table groups over the next four months to come up with the action plans required to implement each strategy.

At the end of January, the Planning Team met for a second Planning Session to assess the 230 action plans which had been submitted by the Round Tables. This session lasted for a total of seven days. During this time the action plans were carefully scrutinised, some were rejected, some sent back for revision, but most were accepted in their entirety. This was a tribute not only to the careful and comprehensive work of the Round Tables but to the Planning Team members who were determined to recommend a Plan of the highest quality.

The third Planning Session, at which the final revisions to the National Strategic Plan were completed, took three and one half days and ended on 29th March 1999.

As the Planning Team struggled with the complexities and even contradictions of the action plans, it became apparent that there were certain strands that ran across the Plan. The Planning Team therefore selected a small Task Force to pull together these strands in a guide or overview to the main Strategic Plan. This guide which we have called the “key” document is not intended to be read on its own. It should be read in conjunction with the National Strategic Plan. It does however, go one step beyond the Plan as it attempts to set out how the Plan could be prioritised.

When we set out to develop a long-term national plan in 1998 we were unsure as to whether the process we had used successfully to develop smaller sectoral plans would work. We were determined that Vision 2008 would be the people’s plan, and that its credibility would be unquestionable. We wanted wide political ownership to ensure a lasting commitment to successful implementation. We feel that we have fulfilled our planning objectives, and that the way forward being offered to the policy makers of government is realistic and achievable. Vision 2008 has been built on a tremendous amount of good will, interest and expertise from thousands of individuals, many of whom have expressed a desire to be further involved in implementation in whatever way they can.

On behalf of the Planning Team, the Round Tables, the Vision 2008 Team and thousands of ordinary Caymanians and expatriates who have worked so hard to bring you their best effort to secure a future of harmony and prosperity for our Cayman Islands, I recommend Vision 2008 – The 10 Year National Strategic Plan for your consideration.

Joy Basdeo J.P. (Mrs)
Executive Director, Vision 2008

7th April, 1999



WORKING TOGETHER
TO SHAPE OUR FUTURE

OUTCOME OF FIRST PLANNING SESSION

3rd to 5th JUNE, 1998

WE BELIEVE

- In God and traditional Christian values.
- That all people are created with equal worth and are entitled to basic human rights.
- That all people have a responsibility to contribute to the good of the community.
- That a healthy natural and built environment and a balance between the two, is essential for social, economic and political well-being and prosperity.
- In freedom of speech.
- That respect for Caymanian and non-Caymanian culture is important for social harmony.
- In the importance of a strong family unit.
- That people are responsible and accountable for their own actions.
- In striving towards a society that is free from crime and drug abuse.
- In lifelong education for everyone which embraces social and life skills.

VISION STATEMENT

A Cayman Islands that is:

- A God-fearing country based on traditional Christian values.
- A caring community based on mutual respect for all individuals and their basic human rights.
- A community which practices honest and open dialogue to ensure mutual understanding and social harmony.
- A safe, secure and law-abiding community.
- A country which is free from crime and drug abuse.
- A country with an educational system which identifies and develops on a continuing basis the abilities of each person, allowing them to reach their full potential and productivity.
- A community which encourages and prepares young people to assume leadership roles.
- A country which provides a comprehensive health-care system.
- A community protective of traditional Caymanian heritage and the family unit.
- A country with a vibrant, diversified economy which provides full-employment.
- A country which makes optimal use of modern technology.
- A country which manages growth and maintains prosperity, while protecting our social and natural environment.
- A country which respects, protects and defends our natural resources as the basis of our existence.
- A country with open, responsible and accountable government which includes a working partnership with the private sector and continuing beneficial ties with the United Kingdom.
- A country with an Immigration system which protects Caymanians and gives security to long term residents.

PARAMETERS

- We will manage growth in order to prevent the degradation of our Caymanian culture, environment and socio-economic framework.
- We will not tolerate criminal activity or drug abuse.
- We will strengthen our position as a leading tourist destination and financial centre.
- We will ensure the social integration of all residents of the Cayman Islands.
- We will promote life-long education and training.
- We will support the family unit.
- We will endeavour to protect our young people from negative influences.
- We will ensure that the decision-making processes within the public sector are open, transparent and subject to accountability.
- We will ensure the implementation of this Plan.

OBJECTIVES

- To have full community participation in all phases of Vision 2008.
- To have successive governments committed to Vision 2008 by funding and implementing the Plan.

STRATEGIES

- I. We will develop and implement a policy of zero tolerance for crime and drug abuse.
- II. We will provide opportunities and challenge young people to become involved in all aspects of the development of their country and community affairs, supported by the public and private sectors.
- III. We will support an educational system, which identifies and develops the abilities of each person, encouraging them to realise their full potential.
- IV. We will establish systems which serve to strengthen the family unit and promote a caring society.
- V. We will develop awareness of our Caymanian culture which is based on traditional Christian values and a strong family unit.
- VI. We will develop and implement a plan which addresses the special needs and concerns of Cayman Brac.
- VII. We will develop and implement a plan which addresses the uniqueness and special needs of Little Cayman.
- VIII. We will promote open and accountable government.

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- IX. We will ensure optimal infrastructure which supports the needs of the current population and projected growth.
 - X. We will develop and implement a growth management plan to achieve and maintain a balance between the natural and built environment.
 - XI. We will protect our natural environment, particularly the Central mangrove and other wetlands, the North Sound and coral reefs, from further degradation.
 - XII. We will develop and implement an information technology plan that optimises the economic and social development of the Cayman Islands.
 - XIII. We will ensure that Government, in partnership with the Tourism and Finance industries, strengthens plans for the continuing success of these two critical sectors and we will identify opportunities for diversification.
 - XIV. We will support and ensure the implementation of a comprehensive health-care plan, which emphasises prevention, mental health and wellness.
 - XV. We will support comprehensive contingency planning for natural and man-made disasters and incidents, to ensure the preservation of human life, protection of property and economic recovery of the country.
 - XVI. We will create a comprehensive immigration policy, which protects Caymanians and gives security to long term residents.

PLANNING TEAM MEMBERS

Heber Arch	Gary Ebanks	Deborah Kirkconnell
Terry Bainbridge	Rhonda Edie	Melanie McLaughlin
Osbourne Bodden	David Foster	Nadine McLean
J. C. Calhoun	Laurice Fraser	Olive Miller
Annie Mitten-Clarke	Iva Gray	Sheryl Miller
Camille Davey	Victor Green	Kirkland Nixon
Eileen Dounce	Lorna Hampson	Chris Rose
Alson Ebanks	John Harding	Kenny Ryan
Carson Ebanks	Rhonda Kelly	Suzy Soto
Darlene Ebanks	Lisa Hurlston	Peter Tompkins

ROUND TABLE LEADERS

I	Crime & Drugs	Cathy Delaphena	Terry Delaney
II	Youth	Patrice Donalds	Ramona Ritch
III	Education	Jahaira Kelly	Elizabeth Thompson
IV	Family	Beverly Banks	Kathy Wagner
V	Culture	Eziethamae Bodden	Marcia Muttoo
VI	Cayman Brac	Mark Knowlton	Mark Tibbetts
VII	Little Cayman	Janet Walker	Croy McCoy
VIII	Open & Accountable Government	Pilar Bush-Gordon	Clarence Bothwell
IX	Infrastructure	Kenneth Ebanks	Finley Joseph
X	Growth Management	Nick Popovich	
XI	Environment	Phil Bush	Art Schindler
XII	Information Technology	David Archbold	Nick Robson
XIII	Economy	Wil Pineau	Dax Basdeo
XIV	Health	Jacqui Smith	Mark Frye
XV	Contingency Planning	Christine Maltman	Chuck Gordon
XVI	Immigration	Patrick Schmid	Denise Tibbetts

Vision 2008 Team

Joy Basdeo	Executive Director
Hyacinth Conolly	Strategic Planning Facilitator
Desmond McConvey	Assistant Facilitator
David Archbold	Information Technology Advisor
Judith Gates	Training Facilitator
Patricia L.C. Slocum	Executive Assistant
Felicia Deslandes	Student Intern
Julia Jones	Public Relations Co-ordinator (GIS)



National Strategic Plan

This Version of the National Strategic Plan includes all Strategies, Action Plans, and Action Steps contained in the Vision 2008 Master Document, but excludes all Appendices and Considerations in the Cost Benefit Analysis Process.

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National Strategic Plan

Strategy 1 **We will develop and implement a policy of zero tolerance for crime and drug abuse.**

Action Plan 1 To provide awareness and education for all on social costs and laws
Specific Result relevant to crimes and drug abuse.

Action Steps

- 1 Undertake socio-economic study of the cost of crime and drug abuse to the Cayman Islands.
 - 2 Identify and review relevant laws and existing drug awareness and education programmes for communities, churches, schools and workplaces.
 - 3 Develop and tailor programmes that are consistent with the norms and values of the residents of the Cayman Islands.
 - 4 Ensure that programmes are available, on site or through referrals, for all members of the community, churches, schools and workplaces
 - 5 Collaborate with the media to promote a more positive approach to coverage of crime and drug abuse issues. E.g. less sensationalism, alcohol advertising preceded by anti-drinking public service announcements.
 - 6 Assess existing drug education programmes in pre-schools and grades K-12. (public and private schools).
 - 7 Establish age-appropriate curriculum guidelines.
 - 8 Review and redefine the duties and responsibilities of the National Drug Education Co-ordinator.
 - 9 Appoint a drug education representative in each school.
-

Action Plan 2 To enhance court services to provide sentencing advice regarding suitable
Specific Result treatment and/or rehabilitation services for offenders.

Action Steps

- 1 Appoint an on-going advisory board, which includes psychiatrists, psychologists, lawyers, social workers, probation officers, senior citizens and police officers among others including a youth representative.
 - 2 Establish legislation to ensure proper function of board.
 - 3 Review and amend laws prescribing sentencing for non-violent offences to include non-custodial/mandatory community service or hard labour.
-

Action Plan 3 To enhance the present system of preventing and detecting the importation
Specific Result of illicit drugs.

Action Steps

- 1 Increase the size of the police force and customs department to provide more undercover officers and national border patrols.
 - 2 Institute air, sea and land cover by aircraft and fast patrol boats, to work along with law enforcement.
 - 3 Incorporate a sophisticated radar detection system in the existing national communication system, which will assist with border patrols.
 - 4 Increase role and function of the K-9 unit in illicit drug detection.
 - 5 Co-ordinate through the National Drug Council (NDC) a team to identify gaps in present plans and resources.
-

Action Plan 4 To support the establishment of a secure facility for juvenile delinquents.
Specific Result

Action Steps

- 1 Convene a board to review and revise juvenile justice system.
 - 2 Identify appropriate location and premises.
 - 3 Recruit and train staff.
 - 4 Develop suitable treatment and rehabilitation programmes.
 - 5 Utilise existing referral system to identify suitable juvenile delinquents.
-

Action Plan 5 To introduce a mandatory national Photo Identification Card system for all
Specific Result residents 12 years and older, in the absence of a drivers licence.

Action Steps

- 1 Enact legislation governing use of photo Identification cards.
- 2 Appoint by tender an agency to supply cards.
- 3 Publicise Identification Card system through Government Information Services and other available media.

Action Plan 6 To implement Crime Watch Programmes such as a Neighbourhood Watch
Specific Result in each district.

Action Steps

- 1 Identify co-ordinators and representatives from each district.
 - 2 Provide suitable training to volunteers by a crime prevention specialist.
 - 3 Launch public awareness campaign upon implementation in each district.
 - 4 Provide better public relations training for all law enforcement officers.
-

Action Plan 7 To have counsellors and social workers jointly assess sentenced persons in
Specific Result need of counselling services.

Action Steps

- 1 Define roles and responsibilities of counsellors and social workers.
 - 2 Formulate criteria for financial assistance that includes treatment and rehabilitation services if needed.
 - 3 Establish a referral system linked to all locally available treatment and rehabilitation services.
 - 4 Publicise the service through Government Information Services.
 - 5 Ensure continued follow-up and referrals for at least 12 months following initial assessment.
-

Action Plan 8 To provide the best possible health care to eliminate drug abuse for our
Specific Result people.

Action Steps

- 1 Ensure that 24-hour drug intervention services are available.
 - 2 Introduce legislation to control procedures and health care facilities to regulate the dispensation of pharmaceutical drugs to avoid duplication.
 - 3 Provide treatment and rehabilitation services for all adult and youth substance abusers and all prison inmates.
 - 4 Ensure continuum of care for substance abusers leaving primary treatment and rehabilitation programmes. E.g. halfway homes, sobriety homes, etc.
-

Action Plan 9 To provide the legal framework, including laws and policies, consistent
Specific Result with society's aspirations for the elimination of crime and drug abuse.

Action Steps

- 1 Convene a review committee consisting of cross-section of Caymanians and Non-Caymanians in the relevant fields to review and revise laws accordingly.
- 2 Provide better legal aid that guarantees adequate legal services for all offenders.
- 3 Improve employment services for ex-offenders.
- 4 Establish truant officer programme.
- 5 Provide policy recommendations and legislation necessary to ensure mandatory drug testing in schools.
- 6 Consider amending the legal drinking age to 21 and ensure enforcement of law.
- 7 Enforce existing legislation with respect to parental responsibility for minors. E.g. parents held accountable for their children's actions.

Strategy 2 **We will provide opportunities and challenge young people to become involved in all aspects of the development of their country and community affairs, supported by the public and private sectors.**

Action Plan 1 To create and implement a nationally recognised vocational programme,
Specific Result that expands the opportunities for Caymanian youth to become productive citizens in their community.

Action Steps

- 1 Provide opportunities for youth to obtain certification in various trades by establishing a nationally recognised network of Apprenticeship Programmes, and provide incentives to the participating companies (e.g. reduction in Government fees such as Work Permit Fees.)
 - 2 Expand function of Government's Human Resources Department to include monitoring of Companies/ businesses involved in the Apprenticeship Programmes to ensure compliance with Regulations of the national network.
 - 3 Strengthen and expand the existing Vocational Programmes offered by the Community College through Scholarships.
 - 4 Reintroduce Career Days into school curriculum starting at Primary School level, placing emphasis on vocational trades, by inviting members of local business community to address student body on career choices and work related issues such as educational requirements and importance of good work ethic. This should be done on a monthly basis.
-

Action Plan 2 To optimize the potential of youth by ensuring educational opportunities
Specific Result for all.

Action Steps

- 1 Expand educational opportunities for physically and mentally challenged youth by providing appropriate resources to assist in their development.
- 2 Preserve children's rights to an education as outlined in the United Nations Convention on Rights of the Child, by implementing programmes to address the educational needs of children who are marginalized by current education system. Examples of such programmes include the Intervention Plan and the Vocational Programmes referenced in Action Plan #3 and #1.

Action Plan 3 To increase the level of parental involvement in their children's
Specific Result development.

Action Steps

- 1 Enforce provisions within the current Juveniles Law, 1990 and Youth Justice Law, 1995 that will make parents, of young persons appearing before Juvenile court or Youth court, accountable for their children's actions.
 - 2 Establish a system in the schools where parents of students who are brought to the attention of the year head due to behavioural issues, are contacted immediately to initiate a process of intervention.
 - 3 Expand counselling programmes within each school thereby allowing for contact between school officials and parents to be sustained.
 - 4 Increase effectiveness of current programmes such as parenting workshops by providing adequate funding to ensure island-wide participation.
 - 5 Create and broadcast Public Service Announcements increasing parents' responsibility to their children, e.g. "Do you know where your kids are?" broadcast at 10pm.
-

Action Plan 4 To develop and implement a community service awareness programme
Specific Result through the Education system.

Action Steps

- 1 Enhance the curriculum of the schools by including a Community Service component appropriate to the child's developmental level.
 - 2 Establish a liaison between teachers and local service clubs for groups of students to participate once per term in their community activities, such as beach clean-ups, visiting the elderly.
 - 3 Introduce a Community Service requirement (using the above guidelines) for Graduation from High School.
-

Action Plan 5 To enhance the current educational system above and beyond the
Specific Result classroom situation.

Action Steps

- 1 Strengthen existing after school programmes by providing adequate funding for relevant resources.
 - 2 Expand after school programmes by including technical workshops, placing equal emphasis on both academic and technical skills components, thereby allowing students to discover and strengthen their individual skills.
-

- 3 Introduce after school programmes at the Primary School level to ensure maximum student usage.
- 4 Utilise the current school bus system to provide adequate transportation for students to these activities thereby increasing usage and attendance.

Action Plan 6 To establish a Youth Community Awards Scheme.

Specific Result

Action Steps

- 1 Create an award to recognise a young person for outstanding community service.
- 2 Establish guidelines for the scheme for the nomination and selection process. The guidelines will be based on community service with no academic ties.
- 3 Establish a voluntary awards scheme board which will assess nominations from the public and select the best candidate.
- 4 Secure an appropriate award for the successful candidate.

Action Plan 7 To establish mediums of expression for the youth.

Specific Result

Action Steps

- 1 Create TV and radio shows to incorporate local youth forums/conferences more regularly on an informal level.
- 2 Create a newspaper column whereby youth may express their written views should they choose.
- 3 Establish a committee to collate information from the shows and newspaper column and organise a response either through the shows or the column.

Action Plan 8 To establish a Central Youth Activity Centre.

Specific Result

Action Steps

- 1 Identify and secure a centrally located centre.
- 2 Establish after school and study programmes together with canteen and lounge facilities within the centre.
- 3 Promote activities outside of the centre but controlled by the centre such as, diving, horseback riding via private sector sponsorship.
- 4 Recruit a Youth Centre Coordinator and an assistant to oversee the centre responsible to the newly appointed Youth Coordinator referenced in the Action Plan #12.
- 5 Ensure that all youth attending the centre agree to accept various duties to assist with the upkeep and maintenance of the centre.

Action Plan 9 To create a Youth Festival.

Specific Result

Action Steps

- 1 Establish a youth festival once per school year during which youth activities are presented such as talent, fashion and sporting events.
- 2 Promote nation-wide youth unity and talent via various activities at the festival on a large scale.
- 3 Establish a committee of youth and adults to coordinate the festival.
- 4 Coordinate necessary transportation and accommodation for youth to attend the Festival.

Action Plan 10 To develop a Youth Mentoring Programme while enhancing the role of
Specific Result the Community Development Officer.

Action Steps

- 1 Identify individual youth who are not in touch with current activities.
- 2 Recruit mentoring persons who will be district based. Ideally experienced young adults and university graduates.
- 3 Facilitate transportation for activities for the youths identified.
- 4 Organise weekly home visits and outings between mentors and youth by the Community Development Officer who will monitor the progress.
- 5 Coordinate the mentoring programme through schools by the Community Development Officer and school Principals.

Action Plan 11 To establish Youth Forums in schools and at national level that heighten
Specific Result the awareness of critical issues facing Caymanian society.

Action Steps

- 1 Encourage school Principals to promote a positive attitude to ongoing school forums, debating issues of National concern in which every student can participate at Junior and High School level.
- 2 Conduct a national forum at which representatives from the public and private schools meet twice yearly to collate and present issues of concern.
- 3 Establish the process for specific and relevant motions arising from these forums to be forwarded to Legislature for discussion.

Action Plan 12 To establish a National Youth Policy.

Specific Result

Action Steps

- 1 Recruit a youth co-ordinator whose role would be to spearhead the development and implementation of the National Youth Policy.
- 2 Establish a youth advisory board comprised of adults and young people which would become a central organising body for youth with responsibility to co-ordinate a National Youth policy.
- 3 Establish a Youth office, with representatives in each island where necessary, as an expansion of the existing Ministry. This office would be responsible for providing administrative support and act as a focal point for the co-ordination of youth affairs and transportation issues for young people.

Action Plan 13 To increase the number of young business owners.

Specific Result

Action Steps

- 1 Develop a programme of assistance for young business owners of the future which works in concert with existing programmes, e.g. AIDB; CDB.
- 2 Request the Chamber of Commerce to take up responsibility for an educational programme to assist young business owners of the future to formulate sound business plans, detailing the business objectives and steps for achieving their goals.
- 3 Designate staff to be responsible for the marketing of the programme, utilising local media, reviewing and assisting with the execution of the business plan.
- 4 Encourage Government to work with the private sector to set aside funds for special interest loans to expedite this programme.
- 5 Assess and improve funding using traditional guidelines.

Action Plan 14 To establish a national programme to introduce a variety of businesses to

Specific Result students, prior to them entering the work force.

Action Steps

- 1 Co-ordinate through Youth Development Office staff the programme particulars i.e. promote programme at schools, solicit businesses to participate in the programme, arrange for students to visit local businesses.
- 2 Organise through staff that students who have indicated a special interest in a particular industry can visit that particular business. Prior to that visit, the students will prepare a file on the industry they have expressed an interest in, as well as the particular business that the student will be visiting. The students should document what they expect from the visit.

- 3 Provide transportation by school bus during school hours, funded by the private sector or Government.

Action Plan 15 To introduce and implement an integrated arts curriculum in all schools.

Specific Result

Action Steps

- 1 Establish committees comprised of persons working in the various art fields to review existing programmes world-wide, design an integrated programme and spearhead its implementation.
- 2 Have the committee review existing programmes to define each art form's curriculum, programme goals, student goals and the syllabus to achieve them.
- 3 Establish a working relationship with international organizations that give recognition and certification of levels of achievement in each of the arts.
- 4 Give local artists and instructors training to ensure the curriculum, programme and student goals, and requirements set out by examining bodies will be adequately met.
- 5 Implement the programme in stages, starting at High School level using local instructors and artists.
- 6 Review the programmes' progress every 9 – 12 months to ensure that programme goals and student goals are being met. This process will involve teacher evaluations from students, programme evaluation from instructors, conferences and an independent evaluation from a team of professionals.

Strategy 3 **We will support an educational system which identifies and develops the abilities of all persons, encouraging them to realise their full potential.**

Action Plan 1 To identify and implement those parts of the Education Plan that still need
Specific Result to be implemented.

Action Steps

- 1 Form a committee to:
 - a) Investigate reasons for the delay in the implementation of those parts of the existing Education Development Plan which have not been implemented.
 - b) Recommend steps towards establishing the Plans.
 - 2 Implement those plans which need to be realized.
 - 3 Empower schools to exercise Site-based Management.
 - 4 Institute Site-based Management at the Education Department.
 - 5 Monitor implementation of the Education Development Plan and Site-based Management.
 - 6 Review every twelve to eighteen months.
-

Action Plan 2 To identify gaps in the existing Education Development Plan and provide
Specific Result programmes to fill those gaps.

Action Steps

- 1 Appoint a Research and Development Officer.
 - 2 Survey and identify the needs of public and private sector employers, with regards to education.
 - 3 Collect recommendations from existing Education Reports such as:
 - a) Annual school principals' reports
 - b) Reports from Senior Education Officers
 - c) Education programme reports
 - d) Reports from visiting consultants
 - e) Reports from the Inspectorate's office
 - 4 Record the strengths and weaknesses of the current education system through interviews with persons, including:
 - a) Students currently attending local and overseas colleges and universities
 - b) Faculty from local and overseas colleges and universities where students from Cayman are attending
 - c) Personnel Officers
 - d) Members of the Chamber of Commerce
 - e) Members of the trade and professional associations and representatives of various economic sectors and
 - f) Through the study of existing data reports
-

- 5 Form a committee to:
 - a) Analyze and interpret the above data
 - b) Document gaps in the existing Education Development Plan
 - c) Submit findings to the Ministry of Education
 - d) Advise the Ministry of Education of missing steps and/or new programmes to fill these gaps.
- 6 Implement steps / programmes.
- 7 Review and update every three years.

Action Plan 3 To develop and implement -- academic, vocational and technical --
Specific Result curricula for secondary and tertiary students.

Action Steps

- 1 Identify the needs of local employers. (See Plan 2)
- 2 Research overseas - academic, vocational and technical - curricula and standards.
- 3 Form a committee of educators to:
 - a) Review data
 - b) Develop detailed curricula in the following areas:
 - i) Academic
 - ii) Vocational
 - iii) Technical
 - c) Recommend staff, equipment, materials and any other resources necessary for programme implementation.
 - d) Develop a set of national minimum standards in numeracy, literacy, Info.tech. Etc.
- 4 Provide appropriate staff, equipment and resources.
- 5 Publicise to students, teachers, parents and employees the availability of the programmes.
- 6 Encourage students to participate in the programmes.
- 7 Develop and implement statistical and monitoring systems.
- 8 Analyze the effectiveness of the programmes.
- 9 Review and update every three years.

Action Plan 4 To develop and implement a Careers Advisory Service which provides
Specific Result professional guidance to students.

Action Steps

- 1 Research and review local and overseas practices relating to Careers Advisory Services (and modify, if necessary, to suit local conditions).
- 2 Liaise with Chamber of Commerce to survey and identify what skills employers require of employees. (See Plan 2)
- 3 Recruit and orient staff to the needs of local employers.

- 4 Acquire / purchase resource materials.
- 5 Establish a schedule of activities (with an aim to extend services beyond high schools hours to accommodate the public, in phase three.)
- 6 Compile an inventory of services which will serve as a model for private schools and include:
 - a) recommending "World of Work" concepts for the Social Studies curriculum for primary school-aged children
 - b) Writing a Career Counselling Curriculum for secondary - aged students and
 - c) Liaising with the Chamber of Commerce Education Committee to provide service to the public.
- 7 Promote Careers Advisory Service to the public.
- 8 Encourage individuals to use the service.
- 9 Develop and implement statistical and monitoring systems.
- 10 Review and upgrade the service every three years.

Action Plan 5 To provide programmes that will allow all persons, outside of the regular
Specific Result school system, to realise their full potential.

Action Steps

- 1 Utilise local and overseas resources to identify programmes for persons, such as the:
 - a) Under fives
 - b) High school drop-outs
 - c) Youth At-Risk
 - d) Special needs persons
 - e) Prison inmates
 - f) Senior citizens
- 2 Survey and identify, with regards to education, the needs and/or interests of persons. (Such as those listed in Step 1)
- 3 Form a committee to:
 - a) Analyze the above data
 - b) Review existing programmes
 - c) Create new programmes
 - d) Recommend staff, equipment, materials and any other resources.
- 4 Provide staff, equipment and other resources.
- 5 Implement programmes.
- 6 Review and update every three years.

Action Plan 6 To attract and retain high calibre personnel in the Education System.

Specific Result

Action Steps

- 1 Research existing programmes locally and overseas that are geared towards attracting and retaining high calibre personnel.
- 2 Form a committee to:
 - a) Select and implement programmes relevant to the Cayman Islands
 - b) Establish a national criteria for educational personnel that will ensure consistent quality of teaching in primary and secondary schools.
- 3 Submit to Public Service Commission for implementation:
 - a) National criteria for educational personnel
 - b) Recommendation to place teachers' salaries on par with those of other professionals within the Civil Service.
- 4 Promote the concept of a common salary scale for teachers in the government and private school system.
- 5 Identify and implement teacher incentive programmes.
- 6 Introduce flexible career structures to allow for teacher advancement and career development
- 7 Evaluate recruitment and retention programme every three years.

Action Plan 7 To ensure acceptance by the Public Service Commission of the credentials
Specific Result earned at local institutions.

Action Steps

- 1 Document current Public Service Commission criteria for acceptance of credentials.
- 2 Identify which institutions' credentials are not recognised by the Public Service Commission but have received international accreditation.
- 3 Determine inadequacies of the credentials from local institutions. (See above)
- 4 Research, develop and implement measures to fulfill criteria.
- 5 Submit applications to the Public Service Commission for acceptance of the credentials.
- 6 Publish list of approved institutions.
- 7 Conduct five year reviews to ensure compliance with criteria.

Action Plan 8 To establish a policy review system, which ensures that current and future
Specific Result needs of each person in the community are met.

Action Steps

- 1 Establish a committee of persons including:
 - a) Principals and Teachers
 - b) Administrators
 - c) Special Needs persons
 - d) Parents
 - e) Ministry representatives
- 2 Research existing local and overseas policies on education. Eg.
 - a) General Orders
 - b) Curriculum
 - c) Recruitment
 - d) School fees
 - e) Professional Development
- 3 Identify current and projected needs and/or concerns of individuals in the community.
- 4 Analyze existing policies to identify strengths and weaknesses of present local policies.
- 5 Submit findings to the Ministry of Education.
- 6 Recommend that the Ministry of Education reviews, amends and legislates appropriate policies.
- 7 Implement new and existing policies.
- 8 Review policies every five years.

Strategy 4 We will establish systems which serve to strengthen the family unit and promote a caring society.

Action Plan 1 To develop a Family Life Education programme that will improve the quality of life for all in the Cayman Islands.

Action Steps

- 1 Establish a Committee to develop and monitor an attractive Family Life Education programme comprised of educators, representatives from Social Services and the Public Health along with non-governmental organizations.
- 2 Appoint a co-ordinator to implement this programme.
- 3 Conduct a needs assessment to determine the content of the programme with particular emphasis on:
 - (a) Preparation for Family Life
 - (b) Communication
 - (c) Social Development
 - (d) Human Sexuality
 - (e) Health and Nutrition
 - (f) Consumer Education
 - (g) Discipline
 - (h) Self Esteem
 - (i) Career Guidance.
- 4 Ensure that the programme caters to the needs of all ages as determined by action step 2.
- 5 Provide the appropriate promotional and operational materials to support the curriculum.
- 6 Recruit and train suitable volunteers to facilitate this programme.

Action Plan 2 To implement the Family Life Education programme developed under Plan 1.

Action Steps

- 1 Acquire Family Life Education Programme. (See Step 1, Plan 1)
- 2 Identify and utilize resources to implement this programme in the schools, workplaces and in the community.(See Step 4, Plan 1)
- 3 Recruit and train suitable personnel including volunteers to facilitate this programme.
- 4 Establish Family Life Education teams for each district.
- 5 Solicit help from businesses, churches, service organizations and other interested entities.
- 6 Incorporate Family Life Education in the National curriculum at primary school level, amending the Education Law if necessary, to include all private schools.
- 7 Identify and obtain suitable venues in each district to implement the programme.

- 8 Teach Family Life Education in the schools, workplaces and in the community on a regular basis.
- 9 Rename and modify the Women's Resource Centre to Family Resource Centre to better facilitate this and all other family related programmes.
- 10 Review and upgrade the programme annually.

Action Plan 3 To develop a unified Family Court and ancillary services to deal with all
Specific Result family matters falling within the ambit of the judiciary.

Action Steps

- 1 Empower and require the Judicial, Legal and Social Service Departments to formulate necessary laws, regulations and policies leading to the establishment of a Unified Family Court.
- 2 Encourage the Legislative Assembly to enact laws, regulations and policies formulated as a result of #1 above.
- 3 Provide specialized and sensitivity training for legal and administrative staff.
- 4 Obtain facilities that ensure privacy when confidential matters are being considered.
- 5 Ensure the availability of proper facilities dedicated exclusively to juveniles e. g. remand and secure units.
- 6 Ensure the availability of ancillary services related to the work of the Family Court such as a shelter or safe house for victims of domestic violence and their families.
- 7 Streamline and simplify application procedures to enable family members to make required application without retaining expensive legal assistance.

Action Plan 4 To establish a mandatory programme of sensitivity training for all relevant
Specific Result agencies dealing with abuse related matters.

Action Steps

- 1 Create and enact a comprehensive government policy mandating sensitivity training for all essential services personnel.
- 2 Create an administrative unit under the auspices of the Ministry responsible for Community Affairs.
- 3 Empower the unit to carry out this programme utilizing but not limited to action steps 4-9.
- 4 Research and make available pertinent resources necessary for the training programme.
- 5 Require that all essential services personnel complete the programme with severe penalties for non-compliance.
- 6 Invite relevant agencies within the community to participate in, complete and implement the programme.
- 7 Ensure each agency's proper implementation of the programme.
- 8 Institute a confidential system to monitor all abuse related matters.

- 9 Implement and ensure a continuous public awareness programme.
- 10 Monitor and evaluate the programmes' effectiveness.

Action Plan 5 To develop and maintain a specialized domestic violence unit within the
Specific Result Royal Cayman Islands Police Department to deal with domestic violence and family related matters.

Action Steps

- 1 Assign responsibility for this task to the Royal Cayman Islands Police Department.
- 2 Research and investigate similar units regionally and internationally to identify an appropriate model for the Cayman Islands.
- 3 Provide sufficient funding for the establishment of such a unit.
- 4 Ensure if necessary, that additional officers are recruited to specifically staff this unit.
- 5 Ensure that an adequate percentage of the unit's staff are female officers.
- 6 Ensure that specialized training is researched and appropriate courses identified.
- 7 Mandate policies that all officers who staff this unit receive specialized training.
- 8 Establish official links between this unit and agencies such as Social Services and the Women's Resource Centre.
- 9 Locate the Domestic Violence Unit near/at the Hospital or a Shelter for reasons of safety, security, continuity and quick reaction.
- 10 Conduct periodic and consistent reviews of the function of the Domestic Violence Unit to facilitate upgrading and improving where necessary.

Action Plan 6 To develop and maintain a "Place of Safety" for victims of domestic
Specific Result violence and their children.

Action Steps

- 1 Assign responsibility for this objective to the Ministry responsible for the welfare of women.
- 2 Recruit a Project Manager to establish capital and recurrent expenditure and to direct implementation of Step 5.
- 3 Formulate an implementation plan, in conjunction with the Royal Cayman Islands Police for the establishment of a Place of Safety.
- 4 Identify suitable accommodation already existing or identify institutional zoned land for building purposes.
- 5 Develop Project Outline for approval by Executive Council.
- 6 Ensure funding by Government, by private sector or by the combination of the two.
- 7 Develop the Operation Proposal for a "Place of Safety" to outline day-to-day activities.
- 8 Recruit appropriate staff to carry out the operations of the "Place of Safety".

- 9 Enact an admissions procedure for the daily operations of the "Place of Safety".
- 10 Conduct periodic and consistent reviews of the function of the "Place of Safety" to facilitate upgrading and improvement where necessary.

Action Plan 7 To develop and expand care for the handicapped.

Specific Result

Action Steps

- 1 Establish a Committee from existing resources e.g. Social Services and Public Health to evaluate and enhance existing services for the handicapped.
- 2 Provide services and aids to enable the handicapped to remain in safe and familiar surroundings where necessary.
- 3 Seek alternatives to Government-provided care in individual homes.
- 4 Evaluate and provide, where necessary, day care facilities in all districts.
- 5 Provide transportation, when necessary, to approved day care centres.
- 6 Encourage families to assume more responsibility for their handicapped.
- 7 Provide financial assistance where necessary.
- 8 Support existing activities e.g. Special Olympics.

Action Plan 8 To protect the handicapped and ensure their inclusion in mainstream life.

Specific Result

Action Steps

- 1 Educate the public to accept the handicapped as valuable members of the workforce.
- 2 Promote the creation of job opportunities for the handicapped.
- 3 Initiate programmes to develop and utilize the knowledge and skills of the handicapped.
- 4 Provide, maintain and encourage the use of safe community parks.
- 5 Enact and/or enforce laws that protect the handicapped against all forms of abuse.
- 6 Update, enact and implement the existing policies and laws which deal with the financial and other needs of the handicapped.
- 7 Enhance existing educational facilities to ensure inclusion of the handicapped.
- 8 Encourage and support families to fully integrate their handicapped within the family unit.
- 9 Mandate and ensure the provision of proper handicapped access and facilities in all buildings and others areas open to the public.

Action Plan 9 To protect the elderly and ensure their inclusion in mainstream life.

Specific Result

Action Steps

- 1 Promote the creation of job opportunities for the elderly e.g. babysitters, baggers, gardeners etc.

- 2 Educate the public to accept the elderly as valuable members of the workforce.
- 3 Initiate programmes to utilize the knowledge and skills of the elderly.
- 4 Encourage integration and development of relationships between the young and the elderly e.g. adopt a grandparent.
- 5 Provide, maintain and encourage the use of safe community parks.
- 6 Update, enact and implement the existing policies and laws which deal with the financial and other needs of the elderly.
- 7 Enact and/or enforce laws that protect the elderly against all forms of abuse.

Action Plan 10 To develop and expand care for the elderly.

Specific Result

Action Steps

- 1 Establish a Committee from existing resources e.g. Social Services and Public Health to evaluate and enhance existing services for the elderly.
- 2 Provide services and aids to enable the elderly to remain in safe and familiar surroundings.
- 3 Seek alternatives to Government-provided care in individual homes.
- 4 Encourage the establishment of Government regulated private nursing homes.
- 5 Evaluate and provide, where necessary, day care facilities in all districts.
- 6 Provide transportation, when necessary, to approved day care centres.
- 7 Encourage families to assume more responsibility for their elderly.
- 8 Provide financial assistance where necessary.

Action Plan 11 To establish and enhance developmental after school programme in all districts.

Specific Result

Action Steps

- 1 Design and implement a community based after school programme that will replace and/or complement the existing school based programmes.
- 2 Employ community after school co-ordinators for each district.
- 3 Recruit and train suitable volunteers in accordance with their responsibilities within the programme.
- 4 Sensitise employers to the necessity for quality after school programmes.
- 5 Provide incentives for those employers who allow their employees to participate in such programmes.
- 6 Encourage employees to volunteer time to the programme of their choice.
- 7 Enlist support from companies to subsidize after school programmes.
- 8 Provide necessary resources for each programme.
- 9 Establish uniformity of disciplinary policies appropriate for after school programmes.

- 10 Evaluate and monitor safety measures and efficiency of after school programmes to ensure success.

Strategy 5 **We will develop awareness of our Caymanian culture which is based on traditional Christian values and a strong family unit.**

Action Plan 1 To commission a comprehensive study of Caymanian cultural heritage
Specific Result and disseminate results.

Action Steps

- 1 Research and document:
 - Ethnicity
 - Caymanian dialect
 - Oral traditions
 - Religion(s)
 - History
 - 2 Compile and disseminated findings.
-

Action Plan 2 To establish a cultural policy for the country, which will serve as a
Specific Result blueprint or guide for the way the country plans and moves forward in
relation to the development of culture.

Action Steps

- 1 Establish effective liaison between cultural organisations and institutions.
 - 2 Develop projects/products/initiatives which promote exploration, interpretation, understanding and appreciation of Caymanian history, heritage, culture and the arts.
 - 3 Publish and disseminate the policy document.
-

Action Plan 3 To devise and implement a system of evaluating the progress of and
Specific Result measuring both the short and long term results of the Strategy V Action
Plans.

Action Steps

- 1 At regular intervals:
Conduct surveys among various sectors of the population to determine levels of awareness about Caymanian culture, and the impact of implementation of the Strategy V plans, including surveying:
 - Randomly selected members of the general public;
 - Children in statistical control groups;
 - Persons with particular expertise in the cultural arena.
-

- 2 Conduct more frequent phone-in and debate programmes on topics relating to culture on television and radio.
- 3 Three years after implementation of the plans, engage a graduate student to conduct an in-depth impact study.

Action Plan 4 To promote traditional Caymanian moral and spiritual values in schools,
Specific Result the workplace and the community at large.

Action Steps

- 1 Promote that all schools and all employers- government and private sector - allocate time during the school and work day for devotional periods of at least ten minutes per day.
- 2 Formalise chaplain involvement once a week in all government schools (with private schools using their own pastors).
- 3 Increase the public's awareness of counselling available to youths.
- 4 Re-emphasise and enhance current workshops and/or seminars in all schools, alternate education programmes and in youth and community organisations to teach principles like integrity and respect for others.
- 5 Devise a handbook that explores cultural similarities and differences, which would be available to all potential employees. (private and public sector)

Action Plan 5 To refine the curricula of local schools, to improve the provision made for
Specific Result promoting Caymanian culture and the arts.

Action Steps

- 1 Support the development of a culturally relevant national curriculum (Strategic Plan for Education; Strategy 1, Plan 10) with:
 - the use of a curriculum planning model (e.g.) situational model) that includes a situation and a cultural analysis of the Cayman Islands before curriculum goals and objectives are selected or formulated;
 - the implementation of a curriculum development process that ensures Caymanian culture is adequately considered and systematically infused into the plans for all subjects;
 - an adequate time-frame and resources for development.
- 2 Further develop an arts curriculum for schools, which;
 - provides support and guidance for teachers;
 - encourages pupil interest, appreciation and skill development;
 - encourages teachers and pupils to see and use the arts as a medium for defining and interpreting culture.

- 3 Evaluate and monitor schools' understanding of and provision for promoting Caymanian culture and the arts, utilising, for example:
 - School Inspectorate reports
 - schools' self-assessment and relevant documentation
 - school visits by suitable personnel.
- 4 Support the implementation of a culturally relevant curriculum with:
 - An induction course which includes an introduction to Caymanian history, heritage, history and culture for local and expatriate teachers;
 - Presentations, speeches, opportunities for debate, discussion, study etc., of various relevant topics on an on-going basis.

Action Plan 6 To provide more opportunities for future education in the arts and culture.
Specific Result

Action Steps

- 1 Include the arts and areas relating to culture among the priority areas for government scholarships and promote the availability of scholarships.
- 2 Encourage the various cultural institutions and organisations involved in the arts to:
 - identify persons with particular talents and interests in relevant areas;
 - offer short and/or long-term scholarships, training or apprenticeship opportunities.
- 3 Encourage the institutions and organisations to promote the opportunities offered through, for example:
 - talks and presentations to pupils
 - liaison with career guidance personnel in schools;
 - school visits and tours of their facilities;
 - the production of student-friendly materials and information.
- 4 Increase funding for programmes(e.g. art exhibitions, theatrical presentations, music and dance, recitals, art appreciation, workshops) which stimulate the appreciation of art for its aesthetic value thereby creating consumers of the arts.

Action Plan 7 To promote artistic freedom to stimulate the expression of Caymanian
Specific Result culture through the arts.

Action Steps

- 1 Provide for freedom of artistic expression, (taking into account the laws of the country) by recognising and penalising victimization and discrimination in response to artistic expression.
- 2 Increase funding for workshops, seminars, and fellowships for exploration in the artistic and cultural arena.
- 3 Provide forums for dialogue between artists, other practitioners in cultural arena and the community at large.
- 4 Investigate the possibility of duty free allowances on artists' supplies, in order to encourage the further pursuit of artistic activity.

Action Plan 8 To promote mutual respect for cultural diversity, so as to draw from all
Specific Result sectors of the society, while maintaining Caymanian cultural identity.

Action Steps

- 1 Establish regular exchanges and interaction on a national level, such as:
 - “international evenings” where the different cultures represented in the Cayman Islands are encouraged to express and demonstrate their heritage;
 - other displays by individuals or groups of their particular cultural background.
 - increased public displays of expressions of Caymanian heritage and culture.
-

Action Plan 9 To encourage the showcasing and celebration of Caymanian culture.

Specific Result

Action Steps

- 1 Rename existing public holiday e.g. Discovery Day.
 - 2 Establish activities on that day celebrating and promoting Caymanian heritage and culture.
 - 3 Institute national awards to recognise contributions/achievements in the area of Caymanian culture.
-

Action Plan 10 To establish a marketing strategy to actively pursue international exposure
Specific Result for Caymanian culture and the arts.

Action Steps

- 1 Set standards for quality of product suitable for promotion abroad and identify products that meet these standards.
 - 2 Develop partnerships with local and international media to promote Caymanian culture and arts abroad.
 - 3 Heighten efforts by the Department of Tourism to promote cultural tourism in its marketing of the Cayman Islands as a destination.
 - 4 Seek out opportunities for international cultural exchange, in particular, Cayman’s hosting of internationally attended cultural programmes and the Cayman Islands’ participation in international:
 - conferences, symposia and lectures;
 - festivals, exhibitions and competitions;
 - other cultural events.
-

- 5 Document and disseminate examples of the best that Cayman has to offer in the arts, in the form of:
- volumes of poetry, play scripts, and other literature;
 - art books and catalogues;
 - music, dance and theatre audio and video recordings;
 - other forms documentation.

Action Plan 11 To raise minimum regulated standards for the promotion of Caymanian
Specific Result culture and arts in the media.

Action Steps

- 1 Raise requirements regarding minimum broadcast time allotment for:
- programming which showcases Caymanian culture produced by television and radio stations;
 - free air time offered by television and radio stations to local producers showcasing Caymanian culture.

Action Plan 12 To encourage private sector recognition of the value of the arts and culture
Specific Result in the society's development and support for Caymanian cultural identification.

Action Steps

- 1 Encourage companies to:
- organise in-house cultural events;
 - sponsor and/or enter as many local cultural events as possible;
 - offer incentives to their Caymanian and non-Caymanian employees to become involved and to jointly represent the business at external events, whenever appropriate.

Strategy 6 We will develop and implement a plan which addresses the special needs and concerns of Cayman Brac.

Action Plan 1 To ensure the diversification of the Cayman Brac economy which will be of primary benefit to Caymanians and the Island.

Action Steps

- 1 Establish a Cayman Brac Development Office.
 - i. Appoint a local Economic Development Manager with appropriate training [e.g. in economic development, business management and finance) and preferably having a Cayman Brac background.
 - ii. Functions of the office shall include:
 - a. Support of local businesses.
 - b. Encouraging the establishment of appropriate industries with a view to diversifying the economy and ensuring well-managed development.
 - c. Establishment of a "One-stop" liaison between "Client" [investors/developers] and the various entities and Departments which have authority over development, effectively reducing Client frustration, multi-departmental contact by Client and facilitating efficient and timely application approvals.
 - d. Providing advice and assistance to local businesses and ongoing dialogue between government initiatives and local needs.
 - e. Assisting small businesses in obtaining capital by providing information on government and private sector funds.

[NB: This could be cross referenced to Plan 8)
- 2 Provide government assistance and support to small businesses set up by Cayman Brackers, for example by offering duty incentives to small local businesses that meet criteria established by the Cayman Brac Development Office.
- 3 Require that Cayman Brac businesses be given first priority to bid on all project contracts and supply contracts.
 - i. Ensure provisions mandating that the opportunity to supply goods, materials and equipment for all major and minor works done on Cayman Brac are first offered to resident local businesses for tender.
- 4 Provide incentives for establishment and operation of locally owned tourist accommodations.
- 5 Mandate and enforce a Trade and Business license requirement with appropriate fee structure for all rental property.
- 6 Implement stricter enforcement of the collection of the existing tax on accommodations for transient visitors.

Action Plan 2 To provide and maintain an improved infrastructure.**Specific Result**

Action Steps

- 1 Ensure that Cayman Brac is provided with access to modern and competitively priced telecommunications services.
- 2 Provide Cayman Brac with an adequate system of well-planned, well-built and well maintained public roads which will meet current needs and any future demands imposed by increased development and population.
- 3 Provide concrete sidewalks and curbs where appropriate on main public roads.
- 4 Provide a system of cycle paths.
- 5 Provide attractive, unobtrusive litter cans at frequent intervals along all roads.
- 6 Ensure that all signage, private AND public [other than those signs that relate to road safety, etc.] is as attractive as possible.
 - i. Utilise natural materials where possible and designs which will effectively balance visibility with harmony with the natural surroundings.
- 7 Conduct a study to determine Cayman Brac's needs in regard to upgrades to the airport terminal to enable it to efficiently handle current AND forecasted or actual demand.

Design for such expansion shall provide office space and facilities for multiple airlines as well as providing facilities for a Fixed Base Operator and adequate facilities for general aviation.

- 8 Provide piped desalinated water to populated areas of the Island and for agriculture
 - i. Subject to the findings of an environmental/social impact assessment (refer to Plan13, Step 3, establish an additional desalination facility on the Bluff in the eastern part of the Island, thus ensuring an abundant water supply in case of severe storms and to minimise the need for additional "booster stations" in piping run from the sole present Plant on the West End.
- 9 Ensure that Cayman Brac is provided with modern, efficient and cost effective utility services.
- 10 Ensure that Cayman Brac is provided with modern, efficient and competitively priced sea transport services.
- 11 Investigate the need for a centrally located sewage treatment facility and encourage its development if required.
- 12 Investigate the feasibility of an inter-island sea ferry service between Cayman Brac and Little Cayman and encourage its development if viability of such service is indicated.
 - i. Provide a freight and passenger terminal for inter-island ferry service if such service is commenced.
- 13 Strongly encourage the relocation of the Cayman Brac Power and Light power plant to the Bluff in an environmentally appropriate area, subject to the findings of an environmental/social impact study (refer to Plan 13, Step3).
- 14 Ensure that Cayman Brac is provided with a modern, efficient and well maintained ocean cargo terminal facilities capable of effectively handling current as well as anticipated demand.
- 15 Develop a marina facility to provide protection and repair facilities for pleasure craft and to attract yachting tourism.

- 16 Support the establishment of a bulk propane facility, subject to the findings of an environmental/social impact study (refer to Plan 13, Step 3)
- 17 Upgrade and maintain the postal service to provide prompt and efficient delivery of mail within Cayman Brac and to the other islands and points overseas.
- 18 Expand and improve the provision of government offices.

Action Plan 3 To effectively market Cayman Brac as a tourist destination, as well as a
Specific Result place to relocate, retire, establish businesses and direct investment.

Action Steps

- 1 Establish a comprehensive Cayman Brac Marketing Plan which will take into account the Island's natural assets, infrastructure, culture, potential and the manifest desires of the people of the Island vis a vis this Strategy.
- 2 Establish a Marketing and Promotion office for, and on, Cayman Brac, closely allied with and assisted by the Department of Tourism and the Sister Islands Tourism Association but independently operated.
- 3 Undertake marketing studies regarding each aspect of the Island and it's features which will be marketed in order to most effectively promote it. [such as rock climbing, scuba diving, development opportunities, investment opportunities, retirement, sports fishing, family vacationing, cycling, ecotourism, etc.
- 4 Target and promote to specified markets on a systematic, on-going, year-round basis so as to minimise abrupt seasonal variations in visitor numbers.
- 5 Significantly expand use of Cayman Brac's Internet website for effectively promoting and marketing Cayman Brac.

Action Plan 4 To provide Cayman Brac with efficient, cost effective and suitably
Specific Result scheduled air service which is capable of responding to and meeting the current and future needs of the Island.

Action Steps

- 1 Investigate current and future needs regarding air service to and from Cayman Brac, taking into account the servicing and establishment of both inter-island and international routes.
- 2 Based on the results of the investigation and on input from the public, businesses, and tourist industry as well as current and potential operators of international and inter-island air service, introduce a Cayman Brac Air Service Needs Inventory.
- 3 Produce a Cayman Brac Air Transport Policy Statement utilising data and information gathered from the Cayman Brac Air Service Needs Inventory.
- 4 Determine ideal optimum number and scheduling of flights to and from the island, and types of aircraft that should be in operation.
 - i. Encourage well scheduled daytime flights making good connections with international carriers.

- 5 Establish efficient, adequate and reliable scheduling for Cayman Airways service to Cayman Brac which remains in effect long enough to be deemed dependable by tour operators and overseas travel agents.
- 6 Support an "open skies policy" for Cayman Brac whereby any safe and reliable air service operation which meets and maintains currently recognised local and international standards may be allowed to establish and operate an air connection to and from any destination.
- 7 Establish a marketing campaign within the airline industry and tourist industry which will encourage a variety of airlines, including charter services, to serve Cayman Brac from foreign destinations, even if on an occasional basis.
- 8 Encourage the establishment of a substantially locally [Cayman Brac] owned air service, perhaps, for example, as a joint venture with an established airline or air service.
 - i. Such a service may be allowed a substantial subsidy in the form of, for example, reduced landing fees, permit fees, company fees, etc.
 - ii. Encourage common rated fares of Cayman Airways with service.
- 9 Improve links with international carriers through common rated fares.

Action Plan 5 To produce a comprehensive, flexible and responsive Development Plan
Specific Result for Cayman Brac based on the "Village Concept" model of planning.

Action Steps

- 1 Conduct a broad-based and scientifically produced public opinion survey in regard to Development which will form the basis for Cayman Brac Planning Guidelines and Policies.
 - i. Incorporate findings of the Environmental Inventory, Environmental Impact Study, Environmental Policy Statement into the Development Plan.
- 2 Espouse the "Village Concept" model of planning rather than rigid land use and zoning practices in drafting the Plan and establishment of planning policies.
- 3 Encourage public input into and approval of final drafts of Development Plans and policies.
- 4 In order to ensure flexibility of the Plan, and to ensure that the Plan will be responsive to the changing needs of Cayman Brac, mandate periodic reviews and updating process.
 - i. Establish an ongoing public input emphasis to produce needed amendments to the Plan in an efficient and timely manner and to keep the Plan up-to-date.

Action Plan 6 To promote and enhance agriculture on Cayman Brac.
Specific Result

Action Steps

- 1 Consider a government-funded support and incentive programme which rewards farmers for growing crops and rearing livestock that are in local demand, and which will enable farmers to charge prices low enough to encourage Brac hotels and restaurants to purchase locally grown food products.
- 2 Establish a Farmer's Market on Cayman Brac. which will act as a wholesaler for farmers and which will facilitate the purchase of their produce.

- 3 Consider a system that will reward and support farmers for using appropriate environmentally sound technology. For example, non-toxic forms of crop protection and pest control and Integrated Pest management.
- 4 Establish a scholarship program to send Brac students interested in agriculture to agricultural colleges that specialise in tropical production.
Require that students return to the Brac to work in agriculture for a certain period of time as part of the conditions of the scholarship.
- 5 Support training in food processing techniques which could be of local entrepreneurial benefit. For example: Jam and jelly manufacturing, candy production, etc.
- 6 Forge a partnership between government, corporations, and returning students to establish a vocational program at Cayman Brac High School and the Community College for those interested in agriculture.
- 7 Provide incentives for farmers to set aside portions of their land for wildlife.

Action Plan 7 To make financing available to provide qualified borrowers desiring to
Specific Result build homes on Cayman Brac access to home mortgage loans at a lower cost, and with more liberal terms and qualifying criteria than is currently available.

Action Steps

- 1 Investigate and analyse mortgage funding needs on Cayman Brac.
 - 2 Identify and analyse shortcomings of current funding sources and identify and implement means of effectively addressing same.
 - 3 Facilitate the establishment of a publicly marketed investment fund specifically designed to raise capital to lend qualified Cayman Brac borrowers. [Government sponsorship of such a fund would greatly enhance its success.]
 - 4 Promote the establishment of one or more Building Societies on Cayman Brac.
 - 5 Investigate and promote utilization of other practical alternative mortgage funding sources [such as private direct mortgage investment, mortgage brokerage, mortgage marketing, etc.] and facilitate matching sources of funding with potential borrowers.
-

Action Plan 8 To make financing available to provide qualified locally based businesses
Specific Result and business persons access to start-up and/or expansion capitalisation loans at a lower cost, and with more liberal terms and qualifying criteria than is currently available.

Action Steps

- 1 Investigate business funding needs on Cayman Brac.
 - 2 Identify and analyse shortcomings of current funding sources and identify and implement means of effectively addressing same.
-

- 3 Establish a Government sponsored, publicly marketed investment fund specifically designed to raise capital to lend qualified Cayman Brac borrowers and businesses for start-up and/or expansion at lower interest rates and/or more favourable terms than are currently available.
 - i. Accessibility to loans under the suggested scheme be limited solely to proposed and/or established businesses located on Cayman Brac, owned by Caymanians permanently residing on Cayman Brac.
- 4 Establish a Government sponsored programme to support the Cayman Brac Development Officer (refer to Plan 1 Step 1 (ii) to enhance success of local business and businesspersons applying for loans under this Plan.
 - i. Programme shall provide for :
 - a. Assistance in qualifying borrowers;
 - b. Assistance in producing viable business plans for loan proposals;
 - c. Determining feasibility of business plans submitted for loan proposals under this Plan.
 - ii. Programme shall provide follow-up business consultation, basic business training and resource availability advice to borrowers to enhance their success and ability to compete.
- 5 Investigate other practical alternative funding sources [such as private direct investment, joint ventures and partnerships, stock offerings, CDB, etc.] and facilitate matching sources of funding with potential borrowers and/or projects.
- 6 Encourage, through appropriate incentives, e.g, loan subsidies, interest rebates, import duty reduction on machinery and equipment, establishment of projects which will result in the diversification of the economy of the Island.

Action Plan 9 To ensure wherever possible local authority and accountability for
Specific Result Government operations within Cayman Brac.

Action Steps

- 1 Consider Restoring supervision of Cayman Brac operations of Government departments to the District Commissioner's office.
- 2 Establish a Sister Islands Trade and Business Licensing Board made up of residents of the Sister Islands with responsibility for all businesses based in the Sister Islands.
- 3 Expand the scope of the Sister Islands Immigration Board to permit significant local control of grants of residency [all categories] and Caymanian Status in regard to applications having impact on, or originating from, the Sister Islands.
 - i. Continually monitor local conditions and needs and revise Immigration Board Directives to reflect current conditions and requirements of Cayman Brac.

Action Plan 10 To increase the range of attractions on Cayman Brac.**Specific Result**

Action Steps

- 1 Provide incentives for a private sector business to operate desirable watersports and ground based activities and attractions.(e.g.glass-bottomed boat, rock climbing, parasailing, guided hiking and bike tours,). Incentives, in addition to those suggested in Plans 1 and 8, might include reduced fees for Trade and Business Licences, a graduated fee schedule for work permits, and marketing subsidies.
- 2 Provide similar incentives for development of a family-oriented waterfront park with minimal fees for residents.
- 3 Develop the area surrounding the lighthouse on the east end of the Bluff as an historical park with a restored lighthouse, signed paths and safe and well-designed scenic points for viewing and photography. Refer to Plan 21, Step 5 regarding protection of wildlife corridors.
- 4 Develop a living history museum that preserves the authentic architecture, lifestyle, crafts and culture of historic Cayman Brac utilizing the skills and knowledge of the island's older natives.

Action Plan 11 To maintain Cayman Brac as one of the world's top diving destinations**Specific Result** while protecting the marine environment.

Action Steps

- 1 Review the existing marine replenishment and marine park zone regulations to determine whether or not changes or additions are required to continue to sustain an attractive and highly rated diver destination.
- 2 Utilize existing studies, such as annual Department of the Environment studies, in executing Action Step 1.
- 3 Continue to leverage Sister Islands Tourist Authority and Department of Tourism programmes to promote Cayman Brac as a premier diving destination.
- 4 Engage the Brac Marketing and Promotions office (refer to Plan 3) in promotional activities.
- 5 Establish a mooring-buoy fee associated with diving on the Brac. The fee, similar to the dive tax in Bonaire, would levy an annual \$10 per diver fee for diving on the Brac. The fee would be levied on all divers, local and foreign, and would be directed towards maintaining and further developing the mooring network on the Brac and other associated marine awareness programmes. The fees would be collected by the Island dive shops and administered by the Department of the Environment specifically for the Brac.
- 6 Create a marine awareness programme for Cayman Brac. The programme would be developed in two concurrent phases. The first phase would target schools and would be taught by teachers using resource materials developed especially for the programme. The second phase would then target additional groups with a stake in preserving the health of the marine environment.

Action Plan 12 To establish and maintain Cayman Brac as a top-rated exotic climbing destination while protecting the Bluff environment.

Action Steps

- 1 Promote the establishment of a Cayman Brac Climbing Association, which will consult with the Cayman Brac Marketing and Promotion office outlined in Plan 3 to develop marketing campaigns specific to climbing. [NB: It is envisioned that this private, non-profit group will assist in regulating and promoting climbing on the Bluff and in collection of a climbing fee.]
- 2 Establish a climbing fee associated with climbing on the Brac. The annual fee, would levy a \$10 per climber tax on each person visiting the Brac for rock-climbing.
 - i. Dedicate the funds to supporting an extensive route system on government-owned lands on the Brac, which will be carried out by the Cayman Brac Climbing Association with the help of additional funds from the government.
- 4 Negotiate for easements on private property to enable the development of additional climbing routes on the Bluff.
- 5 Develop a system of climbing routes on the Bluff which will be attractive to climbers of a wide range of technical skill.
- 6 Ensure that climbing routes do not impose on bird nesting habitat or wildlife corridors (refer to Plan 21, Step 5)

Action Plan 13 To ensure a well managed and sustainable natural environment.

Specific Result

Action Steps

- 1 Require environmental impact studies that will assess the effects on Cayman Brac of Vision 2008 and strive to minimise these impacts.
- 2 Using existing resources, including the National Trust's Biodiversity Study and the 1998 sensitivity map produced by Lands and Survey, compile a comprehensive environmental inventory of Cayman Brac.
- 3 Develop and implement effective and responsive policies which will continually focus on achieving a balance between the need for development and the need to protect the environment.
 - i. Cayman Brac Action Plans regarding the environment, along with findings from the Environmental Inventory, will form the basis for the drafting of Cayman Brac Environmental Protection Guidelines, which will set forth official policies in regard to balancing environmental protection with physical development.
 - a. Integrate and incorporate the Environmental Protection Guidelines with all existing and proposed Development Plans.
 - b. Ensure that the Environmental Inventory, the Cayman Brac Environmental Protection Guidelines and all environmental policies are reviewed and updated regularly.

- 4 Form a Cayman Brac Conservation Board (CBCB) to deal with the terrestrial environment of the Island.
 - i. At least one representative of the Cayman Brac Conservation Board shall sit on the Development Control Board for Cayman Brac
 - ii. Ensure input from the Cayman Brac Conservation Board with regard to any and all plans, policies (development, environment, or others) that may have an impact on, or will concern, the environment.
 - iii. Encourage public input and participation in the process of continual review and updating of the environmental policy.

Implement policies which ensure that the voice and will of Caymanians are the primary driving force behind any and all environmental regulations and guidelines, as well as any environmental legislation that the Legislative Assembly may consider.

Action Plan 14 To establish an effective, open and non-political official liaison between
Specific Result the people of Cayman Brac and Government.

Action Steps

- 1 Establish a Cayman Brac Citizen's Consultative Committee [CCC] to be comprised of members of the community serving on the committee on a purely open and voluntary basis, free of overt political affiliation and influence.

Action Plan 15 To discourage intoxicated drivers from driving on Cayman Brac (refer to
Specific Result Strategy 1).

Action Steps

- 1 Implement a broad-based and comprehensive drinking under the influence or driving whilst intoxicated (DUI/DWI) and alcohol abuse education programme encompassing owners, operators and employees of establishments serving or selling intoxicating beverages, the schools, civic groups, the churches and the general public.
 - i. Ensure that owners, operators and employees of establishments serving or selling intoxicating beverages on Cayman Brac are aware of laws concerning public intoxication and DUI/DWI
- 2 Develop and implement an aggressive drunk driver deterrent programme:
 - i. Encourage the public to report suspected instances of DWI/DUI.
 - ii. Provide a DWI/DUI "hotline" with a direct patch so that Cayman Brac officers on patrol can respond in a timely manner to reported DWI/DUI.
 - iii. Encourage a voluntary "Sober Driver" [SD] programme with a toll-free telephone number to summons a SD or a subsidised cab pickup.
- 3 Develop and implement an aggressive drunk driver interdiction programme:
 - I. Encourage effective DWI/DUI interception measures such as, for example, frequent roadblocks and use of on the spot Breathalyzer screening.

Action Plan 16 To ensure that the Cayman Brac police force will be effective and
Specific Result efficient, adequately staffed, and provided with modern, well - maintained equipment as required, and will operate from modern facilities.

Action Steps

- 1 Ascertain optimum facilities needs for the Cayman Brac police force and provide new facilities at a more central location than the present Police Station at Creek. The new site should not infringe on wildlife corridors as referenced in Plan 21, Step 5. (N.B.: A location on the Bluff Road near or adjacent to the Aston Rutty Centre/Hurricane Shelter is suggested, as the present police station and prisoner lock-up is close to the sea and is highly imperilled during hurricanes.)
- 2 Maintain an optimum level of highly motivated, well-trained and experienced personnel.
- 3 Supply the Brac Station with clerical and ancillary staff in order to free Brac officers to focus on police duties. (N.B.: This will bring the Brac station in line with current practices in Grand Cayman, where routine paperwork is done by clerical staff at the G.T. Central Office.)
- 4 Establish a comprehensive programme to ensure that the Cayman Brac Station shall always be provided with an optimum level of modern and properly maintained vehicles and equipment.
 - i Establish a comprehensive equipment needs assessment programme, soliciting and giving priority to representations and suggestions from the Cayman Brac Officer-in-Charge as well as representations from line officers in order to ensure that the Brac station and its officers have access to required vehicles and equipment on a timely basis.
 - ii Establish a comprehensive maintenance and replacement programme for vehicles and equipment used by the Cayman Brac Station.
- 5 Provide a modern and secure prisoner lock-up facility.
- 6 Implement a locally based Police Public Relations programme in order for the local Police service to forge an effective partnership with the community and to foster mutual support, understanding and dialogue.

Action Plan 17 To establish and maintain a strong and comprehensive illicit drug
Specific Result deterrent and interdiction programme. (refer to Strategy 1, Plans 4,7, and9)

Action Steps

- 1 Undertake a concise drug use study and assessment on Cayman Brac to establish needed baseline data on drug use on the island.
- 2 Implement a broad-based drug awareness and education programme involving the schools, medical professionals, service groups, the churches and volunteers from the community, acting in partnership with the relevant Government Ministry or Ministries and also overseas entities involved in drug awareness and use deterrence.

- 3 Encourage the public to report suspected instances of illicit drug importation, sale, or abuse.
 - i. Expand on and promote the use of existing illicit drug activity reporting and informant programme, by, for example, instituting a locally based reward system for information leading to convictions,
 - ii. Ensure continued publicity of the programme.
- 4 Establish a fairly implemented random drug testing programme which shall include ALL persons employed by Government and Statutory Authorities on Cayman Brac, whether full-time or part-time, permanent or temporary, and regardless of position or rank, making such testing an explicit part of employment policy.
- 5 Establish a locally based "K-9" drug dog unit on Cayman Brac.
- 6 Bolster patrolling of local waters by acquiring a modern, suitably designed and equipped Patrol/Search-and-Rescue vessel.
- 7 Increase the monitoring of all points of entry, such as the airport, the Creek dock and South Side channel, and implement closer monitoring of Little Cayman.
- 8 Ensure that the Cayman Brac Police Station has assigned to it at least two officers who are suitably trained in boat-handling and who are qualified for police work and drug interdiction in a marine environment.

Action Plan 18 To compile, analyse and publish statistics and data that are relevant and/or
Specific Result specific to Cayman Brac. (refer to Strategy XIII, Plan 2)

Action Steps

- 1 Poll the Cayman Brac V2008 Roundtable, the private sector, local organisations and businesses, members of Parliament and Government departments, to determine what types of data and statistics are needed for accurate and efficient planning, forecasting and promoting on Cayman Brac.
- 2 Establish a programme to gather, analyse and publish Cayman Brac specific data and statistics.
 - i. Assign local responsibility for the Cayman Brac data and statistics programme to specific personnel in Cayman Brac District Administration.
 - ii. Comply with private, Parliamentary, or Governmental Dept. requests for supply of compiled data and/or statistics in an efficient and timely manner.
 - iii. Unless otherwise mandated by specific law and/or specific legislation, all statistics and data of interest to the general public shall be published in a timely manner and shall be made available any member of general public upon request to the Statistics Office or the Office's local representative.
 - iv. Publish an annual Compendium of Statistics for Cayman Brac.
 - v. Publish a regularly updated Index of Statistics for Cayman Brac.
 - vi. Eliminate any and all prohibitions against immediate publication/distribution of any Brac-specific data and/or statistics unless they are of an unusually and profoundly sensitive nature.
 - vii. Ensure that the local Statistics Officer(s) have an adequate inventory of commonly used/requested reports and compilations of statistics and data.
 - viii. Electronically publish Brac specific and Brac relevant data and statistics on the Cayman Brac Website.

Action Plan 19 To provide comprehensive vocational and academic information and
Specific Result counselling to all residents.(refer to Strategy III, Education, Plan 3)

Action Steps

- 1 Appoint a full-time professional Training Officer to provide vocational and academic counseling services to high school students and the general public, to act as a liaison with local and overseas institutions and to supervise internship, apprenticeship and distance learning programmes on the island.
- 2 Facilitate and support vocational and academic training through accredited distance learning programmes to allow individual students or small groups to pursue training or retraining opportunities which might otherwise prove difficult or extremely expensive to obtain.
- 3 Liaise with the High School to offer relevant specialized vocational training and pre-professional courses through all appropriate means, including but not limited to correspondence courses, Internet courses and other distance learning programmes.
- 4 Provide careers/education resources and information at the Cayman Brac Public Library utilizing the Careers Advisory Service (refer to Strategy III, Plan 4) as a resource.
- 5 Provide scholarships, sponsorships, and/or other financial assistance to Cayman Brac students who wish to pursue vocational programmes at the Community College in Grand Cayman.
- 6 Expand Community College offerings on Cayman Brac to provide relevant and varied opportunities for life-long learning to the local population. [For example by offering one-time courses and seminars taught by local residents with specific knowledge and expertise, and to subsidize this programme if necessary through partnerships with interested organizations.]

Action Plan 20 To promote the appropriate development of an information technology
Specific Result based industry on Cayman Brac.

Action Steps

- 1 Provide strong incentives for the establishment of information technology companies through continuation of existing customs duty concessions, stamp duty concessions and other existing Cayman Brac concessions and through the waiver of customs duty on necessary hardware and software for such companies.
- 2 Implement incentives -- such as scholarships, provision of local training, apprenticeship programmes and promotion of corporate training programmes -- for the Caymanianization of the industry's main and support workforce.
- 3 Establish strict measures in order to ensure that Cayman Brac's cultural identity and social balance and harmony will not be compromised by uncontrolled industry growth.
- 4 Enhance the ability of local entrepreneurs to become involved in the industry.

Action Plan 21 To protect the biodiversity of Cayman Brac's terrestrial and marine flora
Specific Result and fauna.

Action Steps

- 1 Using existing environmental protection guidelines [refer to Plan 13, Step 2(i)(a) and (b)], ensure that environmentally sensitive areas are identified and adequately protected.
 - 2 Expand protected areas to include sensitive habitat such as mangroves, wetlands, and those forests that will be defined in the National Trust's Biodiversity Study. Expand protection of reefs and seagrass under the Marine Conservation.
 - 3 Establish reasonable and environmentally sound limits on all dredging.
 - 4 Set up a land bank that will enable land swaps for less-sensitive habitat to preserve more sensitive habitat.
 - 5 Establish wildlife corridors for species such as soldier crabs and iguana to allow species migration safely from Bluff to sea.
 - 6 Ban the export of all soldier crabs from Cayman Brac.
 - 7 Establish and enforce reasonable and environmentally sound limits on tree removal permitted for construction (refer to Strategy XI, Plan 8, Step 8).
 - 8 Impose a graduated scale of fines for violations: the larger the amount cleared illegally, the larger the fine.
 - 9 Protect all endangered species on the Brac by preserving their habitat (like that of the Brac parrot) through environmentally sound development policy.
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Action Plan 22 To establish appropriate waste disposal systems to enable the Brac
Specific Result population to increase with minimal harm to the environment.

Action Steps

- 1 Mandate environmentally responsible methods of disposing of used oil products--for example, bioremediation.
 - 2 Investigate the feasibility of garbage separation, with all recyclable materials separated into paper, aluminium, steel, cardboard, plastic and glass. For example, establish a collection depot where recyclable items will be sorted and packed.
 - 3 Review the options available for the transportation and appropriate disposal of all recyclable materials (defined in Step 2) plus clinker and compacted waste produced by incineration and compacting plants.
 - 4 Encourage composting by establishing a community composting centre where farmers can obtain compost for their Bluff farms.
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- 5 Investigate the feasibility of building a state-of-the-art incineration and compacting facility capable of handling disposal of non-recyclable wastes.
 - i. Locate the facility where it will least affect the populated areas of the island, and employ the most effective technology to avoid contamination of the air, groundwater, and land.
 - ii. Train and employ Cayman Brackers to operate the plant.
- 6 Negotiate a contract with an appropriate waste disposal company to safely dispose of the clinker and compacted waste produced by the incineration and compacting plants.
- 7 Research the feasibility of discontinuing all landfills on Cayman Brac.

Action Plan 23 To increase bioproductivity of Dennis Point Pond.

Specific Result

Action Steps

- 1 Commission an environmental study to ascertain the best way to create tidal flush into the saltwater pond.
- 2 Publish the study's recommendations and garner public input as in regard to recommendations of study.
- 3 Require any new large-scale commercial developments in the Dennis Point Pond area to employ tertiary sewage-treatment measures.
- 4 Review the feasibility and desirability of planting mangroves in and around the pond.

Action Plan 24 To establish a Marine Science Institute on Cayman Brac.

Specific Result

Action Steps

- 1 Establish a Marine Science Institute on Cayman Brac.
- 2 Facilitate the establishment of and administer the Institute.
 - i. Establish a local board of directors, the majority of whom will be Caymanian to direct the Foundation.
- 3 Forge a funding partnership between government, the private sector, international organizations (for example, PADI, UNDP, philanthropic foundations), and local civic groups to provide funding for the construction and operation of the institute.
- 4 Secure affiliations with one or more overseas post-secondary institutions.
- 5 Ensure that relevant courses to prepare students for post-secondary study and work in marine science and related areas are offered at Cayman Brac High School, especially in mathematics, sciences, and geography.
- 6 Develop in phased increments a marine facility that will make the best use of established infrastructure and facilities, such as, for example, the Veteran's and Seamen's Association, hotels and Bed and Breakfasts, and the high school.
- 7 Establish a system that will facilitate short-term visits in order to enable researchers to enter the country easily and perform their research tasks, and a similar system to accommodate students working for periods of time at the Institute.

- 8 Establish an internship programme to be administered directly by the institute that will offer training and internship income in administration, technical support, and other areas of the operation as well as research.
- 9 Develop a solid interpretive capability so that the Institute will appeal to non-scientist visitors to the Brac.

Action Plan 25 To provide and maintain improved and enlarged health-care services in
Specific Result Cayman Brac

Action Steps

- 1 Expand the bed capacity of the nursing home to accommodate the needs of a growing population of elderly citizens and residents.
- 2 Expand the nursing and administrative staff proportionate to the increased number of beds, and add physiotherapist and activities director to enhance treatment of resident patients.
- 3 Increase the bed capacity of Faith Hospital to accommodate the needs of a growing population of Brac residents.
- 4 Expand the medical staff and administrative support staff proportionate to the increased number of beds. Increase the frequency of specialists' visits to at least monthly for all specialty areas.
- 5 Provide modern diagnostic and treatment equipment so that state-of-the-art level of treatment is available.
- 6 Provide up-to-date hardware and software, with Internet connection, to ensure immediate access to worldwide medical facilities, emergency services, and libraries. This computer system shall also link with insurance company health-care providers to ensure prompt billing and claims management.
- 7 Provide a full-time resident dentist and dental hygienist with a state-of-the-art dental facility. Provide visiting orthodontist at least monthly.

Action Plan 26 To increase availability of shellfish around Cayman Brac.
Specific Result

Action Steps

- 1 Commission a study on the most feasible and environmentally sound method--utilising the best available technology--of developing hatcheries for conch, shellfish, and scale fish on Cayman Brac.
- 2 Based on the study's recommendations, create an implementation plan.

Strategy 7	We will develop and implement a plan which addresses the uniqueness and special needs of Little Cayman.
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Action Plan 1 Specific Result	To implement immediately a set of planning regulations governing the roads, aesthetics, zoning, design and development to ensure that the unique character of Little Cayman is preserved and that minimal harm is done to the natural environment.
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Action Steps

- 1 Incorporate into legislation the Revised 1991 Recommendations Document.
- 2 Incorporate the following into the newly developed Planning legislation:
 - (a) Identify Development Areas (Zoning).
 - (b) Lot sizes : Minimum 15,000 sq.ft. inland Minimum 17,500 sq.ft. sea front
 - (c) Ensure that land clearance and filling does not occur prior to planning permission and that clearance can only occur for immediate development.
 - (d) Prevent the unscrupulous removal of natural vegetation which can result in erosion, loss of wildlife habitat and loss of flora and fauna.
 - (e) Ensure that only the building envelope is cleared and a visual screen of natural vegetation is preserved on the borders of each lot.
 - (f) Create and Implement environmental legislation to insure that quarries, new hotels, new airport and large scale developments shall be subject to Environmental Impact Studies which would be approved by Department of Environment.(cross reference with XI Plan 6 Step 1, Strategy X Plan 7 Step1, and Strategy XIII Plan 9 S10step 1).
 - (g) Ensure that projects done by public utilities and the Public Works Department act in accordance with the planning regulations and obtain necessary planning permissions.
 - (h) Ensure that street signs and road works are in keeping with the design standards as laid in the planning regulations.
 - (i) Ensure that all meetings of the Development Control Board are open to the public.
 - (j) Restrict height of buildings to two stories.
 - (k) Develop an Architectural Design Code in keeping with the tropical island-style theme.
 - (l) Prohibit franchise hotels, restaurants etc.
- 3 Conduct a 'Tourism Carrying Capacity Study'.(cross reference with strategy X plan5, strategy XI plan 5 Step 3 and strategy XIII plan 9 step 2 under Research & Management)
- 4 Place moratorium on all hotels, condominiums, Airport and large-scale developments pending this Carrying Capacity Study and enactment of Planning Regulations.(Cross reference with Strategy X Plan 2 Step 1, Strategy XI Plan7, Step 1 and Strategy XIII Plan 6, Step 1)
- 5 Monitor compliance with Planning Regulations and enforce regulations through appropriate penalties.

Action Plan 2 To establish a safe, Day VFR, island style airfield, with a grass runway on
Specific Result the present site which will serve the airlift needs of Little Cayman.

Action Steps

- 1 Determine the CAA specifications for a 3000' Day VFR airfield for small aircraft such as the Twin Otter, etc
- 2 Proceed with the acquisition of the land on which the present airfield is located, including an additional 500' – 1000' to the west.
Block 81A Parcel 37 Block 77A Parcel 64
Parcel 4 Parcel 21 (portion)
Parcel 35 Parcel 20 (portion)
Parcel 94
To the North: Buildings & Aircraft parking
Block 80A Parcel 40 Block 80A Parcel 89
Parcel 39 Parcel 35
Parcel 90
- 3 Upgrade the surface of the runway in accordance with the recommendations made by Island Air and CAA, summarised as follows:
 - i) Island Air continues to cut the grass;
 - ii) Grade to the left and right of the centre line of the runway and replant with grass;
 - iii) Public Works roll the runway at least two – four times per month;
 - iii) Erect a fence to separate the runway and road, with a visual screen of flowering shrubs, i.e. oleander, rose of sharon, etc.
- 4 Relocate airport buildings to the north of the airstrip. These buildings will house the following:
 - i) Island Air office
 - ii) Post Office
 - iii) Fire
 - iv) Police
- 5 Maintain airstrip in good condition.
- 6 Purchase battery operated lights with halogen bulbs, or oil flares, for use in emergency night landings.

Action Plan 3 To provide a safe, convenient and efficient motorised and non-motorised
Specific Result system of roads and footpaths whilst preserving the non-urban island environment and natural beauty and ambience of Little Cayman.

Action Steps

- 1 Establish 20' width for vehicular traffic, 4' vegetation and 6' bike path within the 30' reserve.
- 2 Retain 20' natural vegetation between the road corridor and the building setback.
- 3 Maintain maximum 30' road reserve.

- 4 Maintain and enforce the 25mph speed limit.
- 5 Ensure that new roads follow natural contours of the land in order to create roads in keeping with the rural tropical island character.
- 6 Prohibit realignment of existing roads subject to proper environmental/social impact studies.
- 7 Enact legislation to limit vehicles to one car or truck per household except for resorts, rental agencies and Government.
- 8 Pass legislation to allow golf carts to utilise road Corridors and encourage solar powered or electric vehicles.
- 9 Develop a system of nature trails following historic footpaths.
- 10 Maintain and protect Salt Rock Nature Trail for pedestrians and cyclists.
- 11 Ensure that planning permission is received prior to undertaking any new road works.

Action Plan 4 To develop educational programmes to promote cultural and
Specific Result environmental awareness in Little Cayman.

Action Steps

- 1 Arrange field trips to Little Cayman by all Primary and Secondary school students on Grand Cayman and Cayman Brac to illustrate classroom work in natural history, social studies and marine sciences.
- 2 Encourage special promotional rates at the hotels for student groups to visit for the purpose of researching cultural and environmental subjects unique to Little Cayman.
- 3 Develop informative pamphlets on the special environmental, cultural and historical studies being done in Little Cayman for distribution through the National Trust and resorts.
- 4 Establish annual Government awards for the resort which develops the best Eco-tourism programme. (Cross reference with Strategy XIII Plan 10 Step 2, under Protection and Conservation)

Action Plan 5 To provide effective legislation that protects the marine resources of Little Cayman.
Specific Result Cayman.

Action Steps

- 1 Amend the Marine Conservation Law for specific applications to Little Cayman, and provide increased enforcement.
 - 1a.) Lower catch limits for conch, lobster, and whelks.
 - 1b.) Ban jet ski's and water skiing from inside the reef anywhere on Little Cayman.
 - 1c.) Change law to require a standard pre-dive briefing for commercial operations in Little Cayman.
 - 1d.) Lower the numbers of divers and boats using Bloody Bay Marine Park daily.
 - 1e.) Limit the number of license operators to those currently using Bloody Bay Marine Park .
 - 1f.) Ban any further dock construction in Marine Park zones, excepting public docking facilities as specified in plan 22, and the reconstruction of existing docks destroyed by natural causes in future.
 - 1g.) Extend the Bloody Bay Marine Park Boundaries 200 feet outside the drop-off.
 - 1h.) Develop a formal; "no cruise ship policy for Little Cayman."
- 2 Amend the Development and Planning Law Regulations, 1997 to increase the protection and preservation of mangroves in Little Cayman.

Action Plan 6 To ensure the limited resource of fresh ground water and inland brackish
Specific Result water ponds are protected from becoming polluted.

Action Steps

- 1 Implement environmental legislation to reduce pollution.
- 2 Prohibit the dumping/pumping of effluent of any kind into the inland ponds and the sea.
- 3 Establish strict guidelines for the disposal of brine from various desalinisation plants.
- 4 Establish procedures to reduce solid waste i.e.promote recycling, divert vegetation to composting, etc.
- 5 Monitor disposal of brine and other effluent through regular visits by Environmental Health Department.
- 6 Monitor solid waste site through regular visits by Environmental Health Department.

Action Plan 7 To provide ecologically sound development options through researching
Specific Result available technology, education and appropriate legislation..

Action Steps

- 1 Establish a special section of the Department of Environment to research and establish protocols for Environmentally Sound Development, i.e. solar and wind generated electricity, environmentally friendly waste removal and recycling.
 - 2 Encourage Department of Environment to share information and technology with Cayman Brac Power and Light giving them the responsibility for assisting and selling equipment to individuals, or groups, in the public sector who wish to use environmentally friendly technology.
 - 3 Disseminate information gained in # 1 via special publications, television, & newspapers.
-

Action Plan 8 To develop the Fire Service capable of meeting the Island's needs.

Specific Result

Action Steps

- 1 Locate strategically suitable land for intended purpose.
 - 2 Build Fire station, including living quarters (island style architecture)
 - 3 Install facilities as necessary.
 - 4 Purchase necessary support equipment.
 - 5 Recruit/train and staff fire station.
 - 6 Install fire wells at or near major buildings i.e hotels and condos.
 - 7 Review domestic fire service provided annually and upgrade as necessary.
-

Action Plan 9 To establish educational facilities to meet the needs of the children

Specific Result residing on Little Cayman

Action Steps

- 1 Conduct annual survey to establish the number of children residing on Little Cayman, including those currently being sent to Cayman Brac for schooling.
 - 2 Ensure that the National Education curriculum is implemented.
 - 3 Acquire permission to share and use present Hurricane Shelter as school.
 - 4 Locate and rent housing facility for teacher(s).
 - 5 Recruit Teacher(s) as necessary to staff.
 - 6 Provide in service training as necessary to meet the needs & curriculum for Little Cayman.
 - 7 Establish computer link between educational facility and other Govt. education facilities.
 - 8 Review educational services each term for first year.
-

- 9 Review educational services annually and amend as necessary.
- 10 Provide proper school facility/building if numbers of children dictate the necessity.

Action Plan 10 To establish and staff a Health Clinic to meet the needs of Little Cayman.
Specific Result

Action Steps

- 1 Identify and allocate crown land not otherwise identified and acquired for protection in plans 12 -19 for clinic.
- 2 Build health clinic including living quarters (island style architecture).
- 3 Install facilities as necessary.
- 4 Staff clinic as necessary.
- 5 Review Health Services quarterly for first year and amend as necessary.
- 9 Review Health Services annually.

Action Plan 11 To establish a Police Station to ensure community stability and effective
Specific Result law enforcement.

Action Steps

- 1 Identify and allocate Crown land not otherwise earmarked for protection in plans 12 -19.
- 2 Build Police Station (Island style architecture) with living quarters, office, witness interviewing room and a secure cell accommodation.
- 3 Purchase 4 wheel drive police patrol vehicle(s).
- 4 Recruit constable(s) to staff police station.
- 5 Train constable(s) to deal with small island communities as necessary.
- 6 Recruit potential local resident(s) and train as Special constable(s).
- 7 Establish island wide Neighbourhood Crime Watch programmes.
- 8 Schedule Police community meeting quarterly to review concerns/services provided and how to improve them.
- 9 Review Policing of Little Cayman annually.

Action Plan 12 To protect the North Coast Wetlands.
Specific Result

Action Steps

- 1 Immediately designate all following crown lands (CL) as protected wetlands:
Blocks: Parcels:
82A 13(CL)
87A 17(CL), 40(CL), 41(CL)

- 2 Prohibit any land clearing in specific areas while in process of #1.
- 3 Transfer ownership of lands to National Trust, which will hold these lands in perpetuity for the people of the Cayman Islands.
- 4 Use the information from the National Trust Biodiversity Survey to designate additional parcels as protected wetlands as necessary.

Action Plan 13 To protect the Spot Bay Wetlands.

Specific Result

Action Steps

- 1 Systematically acquire the following parcels of land forming the Spot Bay Wetland through purchase with funds collected through the Environmental Protection Fee, or other type of conservation agreement.
Blocks: Parcels:
77A 29(CL), 30 REM 1
80A 113, 118, 115, 83, 79
Inland side of 1, 4 REM 1
79A 10 (CL)
Inland side of 1, 2, 3, 4, 5, 11, 12, 13 Northerly 1/8 portion of 8, 9
- 2 Immediately designate all crown lands (CL) as protected wetlands.
- 3 Prohibit any land clearing in specific areas while in process of # 1.
- 4 Transfer ownership of lands to National Trust, which will hold these lands in perpetuity for the people of the Cayman Islands.
- 5 Use the information from the National Trust Biodiversity Survey to designate additional parcels as protected wetlands as necessary.

Action Plan 14 To protect the Tarpon Lake/Easterly Wetland Complex.

Specific Result

Action Steps

- 1 Systematically acquire the following parcels of land forming the Tarpon Lake/Easterly Wetland Complex through purchase with funds collected through the Environmental Protection Fee, or other type of conservation agreement (between private land owners and gov't. for protection of land)
Blocks: Parcels:
88A 30 (CL)
92A 34, 42
Pond side of road of 23, 21, 155, 156, 19, 39
All crown lands in block 91A
- 2 Immediately designate all crown lands (CL) as protected wetlands.
- 3 Prohibit any land clearing in specific areas while in process of # 1.
- 4 Transfer ownership of lands to National Trust, which will hold these lands in perpetuity for the people of the Cayman Islands.

- 5 Use the information from the National Trust Biodiversity Survey to designate additional parcels as protected wetlands as necessary.

Action Plan 15 To protect Weary Hill Wetland/Woodland Complex.**Specific Result****Action Steps**

- 1 Systematically acquire the following parcels of land forming the Weary Hill Wetland/Woodland through purchase with funds collected through the Environmental Protection Fee, or other type of conservation agreement (between private land owners and govt. for protection of land.)
Blocks: Parcels:
92A Southerly $\frac{1}{2}$ of 139
Southerly $\frac{3}{4}$ of 140
 $\frac{1}{4}$ of Southwesterly tip of 5
 $\frac{1}{4}$ of 6, 7, 8
 $\frac{1}{8}$ of 9
All crown lands in block 91A, plus all southerly parcels of large mid section
- 2 Immediately designate all crown lands (CL) as protected wetlands.
- 3 Prohibit any land clearing in specific areas while in process of # 1.
- 4 Transfer ownership of lands to National Trust, which will hold these lands in perpetuity for the people of the Cayman Islands.
- 5 Use the information from the National Trust Biodiversity Survey to designate additional parcels as protected wetlands as necessary.

Action Plan 16 To protect the Preston Bay Wetlands.**Specific Result****Action Steps**

- 1 Systematically acquire the following parcels of land forming the Preston Bay Wetland through purchase with funds collected through the Environmental Protection Fee, or other type of conservation agreement (between private land owners and govt. for protection land.)
Blocks: Parcels:
77A 18 (CL), 140, 155, 142, 143, 135, 136, 137, 138, 139, & 1661/8 of southwestern tip of 211/8 of southern portion of 20,19, 1716, 15(CL), 14, 13, 12, 11, 3(CL)1/8 of western border of 170, 175
78A 13(CL), 14(CL), 15(CL)
- 2 Immediately designate all crown lands (CL) as protected wetlands.
- 3 Prohibit any land clearing in specific areas while in process of # 1.
- 4 Transfer ownership of lands to National Trust, which will hold these lands in perpetuity for the people of the Cayman Islands.
- 5 Use the information from the National Trust Biodiversity Survey to designate additional parcels as protected wetlands as necessary.

Action Plan 17 To protect the Central Mahogany Thicket.**Specific Result**

Action Steps

- 1 Systematically acquire the following parcels of land forming the Central Mahogany Thicket through purchase with funds collected through the Environmental Protection Fee, or other type of conservation agreement (between private land owners and govt. for protection of land)
Blocks: Parcels
85A 1, 2
88A 31, 32
- 2 Prohibit any land clearing in specific areas while in process of # 1.
- 3 Transfer ownership of lands to National Trust, which will hold these lands in perpetuity for the people of the Cayman Islands.
- 4 Use the information from the National Trust Biodiversity Survey to designate additional parcels as protected wetlands as necessary.

Action Plan 18 To protect Spot Bay Woodlands.**Specific Result**

Action Steps

- 1 Systematically acquire the following parcels of land forming the Spot Bay Woodlands through purchase with funds collected through the Environmental Protection Fee, or other type of conservation agreement (between private land owners and govt. for protection of land)
Blocks: Parcels
77A 33, 32, 31, 54, 55, 65, 66, 67, 68, 69, 70, 158
80A 1, 4, 84, 112, 114, 117
Ocean side of the road of 85, 98, 99, 100, 101
79A Ocean side of the road of 1, 2, 3, 4, 5, 8, 9, 11, 12, 13
- 2 Immediately designate all crown lands (CL) as protected wetlands.
- 3 Prohibit any land clearing in specific areas while in process of # 1.
- 4 Transfer ownership of lands to National Trust, which will hold these lands in perpetuity for the people of the Cayman Islands.
- 5 Use the information from the National Trust Biodiversity Survey to designate additional parcels as protected wetlands as necessary.

Action Plan 19 To protect the Booby Pond Nature Reserve.

Specific Result

Action Steps

- 1 Systematically acquire the following parcels of land forming the Booby Pond Nature Reserve through purchase with funds collected through the Environmental Protection Fee, or other type of conservation agreement (between private land owners and govt. for protection of land)
Blocks: Parcels:
 80A 44 (CL), 17, 5, 108, 120
 Pond side of the road of 46, 137, 50,
 51, 55, 58, 127, 60, 61, 102, 103, 104, 63, 64, 65, 69, 71, 72, 73, 74, 75
 81A 40
 Pond side of the road of 20, 32
 83A 20
 Pond side of road of 40, 41, 2, 3, 4, 148, 140, 141, 8, 9, 18, 19, 17
- 2 Immediately designate all crown lands (CL) as protected wetlands.
- 3 Prohibit any land clearing in specific areas while in process of # 1.
- 4 Transfer ownership of lands to National Trust, which will hold these lands in perpetuity for the people of the Cayman Islands.
- 5 Use the information from the National Trust Biodiversity Survey to designate additional parcels as protected wetlands as necessary.

Action Plan 20 To make all artificial lighting non-visible from marine turtle nesting

Specific Result beaches.

Action Steps

- 1 Establish potential and known marine turtle nesting beaches based on Department of Environment (D.O.E) 1998 marine turtle study on Little Cayman.
- 2 Identify all sources of artificial lighting that are directly or indirectly (reflectance, i.e. light reflecting off the sides of houses or leaves of grape trees) visible from the beaches identified above, i.e. streetlights, commercial, and residential lighting.
- 3 Remove light sources visible from those beaches.
- 4 If removal isn't possible, shade light such that it is not directly or indirectly visible from those beaches using the recommendations made in Witherington, B.E., and R.E. Martin, 1996. Understanding, assessing, and resolving light-pollution problems on sea turtle nesting beaches. FMRI Tech. Rep. TR-2. Florida Marine Research Institute, St. Petersburg, Florida. 73 p. (DOE Library).
- 5 Lights deployed in the future must be shaded such that light is not directly or indirectly visible from the beaches established in #1 and must be approved by the DOE.
- 6 Conduct a follow up study during the next marine Turtle reproductive season to ensure no interference with natural behaviour of nesting marine turtles.

Action Plan 21 To increase number of dive site moorings around Little Cayman.

Specific Result

Action Steps

- 1 Hold a public meeting with local dive masters and other appropriate persons to establish possible areas for new moorings.
- 2 Have the Department of Environment (DOE) locate potential dive sites in agreed areas .
- 3 Have D.O.E install moorings at these sites.

Action Plan 22 To provide alternate public docking facilities for small boats on the South
Specific Result and North coasts of Little Cayman.

Action Steps

- 1 Locate feasible sites for docks on North and South coast Ex. North: Jackson bight. Ex. South: Blossom village. (wherever possible, these docks should not be located within any of the Marine Parks/Replenishment Zones as stated in plan 5 & 6)
- 2 Purchase / acquire land to build dock / launching ramp.
- 3 Build docks and boat launching ramp.

Action Plan 23 To protect the marine environment from negative effects of coastal
Specific Result development.

Action Steps

- 1 Amend Planning legislation to require Environmental Impact Assessment Studies for commercial development on the shorelines.
- 2 Amend legislation to restrict coastal development to low impact on the shorelines, i.e flow through docks (jetty on pilings).

Cross reference to Strategy X Plan 2 Step 9

Cross reference to Strategy X Plan 7 Step 1

Cross reference to Strategy X Plan 6 Step 1

Cross reference to Strategy XIII Plan 9 Step 1

Action Plan 24 To acquire and protect "Point of Sands."**Specific Result**

Action Steps

- 1 Systematically acquire the following parcels of land forming the Point of Sands through purchase with funds collected through the Environmental tax, or other type of conservation agreement.
Blocks: Parcels:
 92A 16
- 2 Prohibit any land clearing in specific areas while in process of # 1.
- 3 Transfer ownership of land to National Trust which will hold these lands in perpetuity for the people of these islands.

* Conservation agreements refer to those made between private land owners and government for the complete protection of lands listed as block and parcels above.

Action Plan 25 To protect Owen Island.**Specific Result**

Action Steps

- 1 Systematically acquire the following parcels of land forming the Owen Island through purchase with funds collected through the Environmental Protection Fee, or other type of conservation agreement
Blocks: Parcels:
 83A 35, 36, 37(CL)
- 2 Prohibit any land clearing in specific areas while in process of # 1.
- 3 Transfer land to National Trust under the condition that they be declared inalienable.

* Conservation agreements refer to those made between private land owners and government for the complete protection of lands listed as block and parcels above.

Action Plan 26 To create a public park/picnic facility at the East Point Lighthouse Beacon.**Specific Result**

Action Steps

- 1 Define area around beacon for public use.
- 2 Acquire two picnic tables and trash cans for site.
- 3 Erect one road sign to direct tourists to area.

- 4 Notify all resorts of the picnic area's availability upon completion.

Action Plan 27 To ensure that the special status of the RAMSAR site, The Booby Pond
Specific Result Nature Reserve, is recognised and protected locally.

Action Steps

- 1 Direct the Planning Office, Cayman Brac to monitor all activities in or near the RAMSAR site, and immediately report offences/illegal activities to the appropriate management authorities (Ministry of Environment / Dept. of Environment).
- 2 Create and erect information signs explaining special significance of the site and prohibiting building, dumping, storage of vehicles within and on the borders of the site.
- 3 Develop and distribute information brochures through the Planning Office, Cayman Brac,, hotels, dive operators, real estate agencies and the National Trust.
- 4 Engage in wide spread public education/awareness campaign about the RAMSAR Convention to which the Cayman Islands is a signatory, targeting relevant Govt. Departments and statutory bodies, all schools, all media and through public meetings if necessary.

Strategy 8 We will promote open and accountable government.

**Action Plan 1
Specific Result** To maintain an awareness of Vision 2008 and the specific results identified as being necessary to bring about the desired openness and accountability in local Government.

Action Steps

- 1 Develop a general public communications campaign to profile the strategic intent of action plans #2 through #9 for Strategy #8.
 - 2 Develop specific communications programmes to support the individual issues addressed in each action plan (#2 through #9).
 - 3 Recommend that implementation of the general communications campaign be assigned to Chief Secretary and begin immediately.
 - 4 Develop a longer-term public education plan, which will over time increase the society's understanding and expectations of 'open and accountable' government, e.g. age appropriate classes in civics, government or political science.
-

**Action Plan 2
Specific Result** To ensure that public finances are managed prudently and that disclosure and reporting standards provide timely, relevant, reliable and understandable information to legislators and the community.

Action Steps

- 1 Enact a fiscal responsibility law. This would comprise a binding obligation for successive governments to ensure that their policies are consistent with certain specified principles, including good fiscal management, improved financial planning and better financial reporting. Any departure from fiscal management standards would be only of temporary nature, with an explanatory statement tabled in the Legislative Assembly.
 - 2 Implement a management system to support and enforce the fiscal responsibility law.
-

**Action Plan 3
Specific Result** To develop a public sector management system whereby all government persons, whether appointed or elected, have clearly defined roles and responsibilities and levels of authority for which they are held accountable as prescribed in a Comprehensive National Plan.

Action Steps

- 1 Develop and implement a Comprehensive Multi-Year Rolling Strategic National Plan, outlining the specific purpose and function of all government bodies (e.g. departments, statutory bodies, crown corps., etc.) whereby outputs or services will be achieved or provided for the public.
 - 2 Review, re-prioritise, and publish the National Plan annually.
-

- 3 Develop and implement a management system whereby all government ministries, portfolios, departments, sections and units as well as all government related bodies would operate as businesses in the production of outputs and/or services. Public sector products or services should be provided at a specified cost.
- 4 Introduce a flexible management system, which rewards excellence and imposes penalties for poor performance.
- 5 Produce and execute an awareness campaign that will educate all government-related personnel with respect to their level and extent of authority as well as the outputs or services for which they are responsible and accountable.

Action Plan 4 To create and nurture an environment and culture whereby every person
Specific Result who lives in the Cayman Islands is allowed the right to freedom of speech
 without the fear of reprisal or victimization.

Action Steps

- 1 Enact legislation, and implement regulations which enshrine freedom of speech for all people.
 - 2 Enact legislation, and implement regulations (inclusive of the Civil Service General Orders) to allow all persons, including civil servants, to speak out without fear of reprisal or victimisation on all activities which are illegal, unethical or in direct opposition to stated public policy.
 - 3 Amend the Civil Service General Orders to permit civil servants to speak out on all activities in which they do not have a professional interest.
 - 4 Implement a public awareness campaign to educate and inform the public of their right to freedom of speech.
-

Action Plan 5 To create a right of access by the public to information relating to the
Specific Result governance of the Islands.

Action Steps

- 1 Pass a Freedom of Information Law, perhaps based on the New Zealand Law and the U.K. Freedom of Information White Paper including:
 - * A presumption of openness along with specified exemptions, which are in the public interest and in respect of individual privacy.
 - * Public access where appropriate to decision-making meetings and discussions of public policy issues of government controlled companies and licensed monopolies.
 - * Timely access to all records held by government, public bodies, etc.
 - * A monitoring and enforcement authority (e.g. Ombudsman/Complaints Commissioner)
 - * Penalties for non-compliance.
 - 2 Amend existing laws, regulations and directives to comply with the new Freedom of Information Law.
 - 3 Create broad awareness of the newly created legal rights both among public officials and the general public.
-

Action Plan 6 To ensure high ethical standards are observed by all public officials.

Specific Result

Action Steps

- 1 Pass legislation and implement regulations that specify ethical standards for public officials at all levels and in all circumstances, including:
 - * Registering financial and beneficial interests
 - * Conflicts of interest, including related persons and business associates.
 - * Financial disclosure - including future interests.
 - * Rules on directorships, consultancies, gifts and gratuities - e.g. no additional such arrangements while in office.
 - * Monitoring compliance, and penalties for non-compliance.(An example of existing legislation which deals with these issues has been implemented by the Commonwealth of the Northern Mariana Islands)
- 2 Amend the Campaign Funding Law to cover the following:-
 - * Only persons on the electoral register may contribute to campaign funding .
 - * Identification of contributors and amounts; an absolute ban on corporate contributions.
 - * Non-retentions of excess funds raised.
 - * Reporting of campaign income and expenditure (audited).
 - * Monitoring by an appropriate public accountancy body for fraudulent accounting, consistent with current laws.
- 3 Amend existing legislation to comply with proposed new legislation as above.

Action Plan 7 To create the office of an Ombudsman.

Specific Result

Action Steps

- 1 Enact legislation and implement regulations to create and maintain the Office of the Cayman Islands Ombudsman.
- 2 Recruit an Ombudsman having the same level of qualifications as, and to be recruited upon similar terms to, and in the same manner as, a judge of the Grand Court.
- 3 Recruit support staff for the Office of the Ombudsman.
- 4 Acquire Physical Facilities and Infrastructure.
- 5 Implement an Awareness Programme to familiarise the public and the civil service with the Office of the Ombudsman.

Action Plan 8 To allow for binding national referenda to be called by petition of the
Specific Result electorate in circumstances in which the electorate determine that a referendum is appropriate.

Action Steps

- 1 Immediately review current Cayman Islands Referendum Legislation and Referendum legislation in other countries.
 - 2 Amend the referendum legislation if necessary and implement regulations to allow for binding national referenda to be called by a petition signed by electors representing "a" percent of the total number of registered electors in the Cayman Islands. The date of each referendum should be set within "b" days of submission of the relevant petition.
 - 3 Ensure by legislation that public funds are not used to influence the outcome of any referendum.
 - 4
 - a. The question(s) to be asked in each referendum should be set by persons initiating the relevant petition.
 - b. The referendum question and petition must be the same
 - c. Questions are to be clear and unambiguousNB. "A" percent (%) of total to be determined by implementation team
"B" days/months to be determined by implementation team.
-

Action Plan 9 To allow electors to recall individual elected Members of the Legislative
Specific Result Assembly between scheduled elections and to bring about by-elections.

Action Steps

- 1 Enact legislation and implement regulations to provide for:
 - * the recall of individual elected Members of the Legislative Assembly by petition signed by a majority (50% plus 1 elector) of the registered electors within the relevant electoral district.
 - * the calling of by-elections within sixty days of a recall to fill the vacancy created by the recall.
 - * recall should be reserved for situations in which the majority of the electorate believe that the individual who is the subject of the recall has conducted himself/herself in a manner unbecoming of a Member of the Legislative Assembly and that the Member is no longer fit to serve as their representative in the Legislative Assembly.

Strategy 9 We will ensure optimal infrastructure which supports the needs of the current population and projected growth.

Action Plan 1 To ensure the quality of infrastructure in the Cayman Islands.

Specific Result

Action Steps

- 1 Create a committee to address national infrastructure standards and professional licensure.
 - 2 Produce National Standards for the design and construction of infrastructure.
 - 3 Require persons working in infrastructure related fields to hold locally recognised qualifications.
-

Action Plan 2 To ensure a manageable infrastructure development process.

Specific Result

Action Steps

- 1 Create the National Infrastructure Development and Management Body as part of the Growth Management Policy.
 - 2 Create a National Infrastructure Database.
 - 3 Construct Differential Global Positioning System Stations on all islands. This system should be constructed to provide a national platform for the management of infrastructural development. For example, this system could be used to map existing sewer lines on a national data base for all interested parties to use.
-

Action Plan 3 To ensure that flooding will be minimized in new developments.

Specific Result

Action Steps

- 1 Establish storm water management standards.
 - 2 Ensure that all new construction will be built in accordance with national standards for the design and construction of infrastructure.
 - 3 Ensure that roads are built to national standards.
-

Action Plan 4 To solve existing flooding.

Specific Result

Action Steps

- 1 Identify areas prone to flooding.
 - 2 Create storm water retention ponds.
 - 3 Create drainage systems from flood areas to retention ponds.
 - 4 Rebuild / redevelop flood prone areas.
-

Action Plan 5 To ensure optimal solid waste disposal for the Cayman Islands, which
Specific Result provides the groundwork from which to extend such service beyond 2008.

Action Steps

- 1 Provide solid waste collection to every site requiring it at least twice weekly. Such service to be carried out on a regular and reliable schedule and to include collection of recyclable material and hazardous waste material.
 - 2 Implement the regular and reliable bimonthly collection of large waste material based on the current system of district collection days.
 - 3 Improve the collection of garbage fees, striving for 100% fee collection with 0 billing errors.
 - 4 Identify and procure a site for a new landfill.
 - 5 Initiate a process to determine the location of a future landfill site within 5 years of the projected end of usability for the new landfill.
 - 6 Consider privatisation of solid waste disposal.
-

Action Plan 6 To ensure proper disposal of 100% of all wastes in the Cayman Islands.
Specific Result

Action Steps

- 1 Achieve 100% public awareness of what constitutes "hazardous waste materials" and its proper disposal by 2001.
 - 2 Decide on which components of the waste stream can most easily, efficiently and economically be recycled to accomplish the goal of reducing the amount of material entering land-fills by 50%.
 - 3 Achieve 100% public awareness of what these recyclables are, the necessity of recycling them and the ease with which this sorting and recycling of wastes may be accomplished.
 - 4 Require that the solid waste disposal provider shall also be responsible for recycling and hazardous waste disposal.
 - 5 Integrate the collection of recyclables with the collection of other solid waste materials, or through district collection centres.
-

Action Plan 7 To ensure the availability of secondary sewage treatment for all areas in
Specific Result the Cayman Islands.

Action Steps

- 1 Ensure that all new developments in the Cayman Islands make provision for appropriate sewage treatment.

- 2 Ensure that sewage treatment services in the Cayman islands are provided in the most economical, efficient, environmentally sensitive and effective manner possible, by allowing private industry to bid to government for the service contract.

Action Plan 8 To ensure adequate road systems for commutes into the Central Business District.
Specific Result

Action Steps

- 1 Reserve all major road corridors.
- 2 Purchase all critical properties.
- 3 Construct the Harquail Bypass Extension to the Governors Sound Roundabout.
- 4 Construct the Crewe Rd. Bypass.
- 5 Widen the Crewe Rd. Bypass / Harquail Bypass Connector to five (5) Lanes. Upgrading all relevant intersections. Construct East/West Arterial to the Newlands Area (2 lanes) and the Bodden Town Relief Road.
- 6 Construct the Harquail Bypass to Batabano Rd. and the East West Arterial to the Bodden Town Bypass Connector.

Action Plan 9 To improve Traffic Circulation in the Central Business District.
Specific Result

Action Steps

- 1 Construct a Road connecting Goring Ave. to Elgin Ave. (36 ft wide, parallel parking allowed on western side of road).
- 2 Convert Harbour Dr. to one-way (north bound) and Construct Crewe Rd. Bypass to the schools.
- 3 Convert Fort St. to one-way (east bound).
- 4 Widen Elgin Ave. to three lanes(two lanes west bound).
- 5 Widen Shedden Rd. to Three Lanes(two lanes east bound).

Action Plan 10 To ensure the Cost Effective Management of Infrastructure Development.
Specific Result

Action Steps

- 1 Require that all Infrastructure Agencies provide Long and Short Range and Annual Plans to the National Infrastructural Development and Management Body.
- 2 Require that all annual plans be adhered to and all costs associated with changing the plans should be borne by the entity making the change.
- 3 Require that all costs associated with development should be borne by entity. (this would enable government entities to charge for services rendered to other entities and vice-versa).

Action Plan 11 To provide piped potable water.

Specific Result

Action Steps

- 1 Ensure that all existing and new developments have access to a potable water system.
- 2 Ensure that deep wells for potable water are approved by the Water Authority.

Action Plan 12 To ensure an acceptable water quality and service.

Specific Result

Action Steps

- 1 Ensure water quality meets North American standards.
- 2 Ensure water quality is subjected to random independent tests.

Action Plan 13 To enable the port facilities in Grand Cayman to efficiently handle cruise ship passengers.

Specific Result

Action Steps

- 1 Identify as part of the Growth Management Plan the optimum number of cruise ship passengers which will be permitted to visit Grand Cayman on a daily basis.
- 2 Provide adequate facilities for cruise ship passengers.
- 3 Provide adequate port facilities including:
Adequate sea side pedestrian facilities (adequate sidewalks, pedestrian crossings etc)
Taxi / Bus pickup facilities.
- 4 Study pedestrianization of central George Town during peak hours.

Action Plan 14 To enable the Cayman Islands Port Authority to handle projected cargo

Specific Result volume on a daily basis.

Action Steps

- 1 Investigate alternative port facilities.
- 2 Operate all port facilities on an as required basis.
- 3 Improve all roads between the port and the Industrial Park Depot.

Action Plan 15 To provide Marina facilities sufficient for the commercial and recreational
Specific Result needs of the Cayman Islands.

Action Steps

- 1 Designate sites for the construction of future marinas.
 - 2 Require marinas to be made multi purpose to allow for the future development of a ferry system.
 - 3 Require that public facilities should be provided at all marinas (boat ramps, parking etc).
-

Action Plan 16 To provide a commuter ferry system.
Specific Result

Action Steps

- 1 Investigate the viability of a commercial commuter ferry service.
 - 2 Implement a commuter Ferry system if viable.
-

Action Plan 17 To provide adequate parking in the Central Business District by providing
Specific Result alternatives, decreasing demand and increasing supply.

Action Steps

- 1 Develop shared park and riding utilising normally vacant sites (e.g. Churches).
 - 2 Designate areas as Parking Facilities outside the Central Business District for park and ride.
 - 3 Increase Carpooling awareness programs.
 - 4 Facilitate the use of bicycles.
 - 5 Increase public Transportation Facilities.
 - 6 Increase the number of parking spaces by 5% for general use wherever possible.
 - 7 Urge / Promote Pay Parking facilities.
-

Action Plan 18 To provide adequate parking for all proposed developments.
Specific Result

Action Steps

- 1 Amend the Planning Regulations for parking requirement to be based on the Institute of Transportation Engineers (USA) Standards.
 - 2 Include provisions for bus “turn-outs” in new developments as required.
 - 3 Require provisions for other forms of transportation e.g. Bicycle parking, showers at businesses etc.
-

Action Plan 19 To achieve a bus system rider-ship of a significant percentage of the
Specific Result population.

Action Steps

- 1 Document bus routes and make this information available to the public.
- 2 Locate bus “turn-outs” where appropriate (e.g. 1/4 mile intervals in densely populated areas).
- 3 Ensure all buses used for public transportation are comfortable, clean, safe and handicap accessible by 2001.
- 4 Develop a comprehensive approach to public transportation rather than one based on a route by route system.

Action Plan 20 To ensure the viability of the public transportation system.
Specific Result

Action Steps

- 1 Require that major developments make provisions and construct proposed “bus turn-outs”.
- 2 Create a single fare inter-district fare system based on a “cost plus” approach for the public transportation system.
- 3 Ensure the Public Transportation system in the Cayman islands is provided in the most economical, efficient and effective manner possible, by allowing private sector to bid for the service contract.

Action Plan 21 To ensure that there are sufficient facilities to provide for interment,
Specific Result cremation, or other appropriate means of disposal of human remains for
the population of the Cayman Islands, including provision for disasters.

Action Steps

- 1 Complete the sites selection process started by the Cemetery Sites Committee to identify sites in each district.
- 2 Procure and prepare sites.
- 3 Promote the use of other forms of interment.
- 4 Allow private sector the opportunity to bid to provide some services.

Action Plan 22 To improve the quality of service and reduce the cost of
Specific Result telecommunications services as close as possible to the levels enjoyed in most developed countries.

Action Steps

- 1 Investigate the advantages and disadvantages of introducing competition into the telecommunications market.
 - 2 Ensure that any service provider operating in the Cayman Islands works towards service levels as follows:
 - Installation of telephone lines within 5 days.
 - Repair of fault reports within 4 hrs. (business), 8 hours (Residence)
 - Resolution of all customer complaints within 48 hrs.
 - 3 At the end of the current franchise agreement with the incumbent monopoly operator, and if competition is desirable as a result of 1 above, set contractual terms with any new operator(s) to meet or exceed the service levels defined in 2 above.
-

Action Plan 23 To ensure that access to multimedia telecommunications services (voice,
Specific Result high speed data, Internet, video) is available to 100% of the population of the Cayman Islands.

Action Steps

- 1 Require a telephone service package to include the following (voice, high speed data, Internet, video) is available to 100% of the population of the Cayman Islands.
-

Action Plan 24 To ensure economical, safe and efficient air travel to, from and within the
Specific Result Cayman Islands.

Action Steps

- 1 Establish a National Aviation Policy.
 - 2 Establish a regulatory body to implement the National Aviation Policy.
 - 3 The National Aviation Policy Body is to evaluate mechanisms for providing economical, safe and efficient air services to include evaluation of privatisation.
-

Action Plan 25 Continue to provide satisfactory air service support facilities in the
Specific Result Cayman Islands.

Action Steps

- 1 Separate Civil Aviation Authority from Airport Management to ensure objective controls and enforcement.
- 2 Consider enabling the airports in the Cayman Islands to be operated privately.

Strategy 10 We will develop and implement a growth management plan to achieve and maintain a balance between the natural and built environment.

Action Plan 1 To educate the public regarding the requirement for Growth Management
Specific Result in the Cayman Islands.

Action Steps

- 1 Conduct an extensive media campaign utilizing all forms of media.
- 2 Establish a series of ongoing public forums or presentations that travel to each District and the Sister Islands. This will be more extensive during the early years of growth management.
- 3 Incorporate a series of lectures aimed at all ages of school children.
- 4 Add growth management principles to the National Education Curriculum.
- 5 Highlight examples of communities that do not follow growth management principles and the resulting impacts upon various aspects of living in such communities. Begin with the negative examples found in Cayman.
- 6 Conduct a direct mail campaign outlining the concept of growth management and the reasons it is needed.
- 7 Establish a web page devoted to growth management in the Cayman Islands and link it to other growth management sites on the world wide web.
- 8 Create and distribute posters outlining the positive attributes of growth management.
- 9 Conduct briefings and meetings devoted to growth management for existing and future Members of the Legislative Assembly. Updates will be provided on a twice yearly basis at a minimum.
- 10 Obtain continuous feedback from the public via surveys, questionnaires, and other similar techniques.
- 11 Establish a community growth management planning team. The team will be charged with the responsibility of maintaining the principles of growth management on a continuing basis.

Action Plan 2	To establish a mechanism which will ensure the creation and
Specific Result	implementation of an integrated Growth Management plan which addresses the short, medium, and long-term needs of all people of the Cayman Islands.

Action Steps

- 1 Immediately commence a study to establish sustainable development regulations within the Growth Management Plan for all districts of the Cayman Islands. This study must be completed within the shortest period of time possible and within 12 months.

During this time temporarily defer acceptance and/or consideration of all applications for large development of the types specified below in order to permit the completion of land use inventories and the establishment of carrying capacity studies in all districts of all 3 Islands.

The types of applications which will be deferred shall include:

1. Apartment and Condominium buildings with 21 or more units.
2. Hotels with 21 or more rooms.
3. Commercial developments which exceed 20,000 sq. ft.
4. Subdivision of land into 21 or more lots or more than 10 acres.
5. Industrial developments which exceed 10,000 sq. ft.
6. Clearing and/or filling of more than 10 acres of land.

If the land use inventories and the establishment of carrying capacity studies are completed in any district of the 3 Islands prior to the end of the 12 month period specified, then the deferral may be lifted for that particular district.

- 2 Enact legislation to create a statutory board (the Growth Management Board) which will be responsible for the creation, implementation, and regular updating of a growth management plan for the Cayman Islands. The Growth Management Board will co-ordinate closely with existing government departments and statutory boards as well as the private sector. The intended terms of reference are as outlined in other actions steps within this Action Plan and the other Actions Plans within this strategy.
- 3 Require that background studies identified in this strategy shall be initiated by the year 2000.
- 4 Implement fully the growth management plan by the year 2005 and review on a required five year cycle.
- 5 Commence establishing growth management concepts within the National Education curriculum by the year 2000 and complete by the year 2003.
- 6 Strengthen the Development Plan by ensuring that growth management forms an integral component of the Development Plan by the year 2002.
- 7 Develop and implement clear guidelines for the ongoing review of the growth management plan by 2005.
- 8 Ensure that the growth management plan is supported fully by all Development and Planning legislation. Any amendments to the existing legislation and regulations relating to Development and Planning should be considered by the Legislative Assembly.

- 9 Require mandatory impact assessment studies (including community, immigration and manpower, environmental, traffic, social, cost-benefit analysis, etc.) for all medium and large development applications, as defined by the Development Advisory Board legislation.
- 10 Establish the mechanism and conduct a quarterly media campaign to educate the general public and legislators of the benefits of growth management and the serious consequences if development continues to be of a non-sustainable nature.

Action Plan 3 To establish and implement an affordable housing scheme which provides
Specific Result a range of housing types for the people residing in the Cayman Islands.

Action Steps

- 1 Conduct a residential land use inventory for all three Islands.
- 2 Conduct a housing needs assessment for the three Islands.
- 3 Establish a board or committee whose mandate is to track and monitor the rental housing market.
- 4 Investigate means of lowering the cost of freehold and rental housing for the three Islands.

Action Plan 4 To stimulate economic diversification in order to offset the possible
Specific Result negative effects resulting from the implementation of growth management principles within the Cayman Islands.

Action Steps

- 1 Produce new plans for economic diversification to commence by the year 2000.
- 2 Implement the resulting economic diversification plans immediately. The implementation shall coincide with the early stages of the implementation of growth management principles within the Cayman Islands. The Economic Development plans should be integrated with Infrastructure development, education, planning, Immigration planning, and environmental planning.
- 3 Develop and implement policies to reverse the trend of large foreign-owned firms displacing small local business enterprises.
- 4 Implement retraining programmes within the existing education systems to assist those Caymanian workers affected by the introduction of growth management.
- 5 Explore the feasibility of establishing new manufacturing industries and export oriented businesses within the three islands.

Action Plan 5 To determine carrying capacities for the three Cayman Islands which
Specific Result would achieve an acceptable quality of life for all residents of the Cayman Islands.

Action Steps

- 1 DEFINITION Carrying capacity means the level of resident and visitor populations and land development activities that will avoid further adverse and/or irreversible impacts to the islands ecosystems, quality of life and community characteristics. The concept acknowledges the basic premise that biological limits to growth exist and that these will ultimately determine the carrying capacity.
 - 1 Establish a committee or committees that will function as a steering committee/project management team for the carrying capacity study. This/these committee/s will be charged with developing the detailed study concept and will serve as a liaison between the government and any consultants selected to carry out all or parts of the study.
 - 2 Create development scenarios that represent future development possibilities, such as a catastrophic event, or trends, such as the current rate of growth or future optimal sustainable growth rate, as well as one that represents the historical or pre-development condition for the Cayman Islands (pre 1970).
 - 3 Collect and synthesize all existing data relating to the three main categories considered to be integral to the sustainability of the Cayman Islands ie. Natural resources (ecosystems, species of concern, water quality, etc.); human infrastructure (population projections, wastewater, transportation, water, electricity, ports, airports, etc.); and social environmental factors (sustainable tourism, quality of life, Community characteristics, economic factors, etc.). These data shall include but not be limited to other applicable study results; GIS coverages, demographic data, land use data, known design capacities for sewage collection and treatment systems, water and electricity distribution networks, landfills, roads, known societal preferences and values, community characteristics, current occupation distribution, key economic sectors, local fiscal conditions, etc

- 4 Identify critical data and essential study gaps and obtain data or conduct study. New data to be collected for each study category would include: Natural resources: identify indicator species, species of concern and natural resources indicators of sustainability for main ecosystems (ie. marine, wetlands, and terrestrial); determine scientifically derived requirements, responses, limiting factors, and tolerance limits, where identifiable and quantifiable; Human Infrastructure: calculate current effective population (ie. visitors and residents) of the three islands and project future effective levels of population; estimate current levels of services (eg. water, sewage, electricity, roads, airports, ports, etc.) where unknown; estimate future required levels of service based upon population projections; identify shortfalls in levels of service (ie. tolerance limits); estimate cost for providing required future levels of service; Social Environment: describe existing and historical socioeconomic environment, including identification of significant socioeconomic forces that have produced or are producing, or may be Impacted by, environmental and social change in the Cayman Islands; develop profile of socioeconomic structure and processes including population composition, employment patterns, occupation distribution, key economic sectors and types of economy (ie. tourism, retirement living), community characteristics, quality of life indicators, etc.; develop socioeconomic relationships among elements in the three study categories; develop, describe, and analyse the socioeconomic environment under future scenarios; identify socioeconomic impacts that are potentially unacceptable to segments of the effective populations.
- 5 Establish and populate comprehensive databases for the three main categories identified as integral to the sustainability of the Cayman Islands. Databases would contain both tabular and graphical data derived from 3 & 4 above.
- 6 Develop relationships that describe the impacts that land development activities and population changes have on the components of the natural resources, human infrastructure, and social environment categories identified in 3 & 4 above.
- 7 Develop a computerised carrying capacity analysis model that interfaces Government Information Services coverages, input scenarios, databases that include tolerance limits, etc., and the relationships identified in 6 above. This model will function as a future-oriented, planning and decision making tool and it will be modified until stakeholders are satisfied with its operation.
- 8 Based on information derived from 7, identify acceptable growth scenarios which will allow the islands to develop within their carrying capacities and feed this information into the proposed Development Plan review.
- 9 Establish and fund a growth management resource centre and implementation unit to be administered by the Growth Management Board, either within a new or existing Government Department. If it is determined to be a new department, the staff shall be obtained from existing government departments and agencies.

Action Plan 6 To conduct a review of existing laws and regulations in order to provide
Specific Result the necessary framework for effective growth management.

Action Steps

- 1 Review and amend the Development Plan to ensure it reflects the principles of growth management and conforms with the results of the carrying capacity study (Action Plan 5). Background studies for this review shall include a land use inventory, population forecasts, infrastructure requirement forecasts, etc. The review must include a public consultation and review process, as required by the Planning Law.
- 2 Review and amend the Development Plan to identify areas which are suitable for future development and prioritize these areas based upon infrastructure needs, community services, environmental impact, etc.
- 3 Review and amend the Planning Law to ensure that it provides an effective framework for growth management.
- 4 Review and amend the Planning Regulations to ensure that they provide the necessary tools for growth management.
- 5 Review and amend existing planning legislation to determine how Land for Public Purposes (LPP) provisions can be made, and the means to ensure that LPP provided by developers is usable by the general public. In some instances the LPP may have a greater conservation value and shall remain in its natural state.
- 6 Review the Cayman Island Building Code (SBCCI) in order to ensure that the standards in it are appropriate for the Cayman Islands.
- 7 Review and amend planning and building legislation to effectively eliminate illegal construction using stop work and/or enforcement action.
- 8 Review and amend the Marine Conservation Law to aid growth management and amend if needed.
- 9 Review and amend the Marine Conservation regulations to aid growth management.

Action Plan 7 To draft and implement new laws and regulations in addition to the
Specific Result existing laws and regulations in order to provide a framework for effective growth management.

Action Steps

- 1 Draft and implement an Impact Assessment Law to assess the environmental, economic, and social impacts of proposed projects and ensure the protection of the natural environment and that the carrying capacity of the islands is not exceeded. This Law must provide for significant public input in the decision making process. Further, the onus must be placed on the developer to identify and implement mitigation measures for the impacts of the project. Projects subject to the impact assessment law shall be those identified within the Development Advisory Law or others deemed appropriate by the Growth Management Board.

- 2 Support Department of Environment's ongoing efforts to draft comprehensive environmental protection legislation, and ensure the implementation of this legislation occurs within the timeframe outlined for the implementation of the Growth Management Plan.
- 3 Draft and implement regulations for Class Environmental Assessment for all government projects (under the auspices of the Environmental Assessment Law). Note: a class EA is carried out for a class of developments where the activity in question occurs frequently, has a predictable range of effects, and is likely to have only minor impacts on the environment. Within a class different projects will have differing environmental impacts (e.g. Harquail By-Pass vs. improvements to existing roads). To recognize this, there should be a classification scheme for Class EA's which ranges from "no environmental concerns" to projects that should be subject to a "full" EA. There should be provisions for "bump ups" from one classification to another if the environmental impacts warrant.
- 4 Implement a Protected Area system which provides legislative protection and enforcement tools for Environmentally Significant areas on the three islands. The Environmentally Significant areas are linked and must be protected as a system.
- 5 Investigate the need for Immigration and / or Population Controls to reflect the finite carrying capacity of the island.

Action Plan 8 To review existing policies and implement new policies in order to
Specific Result provide a framework for effective growth management.

Action Steps

- 1 Government shall adopt a policy of ensuring that the people appointed to the decision making boards related to planning and growth management issues (i.e. Central Planning Authority, Development Control Board, Development Advisory Board) are representative of the people of the island, both from a district perspective and a relevant experience perspective.
- 2 Review existing policies relating to land development and growth management in all Government departments in order to determine where there is overlap and / or where greater coordination and cooperation between agencies can be achieved to promote growth management. This should be co-ordinated by Growth Management Board with a view to eliminating overlap and enhancing co-operation between government departments and agencies.
- 3 Draft and implement Growth & Settlement Policy Guidelines to be used by all government departments, elected members, and developers. The Growth Management Board shall establish the terms of reference for the development of guidelines and make this a first priority of the new board.

Action Plan 9 To gain an understanding of the current use of land in the three Cayman
Specific Result Islands and an assessment of the future use of land and services.

Action Steps

- 1 Develop population projection scenarios.
- 2 Develop housing demand projections based upon step one.

- 3 Quantify the existing supply of residential living units, lots existing, and lots proposed.
- 4 Compare the estimated future demand for housing with the existing and proposed supply.
- 5 Quantify the existing stock of commercial square footage and commercial zoned land, both built and vacant.
- 6 Examine past commercial build out rates and demand for commercial floor space in order to determine future demand for commercial land and floor area.
- 7 Follow steps five and six for industrial lands and floor area. Conduct a study following steps five and six for institutional land needs (schools).
- 8 Conduct a comprehensive study which identifies areas of the Islands not suitable for development due to natural constraints.
- 9 Conduct a comprehensive study of both the water works system and the sewage collection system. This shall include serviced areas, water and sewage treatment capacity, single service areas, potential service areas, and unservicable areas. The analysis shall also examine the means of financing new or extended supply or collection systems.

Strategy 11 **We will protect our natural environment, particularly the Central mangrove and other wetlands, the North Sound and coral reefs, from further degradation.**

Action Plan 1 To establish a system of Environmentally Protected Areas in the Cayman
Specific Result Islands so designated and managed through appropriate legislation.

Action Steps

- 1 Enact new legislation, or amend existing appropriate Legislation, to create a National Registry of Environmentally Protected Areas, and to facilitate adequate protection of such areas through formal transfer to ownership of the National Trust, on condition that it will exercise its inalienable right to hold these lands in perpetuity for the people of the Cayman Islands and where appropriate, co-manage these lands in conjunction with the Dept. of Environment or other entities.
 - 2 Review and amend as necessary existing inventories of unprotected natural areas which merit total or partial protection due to their unique biological morphological or ecological characteristics, and are considered overall to be environmentally important.(See Plan 7, Step 1)
 - 3 Include these areas with those currently protected in the National Registry of Environmentally Protected Areas.
-

Action Plan 2 To ensure the availability of funds for the sole purpose of environmental
Specific Result protection and enhancement.

Action Steps

- 1 Enact legislation for an Environmental Trust Fund, which would be used SOLELY for the purpose of environmental protection and enhancement, and with a Board chaired by the Dept. of the Environment, and having representation from the relevant Government Ministries and Departments, the National Trust, and other environmentally oriented organizations such as the Marine Conservation Board and the Tourism Advisory Committee.
 - 2 Create the appropriate mechanism for all revenue generated by the existing Environmental Protection Fee to be allocated to the Environmental Trust Fund.
-

Action Plan 3 To protect the Central Mangrove Wetland of Grand Cayman in order to
Specific Result ensure the preservation of its critical ecological functions.

Action Steps

- 1 Officially declare the Central Mangrove Wetland an area of national and international importance.
-

- 2 With immediate effect, zone the area as Environmentally Sensitive/ Protected*, and prohibit any further development activities within the boundaries of the Central Swamp as prescribed by the National Trust.
- 3 Systematically acquire any parcels of land in the Central Mangrove Wetland which are not owned by the National Trust, using revenue from the existing Environmental Protection fee.
- 4 Formally hand over the acquired lands of the Central Mangrove Wetland to the National Trust to be placed on a National Registry of Environmentally Protected Areas. (See Plan 1)

Action Plan 4 To protect the North Sound of Grand Cayman from further environmental
Specific Result degradation.

Action Steps

- 1 Officially declare the North Sound and its remaining fringing mangroves an area of national importance.
- 2 With immediate effect, prohibit by legislation any further dredging or excavating operations within the open waters of the North Sound. (subject to those exceptions stated in Plan 5, Step2)
- 3 Amend immediately the Planning Law to prohibit any further removal of remaining mangroves (with the exception of access channels) within 300 ft. of the outer edge of the mangroves fringing the Western and Southern periphery North Sound, and which contribute any ecological, physical, or aesthetical benefits related to the North Sound.
- 4 Place the North Sound on a National Registry of Environmentally Protected Areas.
- 5 Apply all requirements for commercial waterfront developments regarding sewage, garbage, waste oil/fuel (See Plan 5) to those of the North Sound.
- 6 Amend the Planning Law and regulations, the Marine Conservation Law and regulation, the Mosquito Research and Control Laws and regulations and other relative laws and regulations to minimize run off from developments bordering the North Sound.

Action Plan 5 To protect the coral reefs of the Cayman Islands from further adverse
Specific Result human impacts.

Action Steps

- 1 With immediate implementation, amend the Marine Conservation Law (as recommended by the Marine Conservation Board and Dept. of Environment) to facilitate greater effective conservation of fisheries and other living marine resources.
- 2 Prohibit all dredging/excavation within the marine environment with the exception of that needed for installation of pilings for “flow through” jettys boat ramps, and the occasional maintenance of existing access channels.*(Marine Con. Law amendment)
- 3 Establish in legislation, the right to set annual carrying capacities (visitation limits) for official dive sites.

- 4 Formally adopt a “No Cruise Ship Berthing Facility” policy for the Cayman Islands, if the results of a comprehensive environmental impact assessment/social impact assessment recommend such a policy.
- 5 Install an appropriate number (at least 3) of cruise ship permanent moorings first in Spotts, then in George Town for Grand Cayman. Install an appropriate number (at least 1) of such moorings in Cayman Brac BEFORE any further cruise ship calls. Evaluate the best technology (berth of moorings) that would minimise the environmental impact of cruise ships.
- 6 Formally adopt a “No Cruise Ship” policy for the sister island of Little Cayman. (See Strategy VII, Plan 5, Step 9)
- 7 Require by law all existing and future commercial developments with water frontage (marinas included) to provide sewage removal facilities on site.
- 8 Require by law all existing and future commercial developments with water frontage (marinas included) to provide facilities for garbage and waste oil/fuel storage and removal.
- 9 Facilitate more effective enforcement of the Marine Conservation Law by additionally hiring 2 Marine Enforcement Officer for Grand Cayman, 1 for Cayman Brac, and 1 for Little Cayman.

Action Plan 6 To establish the provision for a mandatory process of Environmental
Specific Result Impact Assessments relating to developments

Action Steps

- 1 Amend the Planning Law and other appropriate legislation to require appropriate Environmental Impact Assessments (EIA’s) for proposed developments deemed by the Dept. of Environment to have potentially significant environmental impact.
- 2 Ensure that such EIA legislation provides for independent (third party) assessments, public input open planning reviews, public open space where possible, mandatory facilities (eg. sewage treatment) to minimize environmental impacts, and other approval criteria.
- 3 Implement an educational campaign targeting public and private sectors regarding the necessity and process of Environmental Impact Assessments.

Action Plan 7 To protect remaining wetlands (other than the Central Mangrove
Specific Result Wetland) of ecological importance in the Cayman Islands.

Action Steps

- 1 Immediately commence a study to establish sustainable development regulations within the Growth Management Plan for all districts of the Cayman Islands. This study must be completed within the shortest period of time possible and within 12 months.
During this time temporarily defer acceptance and/or consideration of all applications for large development of the types specified below in order to permit the completion of land use inventories and the establishment of carrying capacity studies in all districts of all 3 Islands.
The types of applications which will be deferred shall include:
 1. Apartment and Condominium buildings with 21 or more units.
 2. Hotels with 21 or more rooms.
 3. Commercial developments which exceed 20,000 sq. ft.
 4. Subdivision of land into 21 or more lots or more than 10 acres.
 5. Industrial developments which exceed 10,000 sq. ft.
 6. Clearing and/or filling of more than 10 acres of land.

If the land use inventories and the establishment of carrying capacity studies are completed in any district of the 3 Islands prior to the end of the 12 month period specified, then the deferral may be lifted for that particular district.

- 2 Prohibit by law, any development in those wetlands (depending on the EIA) deemed to be of major environmental sensitivity and importance by the Department of Environment and National Trust.
- 3 Systematically acquire those wetlands in which development has been prohibited, using revenue from the Environmental Trust Fund (see Action Plan 2) and incorporate them into a National Registry of Environmentally Protected Areas (see Action Plan1).
- 4 Increase public awareness on the importance of overall wetlands preservation and management (see Plan 8 Step 7)
Cross reference to Strategy X Plan 2 Step 1
Cross reference to Strategy XIII Plan 6 Step 1
Cross reference to Strategy VII Plan 1 Step 4

Action Plan 8 To protect general environmental resources of the Cayman Islands which
Specific Result directly contribute to quality of life.

Action Steps

- 1 Create the appropriate mechanism for revenues generated by existing Infrastructure fees to be allocated solely for infrastructure purposes.
- 2 Begin implementation of long term goal to expand sewage collection and treatment facility island wide in Grand Cayman, starting with George Town.

- 3 Determine effects of an expanding land fill on adjacent environments and identify appropriate options. (See Strategy XIII, Plan 10, Step 1 and Strategy IX, Plans 4 and 5)
- 4 Increase efforts to establish an environmentally effective re-cycling program.
- 5 Require by law, all commercial tourism developments to mitigate for any lost wildlife habitat or other natural area by paying (in addition to infrastructure fees) into the Environmental Trust Fund on a per hectare basis, or alternately, donate environmentally equivalent acreage for conservation.
- 6 Protect beaches by prohibiting any further seabed excavation, alteration of ANY shoreline (eg seawalls), channelization of any reef ridges, and amending the Planning Law to require setbacks to be measured from edge of permanent vegetation instead of low water mark.
- 7 In addition to promoting further development of the National Trusts environmental education program, and existing school curricula, educate a wider audience of the general public by providing public relations officers for all government departments involved with environmental matters, viz Departments of Environment, Planning, Mosquito Research and Control, and Environmental Health, Agriculture.
- 8 Amend Planning regulations to require the retention of the maximum amount of mature indigenous vegetation.
- 9 Prohibit removal (with the exception of limited access channels) of any mangroves lying within the intertidal zone.
- 10 Increase government cooperation, financial, and ethical support of the National Trust and other environmental agencies.
- 11 Increase enforcement of all environmentally related laws.

Strategy 12 We will develop and implement an information technology plan that optimises the economic and social development of the Cayman Islands.

Action Plan 1 To establish the importance of, and provide leadership for, the
Specific Result development and application of Information Technology.

Action Steps

- 1 Identify Information Technology as a stated responsibility of a single member of Executive Council. Terms of reference should include:
 - (a) Establishing and implementing national and public sector Information Technology policies.
 - (b) Discharging international obligations in the field of Information Technology, which are binding on the government.
 - (c) Bringing forward Information Technology legislation and regulations as appropriate.
- 2 Complete, as a matter of urgency, the current review, consolidation, redrafting, and enactment of the following existing legislation and associated regulations:
 - (a) The Telephone Law 1966
 - (b) The Radio Law 1975
 - (c) The Broadcasting Law 1977

In addition to provisions contained in these current laws, the revised legislation should, for example:

- (a) Expand the scope of the law to cover all appropriate aspects of Information Technology, rather than merely Telecommunications.
 - (b) Clarify the relevant law and policy-making procedures.
 - (c) Clearly define the functions and duties of the EXCO member responsible for Information Technology.
 - (d) Establish a single Statutory Authority for Information Technology similar to the Port or Civil Aviation Authorities, and define its functions and duties. (See Action Plan 2)
 - (e) Explicitly and precisely update existing rules and elaborate new ones to achieve efficient use of all means of telecommunications, and to achieve regulatory certainty, thereby helping efficient improvements in telecommunications products and services for the general economic, social and cultural development of the country. (See also Action Plan 3).
- 3 Consolidate public sector Information Technology departments and functions (for example, computing and telecommunications) under the appointed member of EXCO. (See also Action Plan 7)

Action Plan 2 To provide effective management of all aspects of Information
Specific Result Technology at the national level.

Action Steps

- 1 Establish a Statutory Authority to provide leadership and effective management of Information Technology. (The composition of the Authority should include persons with expertise from all related IT areas.)
- 2 Allocate responsibility to the Authority to provide functions which combine those of:
 - (a) Regulator, similar to the Telecommunications Authority in Australia or Office of Telecommunications (OFTEL) in the UK.
 - (b) Promoter and advisor on Information Technology, similar to the Central Computer and Telecommunications Agency in the UK, or the National Computer Board in Singapore.
 - (c) Advocate of the public interest in Information Technology matters, similar to the Office of Telecommunications (OFTEL) in the UK, or Public Utility Commissions in the USA.
 - (d) Licensing Agency, for the issue and renewal of annual telecommunications licenses and Internet registrations.
- 3 Create Terms of Reference for the Authority which include, for example:
 - (a) Advising the appointed member of EXCO (See Action Plan 1) on policy and technical matters.
 - (b) Overseeing the implementation of his policies.
 - (c) Ensuring compliance with Statutory Regulations and Licenses.
 - (d) Collecting license payments on behalf of government.
 - (e) Identifying new revenue sources, such as Internet Domain Name registration fees, conducting auctions for unallocated spectrum, and licensing additional Service Providers for Internet, paging, cellular, broadcasting, and telephone services.
 - (f) Promoting technology training and education.
 - (g) Managing the Cayman Internet Domain (KY-DOM).
 - (h) Promoting Cayman at home and overseas as a centre for electronic business (e-business).
 - (i) Stimulating the use of information technology by small and medium enterprises to achieve greater efficiency and competitiveness, improved service, and diversification into new areas of commerce.
 - (j) Accepting and processing suggestions, enquiries, and complaints from the public on Information Technology issues.
- 4 Establish, under the auspices of the Authority, a combined public/private sector Consultative Committee to advise on Information Technology issues.
- 5 Establish, under the auspices of the Authority, a combined public/private sector Internet Committee to manage the Cayman Internet Domain (KY-DOM) (See Step 3g above)

Action Plan 3 To ensure the consistent delivery of state-of-the-art telecommunications at competitive prices.
Specific Result

Action Steps

- 1 Commission an independent price/performance comparative study (benchmarking) of national and international telecommunication rates and services, with particular reference to Cayman's actual and potential competitors in financial services, tourism, and electronic commerce. Ideally, this study should be commissioned by the Authority.
- 2 Review the results of the study and, if appropriate, initiate measures to improve Cayman's position. For example, consideration should be given to:
 - (a) Strictly enforcing all terms of the carrier's or carriers' license agreements.
 - (b) Introducing competition in one or more areas of telecommunications service provision.
 - (c) Establishing a new local owned and controlled telecommunications company.

Consideration should be given to adopting one or some combination of these options.
- 3 Seek input from the Consultative Committee (Action Plan 2 Step 4) on the latest proven technological developments in the communications industry which are appropriate for the Cayman Islands, and constantly require them from the licensed service providers at competitive prices.
- 4 Monitor regularly the service levels, and customer satisfaction ratings, of the licensed services providers to ensure compliance with the terms and conditions of their license(s). Ideally, this should be a function of the Authority (See Action Plan 2).
- 5 Enact legislation or regulations enabling communications service providers to access lands, facilities, and air space necessary to create and enhance the infrastructure for the provision of the highest possible bandwidth at the lowest possible prices.
- 6 Carry out regular updates to the communications benchmarking exercise (Step 1) to ensure that Cayman is not falling behind its competitors in the provision of world class services to its citizens.
- 7 Update this Action Plan annually.

Action Plan 4 To improve computer usage skills amongst the population in the Cayman Islands.
Specific Result

Action Steps

- 1 Require that all new teachers recruited for government schools possess at least a defined minimum level of computer literacy. Recommend that all private schools adopt a similar policy.
- 2 Provide the appropriate tools for the teachers in the schools to allow them to construct, use, and manage a computer-based curriculum for all subjects), which has ongoing technical support.

- 3 Develop and implement a comprehensive and ongoing training plan for teachers to improve their computer usage skills, and to enable them to integrate the use of information technology tools into the teaching of all subjects.
- 4 Determine current computer usage skills required in the workforce.
- 5 Develop a National Curriculum that defines standards for computer usage skills for students and which is updated annually.
- 6 Develop an Adult Education Program that allows low cost education for adults to improve their computer usage skills.
- 7 Investigate the possibility of opening schools and libraries in the evenings and weekends to allow adult education in computer usage.
- 8 Encourage volunteers, such as the Cayman Islands Computer Society, to provide low cost computer education as required.
- 9 Authorise and encourage the private sector to provide Public Access Terminals in public buildings (such as schools, libraries, post offices, etc.) to allow residents to access internet facilities at a low cost.
- 10 Investigate means of lowering the cost of personal computing by, for example,
 - (a) Categorising computer software and data as being free of import duty in common with all other published intellectual material, and as is done in the majority of other countries. (Customs Tariff Law (1996 Revision), First Schedule, Section X refers)
 - (b) Reduce, or ideally remove, Import Duties from computer hardware. (See also Action Plan 6 Step 4)
- 11 Reduce the cost of technology-based training by categorising training video cassettes, audio cassettes, compact disks, and other such training materials as being free of import duty in common with all other published intellectual material. (Customs Tariff Law (1996 Revision), First Schedule, Section X refers)

Action Plan 5 To increase the availability of highly skilled Information Technology Professionals.

Action Steps

- 1 Determine the current and projected requirements for staff with IT skills, together with the current and projected numbers of Caymanians who will be available to meet these demands. Ideally, this work should be assigned to the Authority (See Action Plan 2).
- 2 From the results of Step 1, determine the likely shortfall in IT skill requirements.
- 3 Develop policy and plans to address this shortfall (if any) by, for example, promoting the specialist training of Caymanians (See Steps 4 to 9 below) and facilitating the recruitment of overseas staff. (See Step 10 below)
- 4 Develop a curriculum for the training of Caymanians in Information Technology skills.
- 5 Identify and promote accredited local and overseas educational establishments that provide appropriate information technology training courses (especially degree courses) remotely, i.e. Distance Learning programmes.

- 6 Enhance the current public and private sector provision of scholarships for students undertaking approved information technology training including, but not limited to, degree courses.
- 7 Provide controlled free internet access to students through public institutions such as schools and libraries.
- 8 Encourage Joint Ventures with Private Sector to train residents in Information Technology skills.
- 9 Develop on the job and apprenticeship training programs that meet the needs of the employer and employee.
- 10 Determine a policy for Immigration that permits the development of a world-class information technology infrastructure and support services, and maximises IT employment opportunities for Caymanians. This policy should take into account, for example:
 - (a) The world-wide shortage of skilled IT professionals.
 - (b) The likelihood that Cayman, in common with any country of our size, will never be able to produce all the skilled staff required.
 - (c) The need to assure prospective IT intensive businesses that the required skilled labour will be available.
 - (d) The need to react rapidly when a new IT venture is being established, and the required IT skills are not available locally.
 - (e) The need to provide medium term employment security as an incentive to attract a limited number of key technical staff of the right quality.
 - (f) The need to tie training, and perhaps technical scholarships, to any concessions which might be granted.
- 11 Work with the Authority (See Action Plan 2) to review IT skill requirements and availability on a regular basis, and update this plan accordingly to ensure that the demand is met.

Action Plan 6 To enable and encourage the private sector to make optimal use of
Specific Result information technology and electronic business opportunities in improving local services and enhancing the economic competitiveness of the Cayman Islands.

Action Steps

- 1 Revise existing legislation, enact new legislation and implement regulations that will provide for the conduct of business in a global digital environment. This should include, for example, legislation amending the present Patent, Trademark and Copyright laws, and new legislation authorising:
 - (a) digital contracts
 - (b) digital signatures
 - (c) digital time stamping
 - (d) digital watermarks
 - (e) digital notarisation
 - (f) certification authorities

- 2 Implement regulations permitting the electronic distribution and filing of legislative, regulatory, and judicial documents, including for example; distribution of draft legislation, issuance and collection of customs documents, filing of court documents, submission of vehicle licensing documents, etc.
- 3 Create public awareness programmes encouraging the use of electronic filing (Step 2 above)
- 4 Investigate the Reduction of the duties payable on computer hardware and software to levels, which will give the Cayman Islands an economic growth and diversification advantage over our competitors. (See also Action Plan 4 Step 10)
- 5 Collaborate with the private sector in the development and implementation of educational initiatives, which will foster life long education and training for Caymanians in the use of information technology. (See also Action Plan 2 Step 3f)
- 6 Implement economic incentives for the development of IT related businesses within the Cayman Islands. This might include, for example, government assistance with promotion of IT related businesses as is currently done for the tourism and financial sectors.
- 7 Establish and promote a joint private sector/ public sector business advisory service that will advise local businesses on the use of and opportunities provided by IT. (See also Action Plan 2 Step 3i)

Action Plan 7 To ensure that the public service fully exploits appropriate information
Specific Result technology to bring about enhanced levels of customer service, efficiency
 and productivity.

Action Steps

- 1 Develop and implement an information technology strategy for government which recognises, co-ordinates and supports current needs and future vision as defined in the other Vision 2008 Strategies and Action Plans.
- 2 Increase the IT awareness of senior managers using, for example, newsletters, briefings, and formal training.
- 3 Use pilot IT projects to demonstrate what is possible given the application of appropriate resources.
- 4 Appoint formally a single member of EXCO responsible for information technology in the Public Service (See Action Plan 1)
- 5 Establish an integrated private and public sector IT Consultative Committee, similar to the Financial Secretary's Private Sector Consultative Committee, to review and advise on Government's Information Technology strategy and plans. This committee could operate under the aegis of the proposed Information Technology Authority (See Action Plan 2).
- 6 Include information technology as a mandatory review item on the agenda of all planning meetings held at departmental level and above.

- 7 Give priority to the introduction of Government systems which utilise web-enabled technology and permit:
 - (a) Easy public access to Government information.
 - (b) Easy electronic filing of Government forms and documents.

Examples of the types of system and service which should be addressed are given in Attachment 1 to this Action Plan.

- 8 Progressively outsource the majority of information technology services, retaining in-house only those skills which add value, for example those required to formulate strategy and policy, maintain security, provide consultancy services, and negotiate and supervise contracts.
- 9 Carry out annual benchmarking exercises, to measure Cayman's public service investment and performance in information technology against those of our major competitors and customer expectations.
- 10 Follow completion of each benchmarking exercise (Step 9 above), use the results to determine whether or not this Action Plan requires addition or modification in order to achieve the required Specific Result.

Action Plan 8 Specific Result	To achieve economic diversification by creating and promoting an environment that encourages the formation and growth of businesses supported by, or dependent upon, Information Technology.
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Action Steps

- 1 Promote Cayman as an international centre for electronic business (e-business) including electronic commerce (e-commerce) and electronic banking. (See also Action Plans 2 & 6)
- 2 Through legislation, marketing and joint ventures provide an environment which will encourage private industry to:
 - (a) Establish a software development industry. (See also Action Plan 6)
 - (b) Develop Internet Service Provider, Web Site development and Web Site Hosting Services. (See also Action Plans 2 and 6, and Glossary)
 - (c) Provide secure data archiving and storage facilities and services.
 - (d) Establish of online patent, trademark certification and registration services. (See also Action Plan 6)
 - (e) Establish data entry services for local and overseas companies.
- 3 Encourage the development of conference facilities that provide state-of-the-art information technology services. Actively promote these facilities abroad, particularly in the conference and incentive travel markets.
- 4 Investigate the practicality of establishing a "Virtual University" or "Global Campus", i.e. an educational establishment whose services are delivered primarily over the Internet or other communications network. This would enhance educational opportunities for residents and earn revenue from sponsorship and international students. (See also Action Plans 4, 5 and 6)

- 5 Actively market Cayman as a prime centre for the location of the new wave of technology-dependant businesses and services (See Action Plan 2 Step 3h) emphasising, for example:
 - (a) Existing expertise in international financial transactions.
 - (b) Existing tax-free environment ideal for the development of further international service industries.
 - (c) Lack of local direct taxation attractive to electronic commerce and software development companies. (It is estimated that 70% of the cost of developing new software is attributable to direct taxation).
 - (d) Existing confidentiality laws could be adapted easily to cover information services.
 - (e) World-wide reputation in the confidential administration of financial affairs.
 - (f) Easy access to North and South America and the UK.
 - (g) Excellent work and living environment (safe, high standard of living, good weather)
 - (h) Stable political environment.
 - (i) Cost-effective telecommunications subject to the implementation of Action Plans 2 and 3.
 - (j) Availability of trained IT staff, subject to the implementation of Action Plans 4 and 5.
 - (k) A legal framework which facilitates electronic business, subject to the implementation of Action Plans 6 and 10.

Observation: Many of the Action Steps detailed above would be particularly suitable for implementation on Cayman Brac

Action Plan 9	To provide, in conjunction with the private sector, easily accessible
Specific Result	information for education, community development, and community participation.

Action Steps

- 1 Establish an inter-island web-based community network.
- 2 Through revenue generating joint ventures, supported by advertising and sponsorship, use the community network to:
 - (a) Disseminate official information.
 - (b) Provide not-for-profit electronic mail to residents of Cayman.
 - (c) Provide access to public information provided by appropriate departments and agencies.
 - (d) Make available business-related information in a manner that maximises its value and provides users with the answers and solutions they require.
 - (e) Provide individuals, schools, communities, service clubs, and other not-for-profit organisations with a forum to communicate, share information and interests, and pursue cultural and educational activities.
- 3 Equip civic facilities such as libraries, community centres, etc. with computers and access to the community web for use by the general public. If practical, provide extended opening hours using, for example, voluntary or additional part-time staff.
- 4 Arrange for strategically placed information kiosks utilising corporate sponsorship.

- 5 Encourage Cayman based media providers (eg. CITN, radio) to air Information Technology awareness programs, preparing the community for the "Information Technology Society" as part of further education. Consideration should be given to making this a requirement at the time of license renewal.

Action Plan 10 To maximise equality of opportunities through access to Information
Specific Result Technology.

Action Steps

- 1 Ensure that all citizens have the opportunity to use information technology and to access the information and services delivered via information technology by, for example,:
 - (a) Providing computers and Internet access in public facilities in all districts, along with support and materials illustrating how to make optimum use of them.
 - (b) extending the hours of the public facilities.
- 2 Ensure that government information and services are available to all customers, whether or not they wish to use computer technology by, for example:
 - (a) Providing staff to assist with computer-based inputs and enquiries.
 - (b) Providing alternative, manual means of accessing the information and services.
- 3 Investigate means of making information technology more accessible to all citizens by lowering the cost of personal computing by, for example,
 - (a) Categorising computer software and data as being free of import duty in common with all other published intellectual material, and as is done in the majority of other countries. (Customs Tariff Law (1996 Revision), First Schedule, Section X refers)
 - (b) Reduce, or ideally remove, Import Duties from computer hardware.

(See also Action Plan 6 Step 4 and Action Plan 4 Step 10)
- 4 Investigate how to provide subsidised internet access to registered students, utilising the public facilities referred to above (Step 1).
- 5 Investigate, collate, maintain, distribute, and where appropriate implement, information on hardware, software, and techniques that assist the handicapped to make use of information technology.
- 6 Identify and promote accredited academic, technical, and vocational educational establishments that provide distance learning facilities. (See Action Plan 5, Steps 4 and 5)
- 7 Develop and implement IT-enabled educational initiatives involving and utilising private sector resources, for the advancement of all Caymanians through continuous learning. (see also Action Plan 6, Step 5)
- 8 Ensure that the private sector encourage their employees to utilise opportunities presented by information technology to obtain further training and education by providing incentives, for example, time off from work and/or reimbursing fees for successfully completed courses.
- 9 Review and update this Action Plan annually.

Action Plan 11 To ensure the confidentiality of personal information, and to protect
Specific Result electronic data whether stored or transmitted.

Action Steps

- 1 Enact a simplified version of the UK Data Protection Act suitable for the economic and social environment of the Cayman Islands to protect an individual's right to personal privacy including, but not limited to, the right of the individual to:
 - (a) Be informed prior to each occasion on which personal information concerning them is being obtained, collected, collated, analysed, stored, distributed, or transmitted for any purpose other than as expressly authorized by the Courts of the Cayman Islands.
 - (b) Be required to give their express, informed consent prior to personal information being obtained, collected, collated, analysed, stored, distributed, or transmitted for any purpose and to be informed of:
 - (i) The name and address of the custodian of the information
 - (ii) The period for which the personal information shall be retained in any form
 - (iii) Details (including names and addresses) of any and all persons who shall have access to the information, and a statement of whether or not any person outside of the Cayman Islands will directly or indirectly be given access to the information.
 - (iv) The fact that no personal information will be transmitted outside of the Cayman Islands without their written consent.
 - (c) Be entitled to receive a certified copy of each consent given under (b) above. The onus of showing that the informed consent of any person has been obtained, and that a copy of the consent has been received by the person giving the consent should be upon the party obtaining, collecting, collating, analysing, storing, distributing or transmitting the personal information.
 - (d) Obtain a copy of any information that is being held about them on any computer system.
 - (e) Have corrected any erroneous or misleading information held about them on any computer system.
 - (f) Know for what purpose personal information is being gathered for entry into a computer system, or already is being held on a computer system.
 - (g) Know that any personal information stored about them on any computer system will not be used for any purpose or in any manner other than for a purpose or in a manner for which their consent has been obtained.
 - (h) Be confident that the custodian of personal information held about them on a computer system will be legally responsible for ensuring that the information is kept accurate, up-to-date, and confidential.
- 2 Enact legislation, similar to the UK Computer Misuse Act 1990 or the Singapore Computer Misuse Act 1993, which prohibits:
 - (a) Unauthorised access to computer material.
 - (b) Unauthorised access with intent to commit or facilitate the commission of further offences.
 - (c) Unauthorised modification of computer material.
 - (d) Unauthorised use or interception of computer service.

Strategy 13 **We will ensure that Government, in partnership with the Tourism and Finance Industries, strengthens plans for the continuing success of these two critical sectors, and we will identify opportunities for diversification.**

Action Plan 1 To sustain the current level of economic success of the Cayman Islands
Specific Result through proper management of the economy, ensuring all future
developments primarily benefit the Caymanian people and their quality of
life.

Action Steps

- 1 Implement action plan XIII #2 in order to establish the basis for future decision making.
 - 2 Develop a long term economic management strategy for the Cayman Islands, which will be comprised of specific plans addressing various aspects of the economy.
 - 3 Implement action plan XIII #3 in order to encourage entrepreneurship in the Cayman Islands and increase the opportunities for diversification within the economy.
 - 4 Implement action plan XIII #4 and XIII #12 to ensure that the Caymanian work force reaps the benefits of development, and to reduce the leakage of wealth from the economy.
 - 5 Implement action plan XIII #8 in order to further strengthen the financial industry and enhance the reputation of the Cayman Islands in the world market.
 - 6 Implement action plan XIII #5 and XIII #6 to ensure the sustainability of the tourism industry and its continuing benefit to the Caymanian people.
 - 7 Implement action plans XIII #9 and #10 to ensure the prudent use of Cayman's natural environment and resources by pursuing sustainable tourism.
 - 8 Implement action plan XIII #11 in order to strengthen the Cayman Islands economy and ensure the continuing success of its people.
-

Action Plan 2 To create an environment conducive to the collection and sharing of
Specific Result comprehensive statistical data in order to facilitate management of the
economy.

Action Steps

- 1 Review and update as necessary, the Statistics Law (2 of 1970) (1996 Revision), and any other laws containing statistical reporting requirements.
 - 2 Create an environment in which the private sector can be comfortable in providing information for statistical purposes to Government. This should involve freedom of information so that individuals can be aware of the data pertaining to them that is in Government's possession.
-

- 3 Conduct a review of all existing surveys in consultation with stakeholder groups and associations. This should allow Government to evaluate current problems with data collection and thus address the concerns of the public. Issues to be addressed should include confidentiality of data collection & robustness of published figures.
- 4 Institute a process by which stakeholder groups and associations can provide input into the development and execution of surveys that will directly affect them.
- 5 Develop specialised surveys to address current issues affecting the economy. Co-ordination between government departments should be pursued to limit the data collection demands on the public.
- 6 Develop an ongoing awareness/promotion campaign so that understanding and acceptance of data collection and its usage can be achieved. An element of this campaign should be a published timetable for major surveys and their compiled results. Local associations should play an important part in this campaign in order to ensure credibility and acceptance.
- 7 Conduct a review of existing surveys and statistics collection throughout Government and the methods used to collate and report collected data, to ensure that current data needs for economic management will be met, and where lacking, new data collection tools should be developed.
- 8 Develop a program to create awareness among government departments as to the importance of statistics and their timely collection.
- 9 Solicit data sharing relationships with local associations so that
 - (i) local associations can gain assistance in conducting their own surveys, and
 - (ii) local associations will be able to provide summary data that will be robust and can be used in economic analysis.

Action Plan 3 To create an environment conducive to the development of Caymanian
Specific Result owned & controlled businesses.

Action Steps

- 1 Review in collaboration with the private sector all the key regulations and procedures related to Caymanians undertaking business in the Cayman Islands with a view to modernising regulations in line with international standards and streamlining procedures in order that constraints to business are lessened, rules are simplified and relevant Government response times are improved.
- 2 Establish a Business Development Council (BDC) comprised of the Agricultural and Industrial Development Board (AIDB), Chamber of Commerce, and other relevant business associations, to co-ordinate and promote the development of Caymanian owned businesses.
- 3 Improve the utilisation and acceptance of the AIDB as a vehicle for small business development in the Cayman Islands. Guidance as to the direction of small business development should result from specific analysis of the data provided in action plan XIII #2 and the long-term economic analysis as in action plan XIII #1.
- 4 Continue to promote the development of the Cayman Islands Stock Exchange (CSX) as a potential vehicle for the listing of local companies, in order to enable local companies to raise capital as well as allow local residents to invest in their Islands.

- 5 Develop a series of ultimately self-financing programmes to be offered through the AIDB Chamber of Commerce and other private sector groups, that will aid Caymanian businesses in their development. These programmes should include: marketing services, training services, technical assistance, quality assurance, and accounts maintenance. Co-ordination between the various groups should be conducted through the BDC to prevent duplication of efforts.
- 6 Research similar programmes and business assistance centres in other countries and incorporate successful ideas into the Islands' programme.
- 7 Conduct periodic reviews of assistance to Caymanian businesses to assess the growth and development of each business as a gauge of the overall effectiveness of the programme.

Action Plan 4 To ensure the maximum utilisation of Caymanians in the workforce.

Specific Result

Action Steps

- 1 Analyse data from action plan XIII #2 to develop an accurate picture of the employment and job skills situation in the Cayman Islands, and the areas in which Caymanian workers are under utilised.
- 2 Establish a National Human Resource Development Council to co-ordinate the various employee development efforts that currently exist.
- 3 Research .
Review and revise the Manpower Development Study and implement the necessary steps to ensure that it is effectively applied.
- 4 Identify industries where there is a low level of interest among Caymanians in gaining employment and the reasons for this, and formulate strategies to address these concerns.
- 5 Promotion and Education
Develop a campaign through the Government, Chamber of Commerce and other Non Government Organisations to highlight successful Caymanians in the work force.
- 6 Implement a programme providing exposure to students at all levels to the employment and entrepreneurial opportunities in the Cayman Islands. One possibility could be the introduction of an apprenticeship programme for vocational/technical careers in high school.
- 7 Promote continuing professional & vocational/technical development by encouraging Caymanians to pursue higher levels of education, and by encouraging professional bodies to have public continuing professional education (CPE) seminars.
- 8 Training and Career Development
Facilitate the continuing education needs of the Caymanian people through the greater provision of short courses (e.g. in areas such as management, accounts, electronics) and by providing preparatory courses geared towards assisting people in achieving a higher level of education (e.g. CPA review courses, GED etc.).
- 9 Review, update and co-ordinate existing career advisory and development services provided in schools and the private sector and implement a personal development and basic work ethic skills programme as a pre-requisite for graduation.

- 10 Develop and implement training programs to be put into place early within the school system aimed at fostering ambition and morale, in order to allow young Caymanians to feel comfortable and confident in reaching their full potential at the top of their chosen profession within their own country.
- 11 Ensure that wherever applicable, employees are providing the necessary training programmes to enable their Caymanian employees to become eligible for advancement.
- 12 Establish a quota for partnerships within professional organisations (e.g. legal and accounting firms) to ensure that career advancement opportunities are available to qualified Caymanian employees.
- 13 **Employment Guidelines**
Establish employment guidelines to discourage differential treatment of Caymanian employees. Attention should be given specifically to the incentive and remuneration differences that exist in the job market which are biased against Caymanian workers. For example housing, car, and travel allowances offered to expatriate employees but not to Caymanians.

Action Plan 5 To establish a Tourism Authority to oversee tourism management in the
Specific Result Cayman Islands.

Action Steps

- 1 Establish, through the Tourism Minister, a National Tourism Committee (NTC) comprised of representatives from: relevant Government agencies, the industry, community and non-governmental organisations. Each stakeholder group shall appoint their representative to the Committee.
- 2 Elect a chairman for the NTC. Members of the NTC will elect the chairman, who shall not be a government representative.
- 3 The NTC shall collect and review Tourism Authority legislation from other jurisdictions. The NTC shall prepare drafting instruction to create a Tourism Authority with full statutory powers and operational independence from Government, and who shall operate under Tourism Board of Directors. The Board shall be made up of representatives from stakeholder groups, who shall appoint their representatives to the Board. The Department of Tourism is then incorporated into the Tourism Authority who shall be responsible for the tourism management of the Cayman Islands. Once the Tourism Board and Authority are in place, the NTC is then dissolved. Funding for the Tourism Accommodation Tax, the Cruise Ship Tax, and joint marketing with Stakeholder Groups.
- 4 **Responsibilities of the Tourism Authority:**
Review all previous tourism and tourism related development and management plans, studies and reports, and create a ten-year tourism management plan.
- 5 Present the Plan to all stakeholders for their input and acceptance prior to implementation.

Action Plan 6 To ensure that Caymanians receive maximum economic benefit from the
Specific Result tourism industry, taking into account the special needs of each island.

Action Steps

- 1 Immediately commence a study to establish sustainable development regulations within the Growth Management Plan for all districts of the Cayman Islands. This study must be completed within the shortest period of time possible and within 12 months.
During this time temporarily defer acceptance and/or consideration of all applications for large development of the types specified below in order to permit the completion of land use inventories and the establishment of carrying capacity studies in all districts of all 3 Islands.
The types of applications which will be deferred shall include:
 1. Apartment and Condominium buildings with 21 or more units.
 2. Hotels with 21 or more rooms.
 3. Commercial developments which exceed 20,000 sq. ft.
 4. Subdivision of land into 21 or more lots or more than 10 acres.
 5. Industrial developments which exceed 10,000 sq. ft.
 6. Clearing and/or filling of more than 10 acres of land.

If the land use inventories and the establishment of carrying capacity studies are completed in any district of the 3 Islands prior to the end of the 12 month period specified, then the deferral may be lifted for that particular district.

- 2 Revise the Hotels Aid Law (1995 revision) so that it benefits only 100% Caymanian owned hotels.
- 3 Draft a Tourism Aid law (similar to the Hotels Aid Law (1995 revision) to benefit only 100% Caymanian owned tourism and tourism related businesses.
- 4 Ensure that the Tourism Authority establishes a cruise tourism policy based on social and environmental carrying capacities and adopting other principles outlined in the 1992 Tourism Development Plan.
- 5 Ensure that all existing and future boards consist of representatives from: the industry, community, relevant Government agencies and non- governmental organisations. Each stakeholder group shall appoint their representative to these boards.
- 6 Relate future expansion of the Tourism industry to the employment needs of the Caymanian people; not necessarily providing investment opportunities for industry investors.
- 7 Implement a long term economic growth plan adopting principles in the 1992 Tourism Development Plan, specifically utilizing the “Trigger Mechanism” to manage growth. Trigger Mechanisms (as outlined in exhibit 3.3 in the 1992 Ten Year Tourism Plan) are criteria that govern the implementation of any development to ensure that the economy will not be adversely affected.

Action Plan 7 To ensure effective supervision of the financial industry of the Cayman Islands.
Specific Result Islands.

Action Steps

- 1 Revise existing financial industry regulations and guidelines to conform to the Basle Core Principles of Effective Supervision and other international regulations and standards in order to ensure effective supervision of the financial sector by the Cayman Islands Monetary Authority (CIMA).
- 2 Amend the Monetary Authority Law to give the Cayman Islands Monetary Authority (CIMA) financial and operational independence of Government. The Cayman Islands Monetary Authority will still report to the people of the Cayman Islands via Executive Council (EXCO).
- 3 Amend the Banks and Trust Companies Law (1995 Revision), the insurance law, the mutual funds, co-operative societies law and other laws relating to the financial sector as is necessary to increase the scope of the CIMA supervisory powers.
- 4 Develop and implement anti-money laundering and Know Your Customer (KYC) policies for the financial sector.
- 5 Develop and implement legislation and regulations for the supervision of money transfer companies.
- 6 Develop and implement regulatory policies for the supervision of the Cayman Islands Stock Exchange (CSX) by the Cayman Islands Monetary Authority (CIMA).
- 7 Establish a strategy group comprised of representatives from the financial community and relevant Government departments to develop a long-term development plan for the financial industry.

Reference : Contingent Liabilities in the Dependent Territories, FCO, May 1997
pg.1, no.1; pg.5, no.24-26; pg.7, no.34; pg.32, no.4.13,4,16, 4.17

Action Plan 8	To provide an effective legislative, policy, research and management
Specific Result	framework in order to facilitate a responsible approach to tourism development.

Action Steps

- 1 Legislation
 - a) Establish through legislation the mandatory provision of Environmental Impact Assessments (EIAs) for all new major developments as a decision-making tool to ensure that the benefits to the Caymanian people of tourism development are properly evaluated against undesirable socio-economic and environmental impacts.
 - b) Amend the Development and Planning Regulations (1995 Revision) Section 28 Landscaping to require new commercial developments more than one acre to set aside at least 10% of the landscaping to consist of native vegetation.
 - c) Review and update existing and/or enact new legislation relevant to the environmental protection of coastal zones and waters based on the output of the Round Table for ICZMP (see Step 3 (d)).
- 2 Policy
 - a. Implement environmental strategies including but not limited to those outlined in the 1992 Tourism Development Plan (Ref.: Pgs. 28-31): the number/size of watersports operations; limits to tourist numbers on marine and terrestrial sites; guidelines for tourism development for each island; a development moratorium on SMB; and increase in institutional resources (especially for Department of the Environment).
 - b. Introduce codes of practice and/or environmental guidelines for the tourism industry, tour operators, Government tourism agencies and visitors.
 - c. Ensure that new projects are compatible in design and scale with local cultural and natural environments by supporting small-scale, minimal impact projects.
 - d. Amend Government's accounting system to ensure that the Infrastructure Fund established under the Development and Planning (Amendment) Law, 1997 is utilised specifically for the purpose of road and other infrastructural enhancements so that development does not exceed infrastructural capacities.

3 Research and Management

- a) Immediately install permanent moorings for Grand Cayman. Install moorings in Cayman Brac prior to the receipt of any cruise ships. In time, review the effectiveness of this mooring system and assess the future need for a permanent docking facility on Grand Cayman.
- b) Determine annual carrying capacities for dive sites, particularly those within the Marine Parks and Stingray City. Monitor and enforce these limits through a collaborative (Government-watersports associations) management plan.
- c) Conduct a feasibility study in co-operation with the tourism industry, private entrepreneurs, local communities and NGOs on developing environmentally and economically sound ecotourism for the Islands. The Ecotourism Policy will be executed by the Tourism Authority (Ref.: XIII #5 creation of Tourism Authority).
- d) Government should establish a Round Table of representatives from the Tourism Board, relevant Government agencies, tourism industry, NGOs, fishermen and other stakeholders, to design and implement an Integrated Coastal Zone Management Plan (ICZMP) in order to promote the rational use and conservation of coastal zones and reduce the environmental impacts of tourism and other activities on coastal and marine resources.

Action Plan 9	To support sustainable tourism by ensuring that protection and
Specific Result	conservation of Cayman's natural and built heritage is achieved through best management practices, and increased public education and awareness.

Action Steps

1 Protection and Conservation

- a) Immediately address solid and hazardous waste management issues on Grand Cayman by i) correcting if possible the foul smell produced at the present landfill; ii) identifying potential sites for a new landfill, with particular focus on the suitability of old and existing quarry sites; iii) rehabilitating landfill site once life span is reached; iv) investigating the economic feasibility and social acceptability of installing an incinerator with the capability of providing electricity from waste heat energy; v) targeting at least 50% recycling efficiency of current recyclables and identifying additional materials not currently recycled; vi) encouraging waste reduction at source through product purchases with less packaging; and vii) facilitating joint Government -private sector ventures that seek to manage waste through recycling, waste reduction, composting and improved public participation.
- b) Conduct, in co-operation with the tourism industry, regular environmental audits of accommodations, restaurants, tour operations and other tourism services to evaluate and minimise their environmental impacts, and foster Best Management Practices (BMPs) by presenting national environment awards annually to tourism practitioners who meet environmentally sustainable criteria.
- c) Promote BMPs in tourism by encouraging the industry to comply with environmental legislation; observe industry code of practice; develop in-house environmental policies to manage waste, conserve freshwater and energy resources, reduce environmentally unfriendly products (e.g. pesticides, herbicides and toxic materials); properly maintain facilities; and develop staff training programmes toward at environmental awareness.
- d) Government should establish a Round Table comprising representatives from relevant Government agencies, NGOs and other stakeholders to develop an incentive programme to encourage the preservation of historic buildings and sites. The Round Table should also identify and amend as necessary existing legislation to support the preservation of historic buildings and sites and the incentive programme. This will slow the trend toward homogenisation and encourage heritage tourism.
- e) Educate the public, developers, the construction industry, etc. about protection afforded to trees and woodlands deemed important under the Development and Planning (Tree Preservation Orders) Regulations, 1992. Educate same groups about all other environmental legislation germane to development and requirements for compliance

- 2 Education and Awareness
 - a) Reorient both formal and non-formal education towards sustainable development by expanding primary, secondary and tertiary curricula to include marine and terrestrial ecology, environment and development issues (including resource management), and tourism-related topics relevant to the Cayman Islands. Similarly, educate Government agencies, NGOs, business and the general public about sustainable development through seminars, workshops and district meetings.
 - b) Develop amongst Government, industries, Non Governmental Organisations, schools and the community, a local Agenda 21 based on the principles outlined in the internationally accepted United Nations' document Agenda 21: Programme of Action for Sustainable Development, after the comprehensive public education campaign is carried out as described in action step 1 above.

Action Plan 10 To strengthen the economic base of the Cayman Islands through
Specific Result diversification.

Action Steps

- 1 Begin an immediate review of legislation needed to promote the development of e-commerce in the Cayman Islands, with the goal of enacting this legislation by the year 2000.
- 2 Commission a study on the opportunities for diversification in the Cayman Islands. See below for reference documents that contain areas to be investigated.
- 3 Implement the recommendations of this report through the Business Development Council (XIII #3), giving priority to the development of non-labour intensive areas. No encouragement should be given to any industry that requires the importation of labour, except for the short-term training of Caymanian workers.
- 4 Based on the analysis in XIII #4, and the long term growth projections for the economy as in XIII #1, develop a strategy to address the retraining of workers in mature/declining industries.

Diversification Study References: 1986 Hunt Report on Economic Diversification, Cable and Wireless Informatics Discussion Paper, Cayman Brac proposal for Strategic Development.

Strategy 14 **We will support and ensure the implementation of a comprehensive health-care plan, which emphasises prevention, mental health and wellness.**

Action Plan 1 To identify and implement those parts of the National Strategic Plan for
Specific Result Health that still need to be implemented.

Action Steps

- 1 Form a committee to:
 - a) Identify obstacles preventing full implementation of the existing National Strategic Plan for Health.
 - b) Recommend steps to be taken towards establishing the plans.
 - c) Implement those steps that have not been realized.
 - 2 Empower site based management of Health Services by the Ministry of Health.
 - 3 Monitor implementation of existing development of Health Services and site based management by #1 above.
 - 4 Evaluate the effectiveness of change annually by #1 above.
-

Action Plan 2 To identify gaps in the existing Health Plan and provide programmes to
Specific Result fill those gaps.

Action Steps

- 1 Appoint a Research and Development Officer.
 - 2 Survey and identify the needs of Public and Private sector employees with regards to employee health matters.
 - 3 Collect recommendations from existing health Services report such as:
 - a) Annual Health Services Managers Reports.
 - b) Reports from visiting consultants.
 - c) Reports of the Medical Officer of Health and the Chief Medical Officer.
 - 4 Record the strengths and weakness of each Health Department during staff meetings and through interviewing person's including:
 - a) Visiting Doctors
 - b) Personnel Staff
 - c) Public Relations Staff
 - d) Members of the Public
 - e) Patients and their relatives.
-

- 5 Form a committee to:
 - a) Analyze and interpret above data
 - b) Document gaps in the existing Health Services Development plan.
 - c) Submit findings to Ministry of Health.
 - d) Advise Ministry of Health of missing steps and/ or new programmes to fill these gaps.

Action Plan 3 To develop public awareness programmes to educate the public as to the
Specific Result various medical and other related services available.

Action Steps

- 1 Establish a publicity committee made up of members of the health services(Government and private), media, community organizations, social services, etc.
- 2 Evaluate public knowledge and current use of the existing services, e.g. district clinics, health Centres, private services, etc. to be done by Publicity Committee above.
- 3 Identify and employ a co-ordinator with Responsibility for public awareness campaigns and programmes with Marketing experience.
- 4 Ensure sufficient funding for public awareness programmes in 2.
- 5 Utilise the media on a continuous basis, in promoting all the various support groups (non-governmental and governmental) available to the public: high-lighting their roles, activities, times of meetings etc. (Example, the Cancer Society, Breast-feeding Support Group, AIDS/STD, Parkinson Support Group, Stroke Club, help for Abused Women, Alcohol Anonymous etc.); so as to target the different segments of our population and to increase the scope of effectiveness of such programmes.

Action Plan 4 To determine the health needs of the ageing population and provide a
Specific Result programme to meet those needs.

Action Steps

- 1 Form a committee with representatives from the Departments of Health and Social Services, Private Medical Person, Non-Government Organizations, Member of the Community (including aged person) to:
 - A) Evaluate the results of the information obtained from Dr. Wint's 1997 survey "The Elderly in the Cayman Islands"
 - B) Design a program for older persons according to the results of #2 above
- 2 Implement the above program through Public Health Service Department.
- 3 Evaluate annually the above program for necessary changes.

Action Plan 5 To reduce the occurrence of cancer by 50% by the year 2008.

Specific Result

Action Steps

- 1 Establish a cancer register of all cancer patients in the Cayman Islands, as designed and used at the University of the West Indies.
- 2 Employ a full time Nutritionist** exclusively for the Public Health Dept, with a focus on preventative health, working with the Medical Officer of Health, District Clinics, Schools, churches, Community groups, including the Cancer Society.
- 3 Appoint a full time Oncologist and a Public Health Nurse trained in Oncology.
- 4 Provide in-service training.
- 5 Train a member of the Public Health Nursing staff in Palliative Care.
- 6 Train Public Health Staff to run stress management courses.
- 7 Support Cancer Society and other community groups in their educational and screening programmes. Eg... Screening of Cervical, Breast, Prostate and Colon Cancer.

** Nutritionist presently shared with Hospital.

Action Plan 6 To reduce the incidence of deaths from heart disease by 50% by the year 2008.

Specific Result

Action Steps

- 1 Identify and assign a suitably experienced and qualified person (Masters in Public Health) to re-activate/ re-design Health Heart Programme such as Heart Beat Cayman or develop a new programme eg. "Heart Smart".
- 2 Assign a co-ordinator to be responsible for maintaining the programme in the District clinics, Churches, include in school curriculum and conduct talks at community group meetings. To work with Doctors both Private and Public
- 3 Conduct annual awareness week by the Public Health Department week in conjunction with other concerned groups on the dangers of excessive alcoholic consumption and its association with heart disease.
- 4 Increase through the Public Health Department awareness about the need of regular exercise, proper diet and stress management techniques to maintain a healthy heart
- 5 Design public awareness advertisements for regular TV slots.
- 6 Continue work with school canteens in making the environment and food offered at schools desirable to students.

Action Plan 7 To ensure that the school system has a comprehensive Health Education Curriculum.
Specific Result

Action Steps

- 1 Appoint a committee chaired by a health educator who will design and implement a national school health education curriculum
 - 2 Introduce an approved health education curriculum in all schools.
 - 3 Evaluate annually the effectiveness of the school health education curriculum, and revise when necessary.
-

Action Plan 8 To establish public facilities on a national basis.
Specific Result

Action Steps

- 1 Encourage the establishment of mother/ baby friendly rooms in all public buildings. (i.e. for breastfeeding, /nappy changing)
 - 2 Design wheelchair access in all public buildings.
 - 3 Provide adequate public toilets in public places.
-

Action Plan 9 To complete and operate a 24 hour in-patient psychiatric unit with
Specific Result provision for respite care.

Action Steps

- 1 Ensure that the building designated for Psychiatric patients meets the need of the population.
 - 2 Establish a Committee comprising of mental health, social service and public health personnel and various selected members of the community to ensure that the needs of such patients are adequately addressed.
 - 3 Secure a safe environment for such patients.
 - 4 Provide trained psychiatric nurses on all shifts.
 - 5 Assign a psychiatric social worker to the unit.
 - 6 Provide occupational therapy services specifically for mental patients.
 - 7 Provide psychiatric consultation on an “as-needed” basis.
 - 8 Ensure that space is available in the new unit for respite care.
 - 9 Encourage nurses aides to have some formal training in mental health so as to be available for home care relief.
 - 10 Foster collaboration with other government and non-government organizations to achieve this result.
-

Action Plan 10 To encourage collaboration between private and public health care
Specific Result personnel.

Action Steps

- 1 Encourage private doctors to use hospital equipment for usual and customary fees and vice-versa.
 - 2 Increase availability of Public Hospital beds and operating rooms facilities to the private sector.
 - 3 Inform public and private medical personnel of specialty services when they become available.
-

Action Plan 11 To promote wellness on a National basis.
Specific Result

Action Steps

- 1 Conduct a study in each community to determine their health needs.
- 2 Form a health committee in each district, which will:
 - A) Promote various support groups available.
 - B) Assist with provision of educational materials.
 - C) Identify services available outside the district and refer accordingly.
- 3 Encourage larger businesses to obtain discounts at fitness centres for their staff.
- 4 Facilitate employees to attend wellness clinics (i.e. antenatal, family planning, child health /vaccines, other preventative screening programmes).
- 5 Create annual "Community Health Award" in recognition of outstanding community health programmes.

Strategy 15 **We will support comprehensive contingency planning for natural and man-made disasters and incidents, to ensure the preservation of human life, protection of property and economic recovery of the country.**

Action Plan 1 To establish the Emergency Management Agency (EMA) which will
Specific Result coordinate the emergency management before, during and after all natural or man made disasters in the Cayman Islands.

Action Steps

- 1 Establish the legislation that defines the role, scope and responsibility of the EMA, ensuring that autonomy is retained for those agencies that need to act without deliberation in the event of certain disasters, e.g. oil spills or aircraft accidents.
- 2 Appoint members of the EMA, which shall be comprised of a Chairman, Members of the NHC and the heads of current NHC subcommittees; as well as private sector persons and/or organisations, which may add value and accountability to the EMA. Appointments will be made by and at the pleasure of His Excellency the Governor.
- 3 Integrate and Rename the National Hurricane Committee (NHC) into the Emergency Management Committee to expand its scope, role, responsibility and accountability to all disasters, not merely weather phenomena such as Hurricanes, while capitalising on the experience and expertise of the NHC.
- 4 Establish an administrative EMA office to co-ordinate, disseminate and update the national emergency preparedness information, including cataloguing specific plans, e.g. an Office of Disaster Preparedness (ODP).
- 5 Ensure that an adequate budget is allocated for the set-up and annual operation of the EMA office to ensure the EMA is implemented and objectives achieved.
- 6 Ensure that the EMA (and/or ODP, if separate) have an approved and effective public relations and communications programme, with specific executable plans to be used before, during and after an actual emergency.

Action Plan 2	To establish, fund and preserve a National Disaster Fund that will assist in the social and economic recovery of the Cayman Islands in the aftermath of a disaster.
Specific Result	

Action Steps

- 1 Establish legislation empowering the Financial Secretary to meet with key Representatives of the Private Sector to explore and develop policies and guidelines for the establishment, funding and preservation of a National Disaster Fund that will assist in the social economic recovery of the Cayman Islands in the aftermath of a disaster. Ensure that the following are defined:
 - (a) the objectives of the Fund;
 - (b) the uses of the net assets maintained in the Fund, including the types of disasters which will be covered and the allocation of the Fund's net assets to cover these disasters;
 - (c) establishment of a Board of Directors or Governors. The Directors should consist of an amicable mix of professionals from the Private Sector and Government. The Directors or Governors can also include representatives from non-profit organizations such as the Chamber of Commerce, Churches and Service Clubs such as Rotary and Lions;
 - (d) the investment guidelines for the Fund. Also, an Investment Manager or Advisor should be identified and engaged. An Investment Management Agreement should be drafted and executed outlining the duties of and basis for fees to be paid to the Manager or Advisor.
 - (e) engage an independent auditor to ensure that the Fund is operating as intended.
- 2 Establish legislation recognizing or sanctioning the National Disaster Fund and empowering the Board of Directors and Governors to have sole and ultimate authority to govern the raising and use of the funds in the Fund in the aftermath of a disaster. Establish guidelines for the periodic public accountability of the use of Funds, which will be covered under an independent audit.
- 3
 - a. Identify sources of seed capital to fund the National Disaster Fund.
 - b. Identify all existing disaster funds established by Service Clubs, the Government and other organizations on the Islands.
 - c. Explore and determine if these organizations would like to amalgamate their funds with the National Disaster Fund.
 - d. Identify continued local and external sources of funding for the National Disaster Fund.
- 4 Ensure that there are ongoing open lines of communication between the Office of Disaster Preparedness and the Board of Director or Governors to ensure a smooth and seamless process during the aftermath of a disaster

Action Plan 3	To provide legislation which supports the prevention and mitigation of
Specific Result	natural disasters, to ensure the protection of property, preservation of human life and maximize the potential for economic recovery in the aftermath of a disaster.

Action Steps

- 1 Ensure that stand-by generators are provided for critical services.
- 2 Ensure the absolute preservation as public property of any mangrove along the coastline, especially where mangrove extends seaward of the High Water Mark (current reference Land Survey Regulations, 1996 Revision, Section 28 requires amendment). Such mangrove beyond HWM should not be claimable as private property.
- 3 Contain wind-borne debris, and eliminate potential wind hazards such as zinc fences, prior to a disaster.
- 4 Increase the number of hurricane shelters, preferably with in-land locations.
- 5 Investigate the provision of an additional and alternative branch supply centre for C.U.C. ie. alternate power supply in the case of a major disaster affecting the main power plant. Provision should be made for generation capacity which is located in the area or at an altitude above sea level which would be safe from the storm surge in category 5 hurricane in addition to other requirements.
- 6 Review and revise The Development Plan to consider zoning for natural disasters. For example, the existing Mangrove Buffer zone is intended to, among other things, protect the natural coastline from the impacts of severe weather. Where possible, the Mangrove Buffer should be extended inland and to other coastlines. Foreshore vegetation should protect existing plants seaward of the beach crest; for example, the use of casuarina trees should be discouraged, in favour of native vegetation with good soil binding quality such as sea grape and cocoplum. Zoning designations should account for hurricane evacuation zones.
- 7 Review and revise the Development and Planning Laws and Regulations. Areas of consideration may include, but may not be limited to the following:
 - * Hurricane risk exposure zoning
 - * Design guidelines for canals (eg. length, shape, width) to ensure maximum protection from storm surges
 - * Improved benchmarks for seaside setbacks, that while specifying minimum distances, would give the Central Planning Authority the power to require greater seaside setbacks in certain areas for projects that it feels are more vulnerable to storm damage. An improved benchmark may be the High Water Mark or some other measure which is relatively fixed.

- 8 Review and revise the Building Code to ensure that all buildings (regardless of size) comply with minimum requirements for hurricane, fire and general disaster preparedness for damage mitigation during construction of new buildings and post-construction retro-fitting for existing buildings. Areas of consideration should include, but not be limited to the following:
 - * elevation above sea level
 - * foundations
 - * walls
 - * doors & windows
 - * connections
 - * roofsThere should also be an inspection procedure available to building owners wishing to determine whether their property is properly protected.
- 9 Establish legislation empowering the Department of Environment to ensure that proper coastal zone management is achieved. For purposes of implementing, this step should be cross-referenced with Strategy XI Action Plan 8.
- 10 Ensure that a proper review of all relevant legislation is undertaken such that legislation is compatible and consistent with others in achieving similar goals.

Action Plan 4	To provide legislation that supports the prevention and mitigation of man-
Specific Result	made disasters, to ensure the preservation of human life and protection of property.

Action Steps

- 1 Establish a standard code for the installation, operation, maintenance, periodic inspection/certification, and transport by road for unfired pressure vessels and related systems. This should include the modification, relocation, and retrofitting of safety equipment on existing pressure vessels and systems.
- 2 Develop regulations for the storage, handling, and transportation by road for hazardous materials (to include the initial storage of such materials upon import at the Customs Warehouses).
- 3 Revise Building Codes for the requirement of fire sprinkler systems or other recommended fire suppression system for business/mercantile occupancy buildings of two or more floors and / or more than 14,000 square feet. This should include the retrofitting of existing buildings where practical.

Unfired pressure vessel defined as a container for gas storage above atmospheric (e.g. Liquid Petroleum Gas, High Pressure Air, Oxygen, Acetylene, etc) Systems include compressors piping, valves and safety equipment associated with use of pressure vessels.

Action Plan 5 To support and implement a disaster management study, such as that
Specific Result recently commissioned by the British Government (ie. UKCOT Disaster Management Study).

Action Steps

- 1 Identify natural and man-made disasters that might threaten human life, property and the economic viability of the country.
 - 2 Establish which agencies are responsible for overseeing each of these disasters and obtain copies of their plans for same.
 - 3 Ensure that these plans are comprehensive, current, available and practical.
 - 4 Copies of these plans shall be deposited with the Emergency Management Agency (EMA).
 - 5 Ensure that policies, legislation and financial provisions are in place to implement these plans effectively in all of the following respects
 - * prevention/mitigation
 - * preparedness
 - * emergency response
 - * recovery
 - 6 Assess the adequacy of human, material, systemic, infrastructure and financial resources available for disaster management.
-

Action Plan 6 To prepare for, evaluate and implement comprehensive steps of a full
Specific Result disaster economic recovery plan for the timely reestablishment of essential services and a return to a life of normality in the Cayman Islands.

Action Steps

- 1 Develop and plan for the implementation of a post-disaster Interim Governmental order and structure.
 - 2 Ensure that operating procedures are in place to implement a timely recovery in the following aspects, which are essential to the stability of the Cayman Islands:
 - * Provision of Emergency and Utilities Services
 - * Government Services
 - * Financial/Insurance Industry
 - * Information and Communication Network
 - * Offshore and Inland Transportation
 - * Distribution of Goods, Finance & Supplies to local population
 - * Tourism Industry
 - 3 Develop, establish and set policies, legislation and regulations for annual testing and assessment of operating recovery likelihood for essential services and industries. These regulations should be based on generally “accepted” standards.
-

- 4 Recognize that the use of the internet, over the following 5 years, will be used in a similar fashion to that of an essential utility service (eg. water, electricity). Consideration needs be given in the future to a contingency plan for this very important IT component.
- 5 Identify potential sites for the hauling, sorting and accumulation of post-disaster debris materials and clean-up procedures and priorities and ensure that an interim solid waste management plan is executed on short notice.

Planning for Disaster Debris, United States Environmental Protection Agency - Solid Waste and Emergency Response (5305), EPA 530 - K - 95-010 December 1995.

Strategy 16 **We will create a comprehensive Immigration policy, which protects Caymanians and gives security to long term residents.**

Action Plan 1 To ensure the prioritisation of the Immigration Policy within the
Specific Result Government policy framework, and that all such policies be linked with the overall Growth Management Strategy.

Action Steps

- 1 Establish that the matter of a revision of the country's Immigration policy (including the law, regulations and directives), be made a priority and that accordingly a new comprehensive policy be introduced by no later than August 30th, 2000.
 - 2 Establish that the present aspects of the present Immigration and Labour policies be kept in place EXCEPT for those changes proposed herein.
-

Action Plan 2 To ensure a coherent and comprehensive transition from present to the
Specific Result new Immigration Policy.

Action Steps

- 1 Establish a transition period (the "Transition period") ("Phase 1") which will be a period of 1 to 2 years and which will last from the beginning of rectification of the present system to the implementation of the new pure roll-over period defined as being a period of 5 to 7 years, ("Phase II") The purpose of the transition period is to facilitate the identification of current long-term residents and the clarification and formalisation of the immigration status of current long-term residents and the further integration into society of current long-term residents.

- 2 Ensure that all persons present in the islands and who fall into the relevant categories (i.e. those persons who qualify for the grant of either a Permanent Resident Certificate ("PRC"), as defined below, or Caymanian Status, as defined below), be given the right to apply for either of the PRC or Caymanian Status. Those persons who do not qualify in either category or who choose not to apply, (except for work permit holders and/or government contract holders who have been present in the Islands for less than the maximum number of years allowed under the work permit system as outlined in Plan # 3, should be given a grace period of between three (3) and twelve (12) months, (depending on circumstances), or the unexpired duration of their most recent work permit or government contract, whichever is greater, within which to settle all personal matters and leave the islands. An enhanced 'background check' should be put in place in respect of all applicants for the grant of a PRC. During the Transition period, we must provide that people who have already been present in the islands for a substantial period of time not be disadvantaged. Accordingly, any person who has been present in the islands for at least 10 years at the START of the Transition period will be given the chance to apply for the grant of the PRC once they reach the minimum residential period requirement for eligibility for PRC (i.e. 15years). In the meantime, such category of person would be subject to normal work permit procedures.
- 3 Establish that after the transitional period no NEW permitholder can aspire to PRC or Caymanian Status for a period of 5 to 7 years, (i.e. that during that period all new permitholders entering the island will be subject to a pure roll-over system for the period of 5 to 7 years), at the end of which time the position will be subject to review, with a view to the implementation of the permitholder PRC-Status graduation (or ladder) system, ("Phase III), promulgated herein and used during the transitional period, as the main immigration policy of the country.
- 4 Ensure a thorough public awareness campaign which educates everyone on the implications of the new immigration policy.

Action Plan 3	To establish a work permit system which includes (after the transition
Specific Result	period ("Phase I") and before the Comprehensive system ("Phase III"), a mandatory roll-over system for the grant of work permits and/or government contracts ("Phase II")

Action Steps

- 1 Establish legislation which will specify a maximum length of 0.1 to 3 years on each permit and/or government contract, and the total amount of time which any permitholder or contractholder will be allowed to remain in the islands in such a category. During Phase II such maximum is to be 10 years and during Phase III such maximum is to be 15 years. There will be a grace period while the PRC application is being processed.
- 2 Ensure that upon the grant of each permit that both the employee and employer be given a Record, which both parties will acknowledge by signature, confirming the fundamental terms of the employment and the rights and restrictions of each of them in relation to the employment.
- 3 Establish a quota system whereby no more than "D"% of the total resident population consists of permitholders and/or government contractholders and no more than "E"% come from any particular jurisdiction, such quotes to be revised regularly with regard to the country's Growth Management Strategy.

- 4 Ensure that dependants of PRC holders or persons of Caymanian Status who have themselves been ordinarily resident in the Islands but who have not qualified for the grant of a PRC or Status be given preferential treatment in relation to the grant of a work permit.
- 5 Establish that all persons who reach the maximum allowable length of stay in the Islands under the work permit system, which is 10 years during Phase II and 15 years in aggregate during Phase III, having not qualified for the grant of a PRC, leave the Islands for a minimum period of 1 to 2 years.

Action Plan 4 To establish a system for the grant of Permanent Residency with the right
Specific Result to work and further that Permanent Residency without the right to work
 continue as a category of permanent residency on similar lines as presently
 exists.

Action Steps

- 1 Establish that all persons who are presently Permanent Residents should be issued with a PRC with or without the right to work as per their present status.
- 2 Identify that a minimum number of 15 years is the time period for which a person must be present in the Islands in order to be eligible to apply for the grant of a PRC.
- 3 Identify other criteria such as contribution/commitment (other than pure financial contribution), to the Islands which will be necessary to establish in order to qualify for a PRC.
- 4 Implement a test of Caymanian Awareness ("TCA") which will seek to determine the applicant's knowledge of significant matters relating to the Islands, to be passed by all applicants before they will be eligible for the grant of a PRC.
- 5 Establish that holders of PRC's may work at any place or in any job of their choice, (which they might obtain next in priority to persons of Caymanian Status), without a work permit or payment of an additional fee and may come and go to the Islands as they please, (subject to a maximum absence of "Y" days in any "Z" year period which is subject to exceptional circumstances such as prolonged illness or absence for educational purposes).
- 6 Ensure that no holder of a PRC may enter into business in the islands on his own as per the present system.
- 7 Ensure special consideration be given to dependants of PRC holders especially with respect to consideration for work permits.
- 8 Establish that dependants of PRC holders who have been present in the islands for more than 8 to 12 years and who demonstrate good character should qualify for the grant of a Temporary Resident Certificate ("TRC") which shall carry with it the right to work and after a further period of 3 to 5 years and subject to a further test of good character, should qualify for the grant of a PRC.
- 9 Establish that all applicants for a PRC who are unsuccessful with their application (or who choose not to apply even though they are eligible) leave the islands for a minimum period of 1 to 2 years.

Action Plan 5 To establish a system for the grant of Caymanian Status.

Specific Result

Action Steps

- 1 Ensure that persons with Caymanian connections, as presently defined, can continue to apply for Status.
- 2 Establish that persons who have been in the Islands for at least 18 years and who satisfy the other criteria set out below, during the Phase I transition period, will be eligible for the grant of Caymanian Status.
- 3 Ensure that holders of PRC's who have been present in the islands for a period of 6 to 10 years after the grant of the PRC (or permanent residency under the present system, as the case may be, who have not yet met the minimum residency requirement for the grant of status as set out herein) and who can demonstrate substantial commitment (other than pure financial contribution), to the Islands will also qualify to apply for Status.
- 4 Define substantial commitment to the Islands to be established by way of a higher test based on similar criteria to that in relation to the grant of PRC's.
- 5 Establish a quota after the transitional period on the total number persons to be granted Caymanian Status annually as in 2 above.
- 6 Ensure that Section 14(d) of the present Immigration Law be removed from the law and from Immigration Policy in general.

Action Plan 6 To ensure equal treatment of Government and the private sector.

Specific Result

Action Steps

- 1 Enact legislation to ensure that all aspects of the immigration and labour policies apply equally to the private sector as well as to Government.

Action Plan 7 To create a new Human Resources Authority or similar body which will merge and make more efficient the functions of Immigration and Labour policy.

Action Steps

- 1 Merge the present functions of the present Dept. of Labour, Dept. of Immigration and the Immigration Board together in one unit constituted as a statutory authority to be known as the Human Resources Authority ("HRA").*

- 2 Establish that the Authority be run by an Executive Director, (who must be a person of Caymanian Status), and his/her staff, and that he/she be advised on more controversial issues by an Advisory Board, which will consist of persons of Caymanian Status, constituted and appointed along similar lines as the present Immigration Board but with no executive powers, and which represent a cross-section of industries present in the country's economy rather than a cross-section of representatives from different districts, which is presently the case.
- 3 Provide that the HRA reports directly to a Committee of the Legislative Assembly by way of a detailed annual report.
- 4 Provide the HRA with adequate resources for policing and enforcement.

Action Plan 8 To ensure an efficient and more impartial Appeals system.

Specific Result

Action Steps

- 1 Establish the Human Resources Appeals Tribunal (the "HRAT"), which shall be the sole arbiter on all appeals from decisions of the Human Resources Authority.
- 2 Ensure that at least one legally qualified person sit on every appeal heard by the HRAT.
- 3 Abolish the present Labour Appeals Tribunal, and Immigration Appeals procedure which will also be replaced by the HRAT.
- 4 Ensure that individuals with Labour and/or Immigration grievances shall have the right of audience before the HRAT.

Action Plan 9 To ensure matching of potential employees with potential employers and remove as far as possible potential for abuse of either of the Labour or Immigration policy.

Specific Result

Action Steps

- 1 Require that all Caymanian Status and PRC holders seeking employment register with the Human Resources Authority.
- 2 Require that all employers seeking personnel register details of their needs with the HRA within a reasonable time period of the need arising.
- 3 Require that a comprehensive public awareness and education campaign be instituted which will advertise the ongoing advantages both to employee and employer to register with the HRA, and include the ongoing provision of information on the rights and restrictions on employees and employers under the law.

Action Plan 10 To ensure a fair, efficient and comprehensive training system and
Specific Result succession plan be instituted and maintained.

Action Steps

- 1 Establish through each industry body, in conjunction with the Human Resources Authority, basic guidelines for training to be used by all employers.
- 2 Promote the pooling of resources for the support of ongoing needs.
- 3 Require that all employers have in place an appropriate training system and succession plan for the advancement of all staff of Caymanian Status (who will have preference) and staff who are holders of PRC's only, (except in special circumstances where it might be necessary to train a work permit holder).
- 4 Ensure that employers and employees comply with training programme guidelines and succession plans by requiring them to make an annual filing, which is to be signed off on by each member of staff who is a person of Caymanian Status or a PRC holder, with the HRA confirming their compliance with the guidelines.

Action Plan 11 To increase the number of Caymanians in managerial positions in the
Specific Result work force.

Action Steps

- 1 Ensure pay and benefits are applied equitably to workers at the same professional performance levels in both the public and private sectors.
- 2 Ensure that employers include a compliance statement regarding the provisions of this plan in their annual filings to the HRA (which are referred to in Plan 10, step 4).

