



RECOMMENDATIONS

For the

SUSTAINABLE DEVELOPMENT

Of CAYMAN BRAC: 2003-2007

Submitted to:

Hon. Gilbert McLean, Minister for Health Services, District Administration & Agriculture

Cc: Leader of Government Business and Minister, Tourism, Environment, Development & Commerce,

And Hon. Minister, Planning, Communications, Works, & Information Technology

By: Chairman, Ad hoc Committee for Sustainable Development

Date: 22 January 2003.

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Steering Committee

| Members | Meetings | | | | | | | | | | | | | | | |
|----------------------------------|-------------------------------------|---|----------------------------|---|---|---|---|---|---|----|----|----|----|----|----|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| Mr. Ernie Hurlston (Chairman) | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Mr. Kenny Ryan | 0 | 0 | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 1 |
| Mr. Alva “Billy” Bodden | 1 | 1 | 1 | 1 | 0 | 0 | 1 | 1 | 1 | 1 | 0 | 0 | 1 | 1 | 1 | 0 |
| Mr. Moses Kirkconnell | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mr. Holroy Walton | Invited but never attended meetings | | | | | | | | | | | | | | | |
| Mr. Paul Scott | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 1 |
| Mr. James Tibbetts | 1 | 1 | Resigned after 2nd meeting | | | | | | | | | | | | | |
| Mrs. Shirley Wahler | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 1 | 1 |
| Mr. Lawford Tatum | Invited but never attended meetings | | | | | | | | | | | | | | | |
| Mr. Jackie Ebanks | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| Mrs. Sybil Jackson | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 1 |
| Staff | | | | | | | | | | | | | | | | |
| Kenneth Ebanks | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 1 | 1 |
| Andrea L. Stevens- Grice | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

Executive Summary

Improved sustainable economic conditions while preserving their cultural identity are Brackers paramount concerns. However, Brackers are willing to accept certain environmental losses in the wake of economic recovery. The most critical question then is how to create economic opportunities without losing too much of what *is* inherently the Brac? To address these concerns the Honourable Ministers for TED&C and PCW&IT formed an ad hoc committee to investigate and report on ways and means of the Brac in achieving these goals. The Committee was mandated to examine four broad areas, namely, Physical development, Socio-cultural development, the Natural environment and Economic development. The Committee met on sixteen occasions and the reports, Part I and Part II are the results of those meetings. Part I contains the recommendations and Part II the Supporting Documentation for the recommendations.

Recommendations

The Committee recommended: -

1. That a steering committee be formed to oversee the implementation of the policies and strategies;
2. That Cayman Brac be provided with efficient, cost effective and suitably scheduled air service that is capable of responding to and meeting the current and future needs of the Island. (This would involve some changes to the Gerrard Smith terminal to bring it up to international standards);
3. That Government lead the decentralisation initiative by locating some of its Grand Cayman services to the Brac;
4. That the Brac be marketed as a secure and safe location for e-commerce and support services;
5. That 'X' % of CIDB funds be earmarked for development on the Brac to make financing available to qualified businesses and business persons for start-up and/or expansion;
6. That the healthcare facilities and quality of services at Faith Hospital be reviewed considering the unique situation (90 mile separation) of the Brac;
7. That there be greater security of tenure for those persons who are *deemed* suitable of being part of the Caymanian community;

8. That a Land Use Management System (LUMS), which enables investors and applicants to predict the likely outcome of development applications and designed specifically for the Brac, be adopted by end of planning period (2007);
9. That piped water be available throughout the most populated neighbourhoods of the Brac by end of planning period;
10. The quality of the natural environment be protected though incorporation of best development practices;
11. That future developments be designed to replicate and emulate the nostalgic island setting of the Brac;
12. That the Bluff be developed sensitively as a premiere upscale residential and safe business area;
13. That the Board's policy as contained in the Development Plan 1997, be omitted and these guidelines used instead;
14. Adequate road access through the whole length of the Bluff with strategic connections to the ring road should be provided for development purposes;
15. That land around the Creek Harbour should earmarked for industry so as to avoid any conflicts with potential residential development in this area;
16. That the existing land fill site at the foot of the Bluff (Block 97C Parcel 14/1) should be discontinued and the new site on the Bluff (Block 101A Parcel 22 REM2) opened as a matter of priority;
17. That there should be a set of performance standards to mitigate the affects of non-conforming land uses;
18. That some historical and cultural buildings and sites be conserved/preserved;
19. That eco/nature, diving and health tourism be adopted as the Brac's tourism niche;
20. That there be an increased range of educational opportunities to equip Brackers to participate in the new economy; and
21. That critical environmental areas be designated for protection.

Supporting Documentation

The Committee arrived at these recommendations after conducting a SWOT analysis of the Brac. The Committee found that all the cultural institutions of Cayman Brac are under stress. Of particular concern is the number of high school graduates who leave Cayman Brac for training/higher education and never return because there are no employment opportunities. This in turn contributes to the declining population since there are no new entrants of childbearing age.

Then there are several non-Caymanians that could make significant contributions to the Brac's economy but because of the lack of security of tenure most of their earnings are sent back to their respective homelands. It was also determined that Government's policy of hiring teachers with no children is another disincentive for investment in the Brac since this sector of the population

is the most mobile. While Brackers are desirous for economic prosperity they are very resistant to change. This dichotomy is a major impediment to any future successes. Another factor limiting economic recovery is the ponds adjoining the airport. Action needs to be taken on these two ponds. These ponds are home to many bird species but they are also a serious danger to arriving and departing aircraft. Concurrently, there are a number of other environmental areas and sites that are worthy of conservation, namely Haymond's Pond, Salt Water Pond, Red Shrimp Hole, and nesting areas for the Brown Boobys.

There are also a number of historical and cultural buildings and sites worthy of preservation. This will contribute to Brackers being continuously connected to their heritage. Some of these are the caves in the Bluff face, the Mass Grave Site, Cayman Brac's Museum, Spellman' McLaughlin's and the E. C. Carter's Store and house.

The Committee also concluded that the Bluff's development potential was not being marketed sufficiently. The spectacular views and safety offered by the Bluff's elevation make it an ideal area for various types of development. In addition to marketing the Bluff for these purposes, the Committee saw the lack of a co-ordinated *ring* road as a major impediment to development. The road should be setback far enough from the Bluff's face to enable developments between the face and the ring road while providing views at strategic locations. However, developments should be sited so that they have minimal impact on the nesting areas for the Brown Booby.

From 1975, it was recognised that the development and planning problems of Cayman Brac would require different treatment from those in Grand Cayman. It is therefore envisioned that after periods of public consultation these recommendations and future representations will form the basis of a development plan by 2007. A flexible set of guidelines is required that permits Brackers discretion in their planning, until the final pattern of development is determined in 2007. However, in order to provide some degree of protection for investors and residents without resorting to zoning the DCB could adopt a performance standards approach for various development types. In the interim, it is recommended that since the DCB currently uses some of the Development and Planning Regulations as guidelines it would not cause too much hardship to incorporate them into formalised policies or guidelines. The policies/guidelines should address, at a minimum, the following: -

- the Board's policy as contained in the Development Plan 1997
- setbacks from the Bluff's face
- paving requirements for subdivision roads
- animal rearing in residential areas
- location of bars
- protecting land around the port for future industrial development
- removal of debris and rubble from the shoreline
- how to mitigate impacts of conflicting land uses
- building setbacks
- building designs,
- requirements for Certificates of Occupancy (COs)

The policies and guidelines are designed to ensure that all future developments are designed to replicate and emulate the Brac's nostalgic island setting, its uniqueness and *sense of place*, so that there is increased pride by Brackers, developments contribute to creating a niche destination, increased tourism and economic opportunities Brackers. This is critical considering that the majority of Brackers are still opposed to zoning as a land use management tool.

The Committee also found that a number of the recommendations made in the report, **Proposal for Strategic Development of Cayman Brac**, (Narooni, 1998), are still applicable today, as well as a number of the Action Plans in Strategy VI, Vision 2008 - "***We will develop and implement a plan which addresses the special needs and concerns of Cayman Brac***".

Part 1

(1) Vision

We envision:

A safe, secure, prosperous, dynamic community characterized by economic diversity and opportunities, respect for our natural resources, environment and heritage, and provided with excellent health care, opportunities for life-long learning, and reliable, convenient air transport that facilitates an expanded tourism and business sector.

(2) Goals and Objectives

The Brac's broad goals and objectives over the next five years, 2003-2007 are: -

- i) Have an airline service that is responsive to the special needs (business, residents and tourism) of the Brac;
- ii) Provide an attractive environment that will encourage families to relocate/move to the Brac;
- iii) Provide a health care service that is capable of responding to the needs of the Brac's residents and visitors;
- iv) Adopt a Land Use Management System (LUMS), designed specifically for the Brac, by the end of the planning period (2007);
- v) Refurbish the Airport so that it is capable of handling 25-30,000 international passengers per annum;
- vi) Provide training opportunities to prepare Brackers to participate in the new economy;
- vii) Have 'X' % of CIDB funds earmarked for the development on the Brac;
- viii) Have piped water available throughout the most populated neighbourhoods of the Brac by the end of the planning period;
- ix) Market the Brac as a secure and safe location for e-commerce and support services;
- x) Have eco and nature tourism as primary economic pillars;
- xi) Market the Bluff as a premier area for all types of development offering pristine views safe and from the elements;
- xii) Ensure that the quality of the natural environment is not compromised due to unscrupulous development practices or planning permissions; and
- xiii) Establish a steering committee to oversee the implementation of the policies and strategies.

(3) Recommended Sustainable Development Policies

The policies to effect these goals and objectives in four categories are: -

- (a) Develop and implement a set of development guidelines that:
- (i) allows flexibility for the DCB;
 - (ii) ensures that future developments be designed to replicate and emulate the nostalgic island setting of the Brac;
 - (iii) promotes the sensitive development of the Bluff as a premiere upscale residential and *safe business* area;
 - (iv) outlines a process and timeframe for determining which accesses to the sea are public;
 - (v) ensures staff and the Board are not overburdened with administrative requirements; and
 - (vi) enables investors and applicants to predict the likely outcome of development applications.
- (b) To maintain and promote the friendliness and industrious nature of Brackers to:
- (i) ensure that the crime rate per capita is the lowest in the region;
 - (ii) further enhance the cosmopolitan setting of the Brac by instilling tolerance and acceptance of others irrespective of their race, nationality, ethnicity or religion;
 - (iii) provide incentives for the many residents who are experts in many fields so that they are attracted to stay on the Island and become more productive and valuable citizens;
 - (iv) ensure that Brackers are exposed to a greater variety of educational opportunities on the Island;
 - (v) increase population base by encouraging families of child bearing age to locate or relocate to the Brac;
 - (vi) facilitate security of tenure to those foreign residents who are deemed acceptable by granting them Caymanian Status and / or permanent residence with the right to work; and
 - (vii) encourage positive change so that maximum benefits can accrue.
- (c) To ensure that the Brac remains a clean destination for residents to cherish and visitors to enjoy by:
- (i) ensuring that the internationally known fantastic diving is preserved in perpetuity through a sustainable management plan; and
 - (ii) ensuring that the natural, healthy, but fragile, environments are protected through sustainable best development practices.
- (d) The facilitate a robust and dynamic economy by:
- (i) reducing the cost of utility services to the same levels as Grand Cayman;
 - (ii) reducing the reliance on all imported goods by investing in agricultural production and light/cottage industries;
 - (iii) ensuring that airline service (# of flights, # of seats, and aircraft type) is appropriate to serve the needs of the tourism industry and business travellers;

- (iv) improving relationships between the private sector and Government to ensure that appropriate environments are created in order for the private sector to grow, and minimise the entrance of low cost competitors;
- (v) provide opportunities for lifelong learning by lifelong residents;
- (vi) actively exploring ways and means to decentralise a number of services currently provided in Grand Cayman to the Brac in order to increase economic opportunities;
- (vii) upgrading the layout, facilities and size of Gerard Smith airport terminal to better facilitate the travelling public;
- (viii) attracting more tourists from the Asian and southern USA markets;
- (ix) facilitating ways and means to enable the Brac to receive more International aid, including aid from the UK, for its eco-tourism development;
- (x) attracting informatics and learning institutions; and
- (xi) implementing strategies to minimise threats and impacts of terrorism, hurricanes, introduction of diseases that stretch the capabilities of local health care facilities, and sanctions from international organisations.

(4) Physical Development Policies and Guidelines

From 1975, it was recognised that the development and planning problems of Cayman Brac will require different treatment from those in Grand Cayman. The situation is still the same twenty-seven years later, as preparing alternative draft plans have not been successful to date. It is therefore envisioned that after periods of public consultation these recommendations and future representations will form the basis of a development plan by 2007. The Development and Planning Law always recognised this fact by providing for a separate Development Control Board (DCB) and makes special provision for representations, appeals, and alternative draft plans.

The people of Cayman Brac believe that while a system of free enterprise is best suited to their needs at this stage it is imperative to introduce some additional guidelines to ready itself for the next development boom. A flexible set of guidelines is required that permits Brackers discretion in their planning, until the final pattern of development is determined in 2007, through continual public participation and representation from the Development Control Board. Any new system or processes will be introduced gradually and reviewed every year for its effectiveness. Development on the Bluff should not be developed haphazardly due to potential impacts on the fragile environments and vistas that can only be experienced from the Bluff.

The ad hoc Committee therefore submits the following recommendations for sustainable development on the Brac. The following guidelines are the result of the ad hoc Committee's work for Sustainable Development on the Brac that was formed in May 2002. The policies and guidelines are designed to ensure that all future developments are designed to replicate and emulate the Brac's nostalgic island setting and its unique *sense of place*, so that there is increased

pride by Brackers, developments contribute to creating a niche destination, increased tourism and economic opportunities for Brackers.

(A) Definitions

In these guidelines-

“agricultural” means land, the primary use of which is agricultural;

“ancillary building” means a garage or other buildings or structure on a lot or parcel subordinate to and not forming an integral part of the main or principal building but pertaining to the use of the main building;

“apartment” with reference to a building or block, denotes a building which is used or intended to be used as a home or residence for more than two families living in separate quarters;

“architect” means a person approved by the Board as such for the purpose of submitting to the Board plans and applications under these regulations and may include an engineer, surveyor, draughtsman or other person having professional qualifications, training or experience in building, construction or civil engineering;

“areas” mean the areas shown on the map;

"beach clean-up" means cleaning the foreshore of debris after inclement weather and storms/hurricanes without mechanical assistance;

“Board” means the Development Control Board;

“business” with reference to any building, denotes commercial use and includes a shop, restaurant, bank, office or other place in which people are commonly employed in any trade or profession;

"clearing of land by machinery" means the felling of vegetation by mechanical means such as backhoes, bulldozers, etc.

“communal open space” means an open outdoor area within the curtilage of a residential development for the enjoyment of residents and their guests on a shared basis;

“cottage colony” means any premises or complex of premises which are operated on a commercial basis for providing living accommodation for six or more paying guests, the character of which is that of a group of cottages;

“detached house” means a dwelling unit on its own exclusive lot;

“duplex” means two dwelling units one above the other or side by side having a common wall and being on one lot;

“dwelling unit” means two or more rooms used or intended for the domestic use of one or more individuals living as a single housekeeping unit, with exclusive cooking, eating, living, sleeping and sanitary facilities;

“final certificate” means a certificate issued under regulation __ authorising the occupation and use of a building on the completion of a building operation;

“gross acreage” means an area inclusive of roads and other developments;

“guest house” means premises having the external appearance of a dwelling unit but operated on a commercial basis providing sleeping accommodation for six or more paying guests and where no facilities are provided for persons other than those guests and the owner and staff;

“heavy industry” means any industry other than light or cottage industries;

“high water mark” has the meaning ascribed to it in The Land Surveyor (Amendment) Regulations, 1987;

“height of a building” means, in the case of a building with a gabled or hipped roof, the vertical distance measured from the average elevation of the finished building site to the eaves and, in the case of buildings with a flat roof, the vertical distance from the kerb line to the highest point of the roof excluding cornices, parapet walls and railings;

“hotel” has the meaning ascribed to it in the Hotels Act Law (1995 Revision);

“industry” means the use of land for the carrying on of any industry or industrial process;

“Law” means the Development and Planning Law (1998 Revision);

“light industry” means an industry which is carried on in a special building and in which the process carried on or the machinery used is such as if carried on or used in a residential area would not cause detriment to the amenity of that area including detriment by reason of noise, vibration, smell, fumes, electrical interference, smoke, soot, ash, dust or grit;

“lot” has the meaning ascribed to the word “parcel” in the Registered Land Law (1995 Revision);

"major development" includes apartments with twenty-one or more units, hotels with twenty – one or more units, commercial developments which exceed ten thousand square feet, subdivision of land into twenty-one or more lots, industrial developments which exceed ten thousand square feet, and special purpose developments;

“map” means the map of Cayman Brac that is annexed to these policies and “plan” has a similar meaning;

“massing”, in relation to a development, means the overall size, bulk and dimensions of the buildings concerned and their overall appearance resulting from their juxtaposition;

“parking area” means an open space reserved for parking vehicles related to any building;

“prescribed” means prescribed by the Law or these guidelines;

“public access” means private land over which members of the public enjoy rights by virtue of any law;

“public building” means any building used for civic, administrative, religious or social purposes to which the public has access and includes a town hall, post office, church and public hall;

“public utility building” means any building which is essential to the proper provision of public utility services including water, electricity and communications;

“residential land” means any lot, plot, tract, area, piece or parcel of land including any building used exclusively or intended to be used for family dwelling or concomitant uses specified herein;

“resort residential” means any area of land used primarily for the accommodation of tourists and which may also be used for normal residential use;

“Scenic Coastline” means those parts of the coastline of the Island designated as such on the map;

“section” means a section of the Law;

“semi-detached house” means two dwelling units built side by side with a common wall with each dwelling unit on its own exclusive lot;

“service road” has the meaning ascribed to it in the Roads Law (1998 Revision);

“setback” means the horizontal distance between any boundary of a parcel and any building on the parcel;

“site coverage” means the total area covered by a building divided by the area of the lot on which it stands expressed as a percentage;

“storey” means that portion of a building included between the surface of any floor and the surface of the floor next above or if there be no floor above it, then the space between such floor and the ceiling next above it, and “habitable area” has a similar meaning, as defined in the Cayman Islands Building Code;

“warehouse” means any building designed or adapted for the storage of goods other than goods held for personal use;

“water lens” means an underground source of fresh water; and

“workshop” means any building where work of a light industrial nature is carried out and includes motor repair shops, carpenters’ shops and any ancillary building used for the repair of goods or equipment.

(B) *Mode of application*

Applications for planning permission to carry out development are to be made to the Board in the manner prescribed and, subject to section 5, such applications should be examined and dealt with by the Board having regard to the development plan and these Regulations.

(C) *Control of development*

- (1) The control of development, including buildings and subdivision of land, should be in accordance with these guidelines.
- (2) Notwithstanding these guidelines the Board may grant permission to carry out development that does not comply with all or any of those provisions if the Board is satisfied-
 - (a) that an exceptional circumstance exists; and
 - (b) that there is a sufficient reason why the permission should be granted.
- (3) Applications for the approval of places of public assembly, gas stations, garages, clubs, bars, cinemas, obnoxious and other industrial plants such as workshops and similar establishments must be advertised by the applicant in a manner approved by the Board twice in a newspaper published and circulating in the Islands, with a period of at least seven days but not more than ten days between the advertisements. Within 21 days of the final advertisement members of the public may lodge objections with the Board, stating their grounds.

(D) *Applications for building*

- (1) Applications for planning permission to carry out development other than subdivisions under regulation 22 are to be made on the prescribed forms and accompanied by the following drawings-
 - (a) a location plan (the same scale as the Registry Map Extract where possible);

- (b) a site lot plan at a convenient natural scale to indicate items in sub-guideline (3);
- (c) floor plans and elevations to a scale of: 1/8 inch = 1 foot or 1/4 inch = 1 foot; and

When major development is involved additional elevations may be requested together with a statement of the material to be used in the external finish of walls and roofs and if the Board so requires, their colour must be shown on the drawings.

- (2) (a) Subject to paragraph (g) of section 10(2) of the Law, no person should construct or change a building without a building permit.
 - (b) Prior to commencing the construction of, or the change to, a building, a person should apply to the Director for a building permit that should be accompanied by the fees set out in the Second Schedule.
- (3) Original drawings may be in electronic form, ink or pencil, and requisite prints made therefrom should accompany each application. Major commercial and industrial building applications are to be signed by an architect but the Board may consider plans prepared by a person other than an architect if all the required information appears thereon.
- (4) The site plan should show-
 - (a) the location of the proposed building;
 - (b) the location of existing buildings on the site and on adjacent parcels;
 - (c) the front (normally the fronting road), rear and side setbacks;
 - (d) the dimensions of relevant lots (for subdivisions);
 - (e) the fronting roads giving their names and widths;
 - (f) the location of curb cuts on adjoining parcels;
 - (f) the water and sanitary drainage systems;
 - (g) the north point, and
 - (h) be certified as follows-

“I hereby certify that all the dimensions shown on this plan are correct.

Name _____

Signature _____

Address _____”.

- (5) The location plan must show the position of the parcel in relation to the adjoining parcel and, if possible is a copy of the relative Registry Map Extract.
- (6) In special circumstances the Board may require a topographical survey.
- (7) On every plan the identity of the person who prepared it must appear.

(E) *Parking requirements*

- (1) All new developments should provide parking spaces on the individual parcel or within 100 ft. as set out below.

The minimum parking space for a vehicle is 8 feet x 16 feet, exclusive of access thereto and spaces must be provided upon the following scale -

- (a) churches and other places of worship- one space per 8 seats;
- (b) cinema, theatres and places of public assembly-one space per 4 seats;
- (c) clubs, restaurants, recreation halls and bars-one space per 200 square feet;
- (d) commercial development-one space per 300 square feet;
- (e) industrial development-one space per 1,000 square feet;
- (f) hotels-one space per two guest bedroom units plus the required amount for the other uses;
- (g) apartments and cottage colonies-one space per apartment; and
- (i) dwelling units- one space per unit.

The paving type of parking lots should be at the Board’s discretion.

(F) Site coverage

- (1) In no case may the building plus the car parking area exceed seventy-five per cent of the lot, the remainder being suitably landscaped based on the following scale-

| Development Type | Building Coverage |
|---------------------|-------------------|
| Houses and duplexes | 25% |
| Apartments | 35% |
| Hotels | 40% |
| Commercial/office | 75% |
| Industrial | 50% |
| Institutional | 35% |

(G) Setbacks

- (1) The minimum setback from the high water mark where the coastline is ironshore shall be 50ft. and 75ft. for other coastlines for a building(s) up to two storeys. For buildings greater than two storeys those additional floors should be setback an additional 15ft. for a total minimum setback of 90ft.;
- (2) Setbacks (building envelope lines) are to be measured to septic tanks and to the walls, stairs or balconies of the buildings. Roof overhangs must not project closer to the boundary than three feet. Setbacks governed by the Roads Law (1998 Revision) must be in accordance with the requirements thereof and in all other cases the requirements of these guidelines apply as follows-

| Building Type | Minimum Setbacks | | | | | |
|---------------------|------------------|---------------|-----------|------|---------------|-----------|
| | Front (Rd.) | Sides | | Rear | HWM | |
| | | 1 storey | 2 storeys | | Beach | Ironshore |
| Houses and duplexes | 20' | 10' | 15' | 20' | 75' | 50' |
| Semi-detached | 20' | 10' | 15' | 20' | 75' | 50' |
| Apartments | 20' | 10' | 15' | 20' | 75' | 50' |
| Hotel | 40' | 15' | 15' | 25' | 75' | 50' |
| Commercial/office | 20' | Discretionary | | | 75' | 50' |
| Industrial | 20' | Discretionary | | | Discretionary | |
| Institutional | Discretionary | | | | 75' | 50' |

(H) Densities

The maximum permissible densities are as follows-

| Development Type | No. units/acre | No. bedrooms/acre |
|-------------------------|-----------------------|--------------------------|
| Houses | 5 | N/A |
| Duplexes | 4 | 12 |
| Semi-detached | 4 | N/A |
| Apartments | 15 | 24 |
| Hotel | N/A | 45 |
| Guesthouse | N/A | 16 |
| Cottage colony | 10 | 20 |

(I) Application for subdivisions

- (1) Applications for subdivisions should be made on the form provided stating the registration section, block and parcel number of the land and must be signed by the proprietor or his agent.
- (2) In subdivisions of six lots or less, three prints of the proposals should be submitted and such prints may be copies of the registry index map.
- (3) In subdivisions of over six lots, six prints should be submitted, the original being signed by the proprietor or his agent and the person who prepared it.
- (4) Proposed subdivisions are to be drawn to one of the following scales- 1:500; 1:1,250; 1:2,500.
- (5) The plans should show -
 - (a) the location of site (shown as an inset with the site bordered red together with the block and parcel numbers of adjoining lots);
 - (b) the road layout including road widths and access;
 - (c) the approximate lot sizes;
 - (d) land use within the subdivision, including land for public purposes; and
 - (e) existing topographical detail (the Board may require a separate topographical map).
- (6) Applications should be accompanied by a statement as to -
 - (a) water supply and sewage disposal;
 - (b) road specifications;
 - (c) power and light to be available; and
 - (d) at the Board's discretion, drainage.

(J) Road requirements

- (1) Planning applications involving the provision of new public roads or the extension of existing private roads on frontage development or an existing road should comply with the following conditions-
 - (a) truncations should be provided at all road intersections and junctions, the minimum truncation length measured from the lot corner along the respective boundaries being ten feet;

- (b) cul-de-sacs (roads without through access) may not normally extend further than five hundred and the size of the turning circle for vehicles should be in accordance with PWD standards;
- (c) proposed roads should intersect one another at an angle of not less than 70 degrees;
- (d) service roads for rear access to commercial and industrial development should be provided;
- (e) the points of access onto a throughway from a subdivision should be kept to the minimum practicable and not less than 1/8 mile apart, unless the Board otherwise permits;
- (f) minimum road reserves should be thirty feet with a maximum reserve of fifty feet or as laid down by the Roads Law;
- (g) the Board may require provision for the continuation of principal roads to adjoining subdivisions or their proper projections when adjoining property is not subdivided and also continuation of such minor roads as may be necessary for extensions of utilities and access to adjoining properties; and
- (h). roads should be constructed to the standard specified by the Board.

(K) *Water requirements*

- (1) Buildings for human habitation should be provided with potable drinking water as well as water for domestic purposes and if such potable water is from a well it should, if so required by the Chief Environmental health Officer, be rendered free from bacteria.
- (2) No approval should be given to any water supply unless the Board has firstly ascertained the location of all septic tanks on parcels adjoining the lot on which the water supply is to be situated, and determined that the water supply is, having regard to the location of such tanks, satisfactorily sited.

(L) *Land for public purposes*

- (i) According to the size of a subdivision the Board may require the applicant to set aside land for public purposes including children's playgrounds, sport fields, parks, churches and public rights of way and to reserve without charge adequate lots, not exceeding five per cent of the land being developed for public use.
- (ii) The Board may permit an applicant, in lieu of setting aside land in a subdivision under sub guideline (1), to pay a sum of money equivalent to five per cent of the improved value of the land, if the Board is satisfied that -
 - (a) the subdivision has sufficient land set aside for public purposes; or
 - (b) greater public benefit would be derived from the payment.
- (iii) Permission under subregulation (2) may be granted subject to such conditions as the Authority considers fit.
- (iv) Money paid pursuant to subregulation (2) shall be applied to -

- (a) the acquisition of private land for public purposes; and
 - (b) the improvement of land used for public purposes, including children's playgrounds, sport fields, parks, churches, community centres and recreation centres.".
- (v) Careful consideration should be given to preserving the detached rocks known as "Cays" for their scenic and landscape value when planning developments anywhere in the Brac.

(M) Final certificate

Subject to a building inspector being stationed on the Brac, Certificates of Fitness for Occupancy should be obtained from the Board before any new buildings are occupied. The Board may grant special permission for occupation of part of a house prior to completion but, in the case of an owner/occupier who possesses Caymanian Status no special permission for the occupation of part of an uncompleted house is required if such part complies with the approved plans.

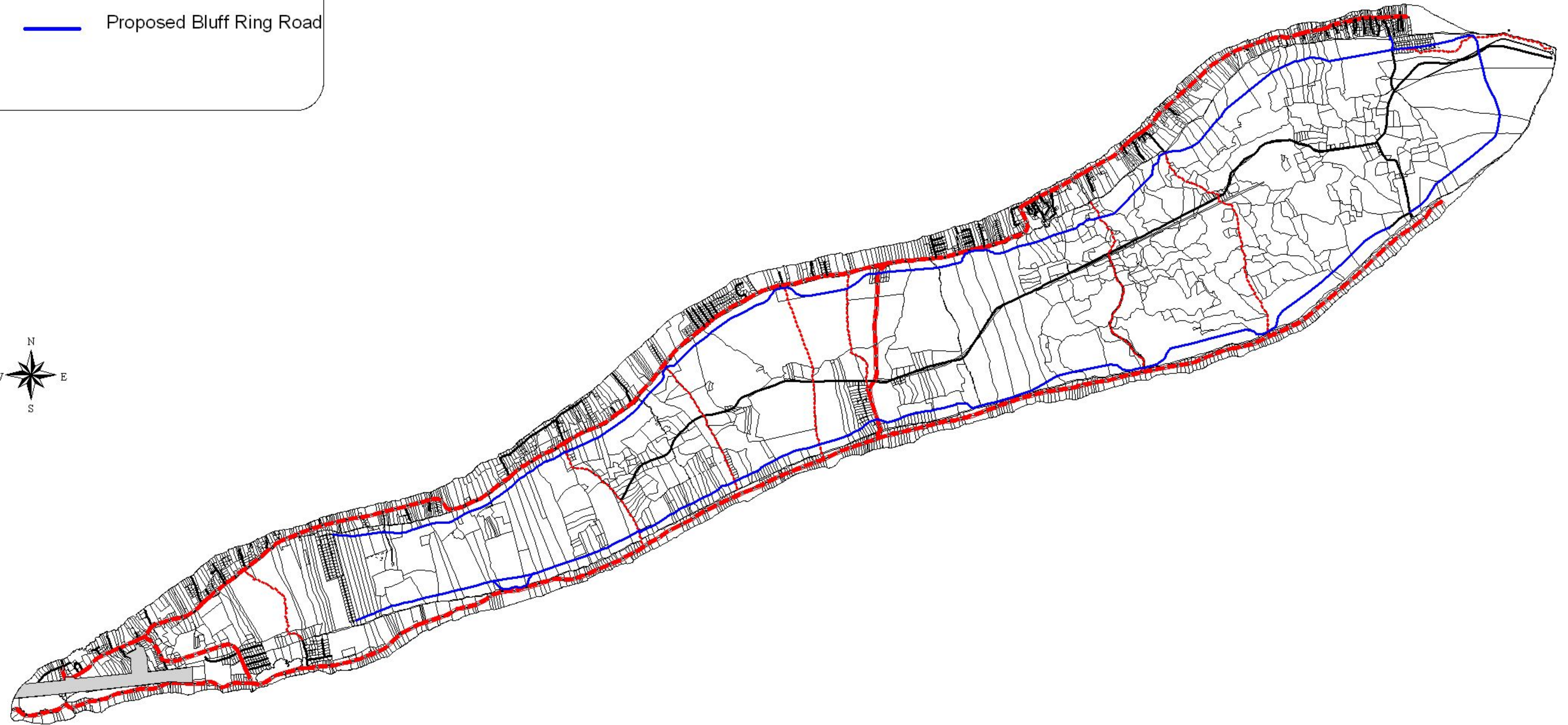
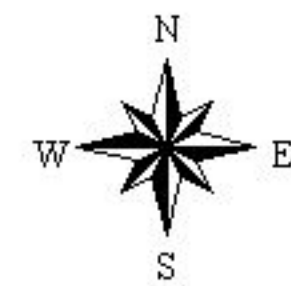
(N) Development On The Bluff:

- (1) It is recognised that the Bluff is a unique feature of Cayman Brac and an important attraction to visitors. Every effort should therefore be made to retain the unspoiled visual aspect of the cliff face and views to the top of the Bluff. For these reasons the location of the Bluff's ring road will determine the setbacks from the cliff face (Map 1).
- (2) Develop the Bluff sensitively as a premiere upscale residential and safe business area that offers unparalleled ocean views, is environmental rich and sensitive, but also offers protection from the elements.
- (3) Adequate road access through the whole length of the Bluff with strategic connections to the ring road should be provided for development purposes. This should be prepared based on the existing road and footpath networks and the location of the Brown Bobby nesting areas. It is desirable that rights of way should be granted without charge to permit development on either side of the road whether for public or private purposes.
- (4) It is recommended, wherever possible, that sufficient access be provided at the top of the Bluff to permit the public to enjoy the scenic views along the Bluff edge. Some possibilities are shown on Map 1 and others can be accommodated as the Bluff is developed and as suitable opportunities occur over the planning period.
- (5) It is recommended that wherever practical agricultural land (locally known as mouldy land) will be retained for present and future use for pasture, agricultural or horticultural purposes.
- (6) The people of the Brac believe that the Bluff is needed for residential use in view of the potential danger of hurricanes on the low lying land and the limited amount of such low land available for residential and other development purposes.
- (7) Particular care should be taken in the siting of septic tanks near the edge of the Bluff to avoid potential leakage and pollution of low-lying land and water supplies. Septic tanks should be constructed to the Water Board's standards.

Proposed Bluff Ring Road Cayman Brac

Key to Features

 Proposed Bluff Ring Road



8000 0 8000 16000 Feet

- (8) Measures should similarly be taken to identify, protect, preserve, explore and evaluate the valuable caves on the Bluff that are of importance for their cultural, scientific and tourist interest.
- (9) ***Setbacks From the Bluff face***
- i) the minimum setback from the Bluff face where the building is between the ring road and the Bluff face should be 50 ft. where the building's roof ridge is not greater than 16 ft. from the existing ground. Where the ridge is higher than 16 ft. the building should be setback an additional five ft. for every additional foot above 16 ft.;
 - ii) Where the ring road is between the Bluff face and the building the setback from the ring road should no less than 20 ft.;
 - iii) There shall be no clearing by any means within 50 ft. from the top edge of the Bluff in areas designated on Map 2. These areas are nesting locations of the Brown Booby (*Management Plan to conserve and sustain the brown booby colony and its habitat on Cayman Brac*. Patricia E. Bradley)
- (9) The maximum height of buildings on the Bluff should not be any higher than 36 ft. above the centre of the fronting road.

(O) Residential development

It is recommended that the same provisions be made for residential development on the low lands as for the Bluff in order to protect the existing interests of individual owners. Residential development should be permitted at the discretion of the Development Board bearing in mind the need to keep sufficient agricultural and horticultural land and a sufficiently open aspect to the sea.

(P) Development Of Waterfront Areas



- (1) Ironshore should be left wherever it is practical to do so in its original condition.
- (2) The Land Surveyors' Law (Revised) The Land Surveyor (Amendment) Regulations, 1987 provides for individual owners to own land down to the high water mark (HWM), but Brackers have always enjoyed the freedom to walk along it. The foreshore, beaches and ironshore, will be left free from obstructions to permit the public to reasonably continue doing so.

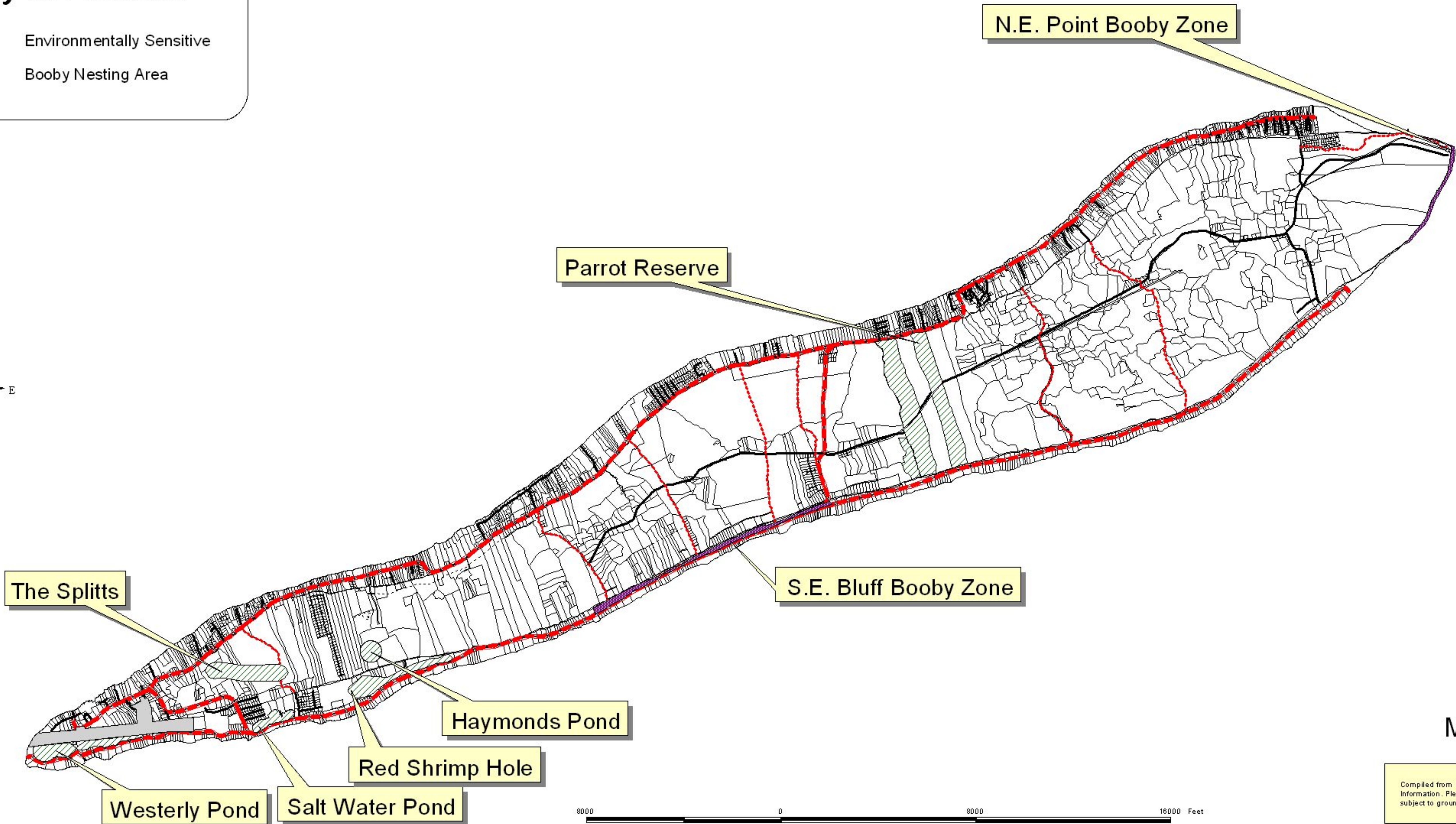
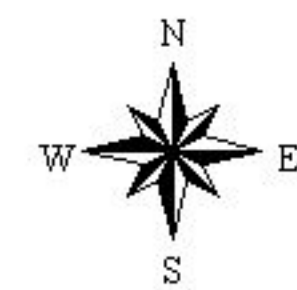
(Q) Public access to the sea

- (1) The Board, when granting planning permission in relation to land which has a minimum width of two hundred feet or more in a development other than private single family dwelling units, should require the owner to set aside and dedicate to the public a right of way of not less than eight feet in width from the public road to the sea. Such right of way may be within the area set aside for setbacks under these guidelines. The Board should also try to have public accesses at one mile intervals

Environmentally Sensitive Areas of Cayman Brac

Key to Features

-  Environmentally Sensitive
-  Booby Nesting Area



MAP 2

Compiled from Department of Environment Information. Please note that these areas are subject to ground truthing.

along the coast to ensure that the public have access to the sea and to retain and enhance the development value of the land not directly fronting the sea.

- (2) Determine which accesses to the sea are public as a result of prescriptive rights under the Prescription Law so that Brackers can retain connection with heritage, improve access for marine emergencies, and prevent future conflicts with land owners.
- (3) Rights of way and extensions of the public road should be ensured to gain access to the scenic areas and beaches.

(R) *Industrial development*

- (1) Land around Creek Harbour should be earmarked for industry so as to avoid any conflicts with potential residential development in this area. It should show initially the area required for the operation of the harbour and related activities and provide for any future expansion of the harbour area.
- (2) Should there be any other industrial development in the Brac a suitable area will need to be readily available for such development. The Board will consider further where this might best be located in relation to appropriate transportation requirements by air or sea and the availability of infrastructure.
- (3) Investigation should be made of the harbour potential of South Channel as an alternative harbour and boat facility to the Creek especially in certain weathers. The necessary safeguarding of land around this area should be made to permit any future harbour or port development.

(S) *Commercial development*

- (1) It is recognised that local commercial development such as shops, services and offices need to remain adjacent to existing communities.
- (2) No guidelines to change these arrangements would be acceptable to the people of the Brac. New developments for local needs should be permitted where they do not interfere with local residential requirements. The Development Control Board will consider where facilities should be most conveniently provided for any major commercial development which might be attracted to the Brac.

(T) *Tourism related development*

The hotel areas on the South Coast should be reviewed. Potential hotel projects should be allowed for on the South Coast. This area could be of considerable benefit for tourism and it is recommended that as much as possible of this section of the South Coast within the reef should be designated for potential tourist purposes subject to there being adequate public access to the beaches for residents.

(U) Solid waste disposal

The existing land fill site at the foot of the Bluff Block 97C Parcel 14/1 should be discontinued and the new site on the Bluff (Block 101A Parcel 22REM2) opened as a matter of priority.

(V) Marina development

- (i) If it is deemed that the lagoon adjacent to the airport is not suitable for a marina efforts should be made to investigate possible sites on the north coast.

(W) Environmental protection

- (i) Those critical environmental areas and sites listed below should be demarcated to ensure their continued ecological functions.
- (ii) In considering any matter relating to an environmental area/site the DCB should have regard for the ecological functions performed, including service as a nursery and natural habitat for aquatic life, birds, insects, reptiles and crustaceans;
- (iii) All forms of development should be prohibited in these areas except in exceptional circumstances, and only where it can be demonstrated to the DCB that their ecological role will not be adversely affected by the proposed development.
- (iv) All development permitted within an area abutting an environmental area/site should be setback a minimum distance of 30 feet from the outward boundary of an environmental area/site, unless, in the opinion of the DCB, it is not feasible to achieve this standard in which case the minimum setback should be at the discretion of the DCB.

(X) Scenic shoreline

It is the duty of the Board to ensure that the open character of scenic shoreline land is preserved, in particular that of the ironshore, and also to safeguard the public's right to use the beaches and to gain access to the sea through public rights of way.

(Y) Clearing Land

The clearing of land by mechanical means requires planning permission. There shall be no clearing by any means within 50 ft. from the top edge of the Bluff in areas designated on Map 2. These areas are nesting locations of the Brown Booby (*Management Plan to conserve and sustain the brown booby colony and its habitat on Cayman Brac*. Patricia E. Bradley)

(Z) Beach clean-up

The cleaning of debris, boulders and other substances from the shoreline after periods of inclement weather or storms/hurricanes requires planning permission.

(5) Streamlining the planning process¹

Development review In an effort to reduce bureaucracy certain functions should be delegated to the Executive Secretary of the Development Control Board in charge of the Brac Office. This will enable the Executive Secretary to approve prescribed projects as “a right” because they comply with stated standards requirements.

(1) Delegation of Authority

The Board should endeavour to have the Law amended similar to that in Grand Cayman where certain powers are delegated to the Director. The intent is for the Director to be able to approve *routine* applications (houses, fences not higher than 4 ft., issuing final certificates [COs] and swimming pools) provided that they comply with these minimum guidelines and/or conditions of approval.

- (i) The Board may, with the approval of the Governor, by written instrument, delegate any of its functions under the Law (other than this power of delegation) to-
 - (a) the Executive Secretary, DCB; or
 - (b) the Executive Secretary, DCB and a member of the Board.
- (ii) Where, under subsection (i)(b), a function of the Board is delegated to the Executive Secretary, DCB and a member of the Board that function cannot be exercised except jointly by the Executive Secretary, DCB and that member.
- (iii) A delegation under subsection (xxiv) (i) is revocable at will and does not prevent the exercise by the Board of any function so delegated.

Some other means of streamlining the process are mentioned for future system development.

- **Core Business Processes:** Are the steps in the development review process integrated and efficient? Are communication mechanisms for the organizations' staff, outside consultants, applicants, and the community structured to share information freely, manage projects effectively, and resolve conflicts as they occur? Regulations and Support Documents: - Are the regulations and ordinances that drive the review process understandable, objective and reasonable?
- **Scorecard:** Development applications are assigned scores, based on how well they meet community policies and goals. Applications receiving scores above a threshold value are approved. Developments meeting or exceeding specific scores are given priority in review.
- **Centralized permitting:** Creating a one-stop program enables applicants to access all agencies responsible for permitting in one location. Centralized permitting allows departments to concurrently review applications and issue specific permits as a part of the approval process. The permit center coordinates, distributes, routes and re-consolidates application packages when ready for approval.

¹ Adapted from Arimes George, "Performance Improvement in the Development Review System," Proceedings of the 1998 APA Conference, Boston, MA. April 7, 1998.

- **Development checklist:** Applicants are provided a checklist of needed items and the expected duration of review time, by type of construction. Variations of the checklist may include addition of construction plans for minor home-owner projects such as decks, sheds or retaining walls, allowing homeowners to forgo plan review as long as the project falls within the parameters of the construction plan.
- **Public-private partnerships:** In situations where a public agency or agencies are working on multi-phased project with a private developer, partnerships allow joint resolution of code and inspection issues, concerns, and logistics.
- **Fast-track or expedited processing:** Regulatory requirements are reduced for certain categories of construction projects -for example, projects where occupancy or emergency exits are not modified - thereby reducing review and permitting time. Variations include giving applicants the opportunity to meet with reviewers by appointment. Plans already completed and prepared in accordance with procedure are approved, often within a day's time. The table below shows some possible review times.

Table 1: Timelines For The Approval Processes

| Development Type | <u>Examples of a Timeline</u> | | | |
|----------------------|-------------------------------|--------------|--------------|---------------|
| | Admin. Approval | DCB Approval | Refer to DCB | Code Approval |
| House | 1 wk. | N/A | 2 wk. | 2 wk. |
| Ancillary Res. Bldg. | 3 days | N/A | 2 wk. | 2 wk. |
| Swimming Pool | 3 days | N/A | 2 wk. | 1 wk. |
| Fence | 3 days | N/A | 2 wk. | N/A |
| Commercial | N/A | 6 wk. | N/A | 2 wk. |
| Ancillary Commercial | N/A | 4 WK. | N/A | 1 wk. |
| Industrial | N/A | 6 wk. | N/A | 2 wk. |
| Ancillary Industrial | N/A | 4 wk. | N/A | 1 wk. |
| Institutional | N/A | 6 weeks | N/A | 2 wk. |
| Etc. | | | | |

(6) Performance standards

The following is the proposal for a land use management system (LUMS) for Cayman Brac. The system is based on the performance standards concept and is designed to facilitate rather than regulate physical development. Performance Standards attempt to introduce greater flexibility in meeting land use, design, and construction objectives while offering more predictable results in the development approval process. Performance standards provide more predictability in the outcome. This is very attractive to both the customers, the public and staff. Some issues to considered applicable to the Brac are:

- **Points system** - rate development proposals according to performance based standards in order to establish priorities among proposals. Points for each application will be designated by the DCB. This could be used to evaluate two or more projects if the Board is only prepared to approve one. An example of the system is:

Table 2: The Points System

| Project Characteristics | Max. Pts | Project A | Project B | Wt | Total Wt | Total | |
|--|------------|-----------|-----------|----|------------|------------|------------|
| | | | | | | A | B |
| Size (S.F., # rms., # lots, etc) | 10 | 5 | 7 | 1 | 10 | 5 | 7 |
| Location | 5 | 2 | 3 | 2 | 10 | 4 | 6 |
| Exterior Design | 10 | 7 | 6 | 3 | 30 | 21 | 18 |
| Site Layout | 5 | 4 | 2 | 1 | 5 | 4 | 2 |
| Contribution to Historic Qualities | 10 | 6 | 4 | 3 | 30 | 18 | 12 |
| Contribution to Social Qualities | 10 | 5 | 8 | 3 | 30 | 15 | 24 |
| Contribution to Tourism product | 10 | 9 | 7 | 3 | 30 | 27 | 21 |
| Contribution to Diving | 10 | 6 | 4 | 3 | 30 | 18 | 12 |
| Employment opportunities for Brackers | 10 | 6 | 9 | 5 | 50 | 30 | 45 |
| Compatibility w/ Surrounding Land Uses | 10 | 9 | 8 | 3 | 30 | 27 | 24 |
| Environmental Considerations | 10 | 6 | 5 | 5 | 50 | 30 | 25 |
| Total | 100 | 65 | 63 | | 305 | 199 | 196 |

- **Environmental standards** - standards set to determine that the quality of the environment did not deteriorate at the expense of a development, e.g., the nutrient loads entering a water body.

Table 3: Environmental Standards

| Project Characteristics | Max. Points | Project A | Project B | Weight | Total | |
|--|-------------|-----------|-----------|--------|------------|------------|
| | | | | | A | B |
| Size (s.f., # rms., # lots, etc) | 10 | 5 | 7 | 1 | 5 | 7 |
| Affect on Flora & Fauna | 5 | 2 | 3 | 2 | 4 | 6 |
| Affect on Parrots | 10 | 7 | 6 | 3 | 21 | 18 |
| Affect on Wetlands | 5 | 4 | 2 | 1 | 4 | 2 |
| Contribution to eco-Tourism product | 10 | 9 | 7 | 3 | 27 | 21 |
| Contribution to Diving | 10 | 6 | | 3 | 18 | 0 |
| Employment opportunities for Brackers | 10 | 6 | 9 | 3 | 18 | 27 |
| Compatibility w/ Surrounding Land Uses | 10 | 9 | 8 | 3 | 27 | 24 |
| Total | 70 | 48 | 42 | | 124 | 105 |

In either of the above examples, it is possible to establish a minimum value in order for the DCB to grant approval. For example, if the *pass mark* is 75% of the Maximum Points under the Points System a project would have to receive a score of 75. In the example shown neither of the projects would comply therefore, the applicant would have to do some design changes. However, if both projects passed but the scores were not significantly better than 75% the Board could apply a weight to any characteristic/variable. This could assist the Board in its determination of the most beneficial project.

- **Project performance** - this approach defines a schedule of required development and infrastructure construction that must be completed before future phases can proceed. This is useful for larger projects such as subdivisions and mixed-use developments (residential, commercial, institutional, tourist-related etc.).

The *pure* form of performance standards deals with the *quality* of development, not its location. These systems truly allow any use, anywhere, in compliance with standards and criteria. Below is an example of how performance standards can make competing land uses more compatible. In the table the Board sets a value that should not exceed exceptional circumstances. For instance if an applicant wishes to construct a auto repair building within an area occupied predominantly with single family houses the Board may set a maximum incompatibility value of 2. In the example below the value is 7, which means that the project would have to lose 5 points. Having those conditions with a positive value addressed so that the value becomes negative could attain this.

Table 4: Conditions Incompatible with S.F. Residential Areas

| Development Type | Conditions Incompatible with S.F. Residential areas | | | | | | | | Total |
|---------------------------------|---|-------|---------------------------|---------|-------|------------------|-----------|-------|-------|
| | Dust | Noise | On-site Vehicle Movements | Traffic | Fumes | Offensive Odours | Dangerous | Toxic | |
| S.F. Residential | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Duplex | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Apartment | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 3 |
| Offices | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 5 |
| Retail | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 4 |
| Restaurant | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 0 | 6 |
| Bar | 1 | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 5 |
| Night Club | 1 | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 5 |
| Hotel | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 7 |
| Light Industrial | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 5 |
| Heavy Industrial | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 7 |
| Warehousing | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 4 |
| Auto Repair | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 7 |
| Service Station | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 6 |
| Cottage Industries/Home Offices | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 3 |
| Animal Husbandry | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 4 |
| School | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 4 |
| Hospital | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 4 |
| Clinic | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 4 |
| Agricultural | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 4 |
| Horticultural | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 3 |
| | 12 | 14 | 13 | 13 | 6 | 3 | 8 | 2 | |

Conversely the Board could set values for each of the incompatible conditions and once the project does not exceed those values it could be approved since it would be deemed compatible with the area.

Table 5: Compatibility Values

| Development Type | Compatibility Values for S.F. Residential | | | | | | | | Total |
|------------------|---|-------|-----------------|---------|-------|-----------|-----------|-------|-------|
| | Dust | Noise | On-site Vehicle | | | Offensive | | Toxic | |
| | | | Movements | Traffic | Fumes | Odours | Dangerous | | |
| | 5 | 8 | 6 | 7 | 9 | 10 | 10 | 10 | 65 |
| Offices | 2 | 2 | 3 | 5 | 0 | 0 | 0 | 0 | 12 |
| Retail | 2 | 5 | 5 | 5 | 0 | 0 | 0 | 0 | 17 |
| Restaurant | 2 | 2 | 6 | 6 | 0 | 1 | 1 | 0 | 18 |
| Bar | 4 | 6 | 6 | 6 | 0 | 0 | 4 | 0 | 26 |
| Night Club | 4 | 7 | 6 | 6 | 0 | 0 | 3 | 0 | 26 |
| Hotel | 4 | 5 | 6 | 6 | 1 | 1 | 2 | 0 | 25 |
| Light Industrial | 4 | 5 | 4 | 4 | 1 | 0 | 0 | 0 | 18 |
| Heavy Industrial | 5 | 7 | 6 | 5 | 1 | 0 | 3 | 1 | 28 |
| Warehousing | 4 | 4 | 5 | 3 | 0 | 0 | 0 | 0 | 16 |
| Auto Repair | 5 | 6 | 3 | 4 | 6 | 0 | 4 | 1 | 29 |
| Service Station | 4 | 2 | 5 | 5 | 3 | 0 | 3 | 0 | 22 |
| Animal Husbandry | 5 | 4 | 1 | 0 | 0 | 8 | 2 | 0 | 20 |
| School | 5 | 6 | 3 | 4 | 0 | 0 | 0 | 0 | 18 |
| Hospital | 1 | 3 | 3 | 5 | 0 | 0 | 0 | 5 | 17 |
| Clinic | 1 | 2 | 1 | 2 | 0 | 0 | 0 | 2 | 8 |
| Agricultural | 5 | 5 | 0 | 0 | 0 | 8 | 3 | 0 | 21 |

(7) Strategies

The following twenty-three strategies are designed to address the economic, socio-cultural and environmental issues identified in the Brac's SWOT analysis.

| Strategy #1 | Implement an air service agreement that ensures the new service responds to special needs of the Brac. | Time | Cost (\$M) |
|-----------------------|---|-------------|-------------------|
| Result/Outcome | Improved airline service | 1 | |
| Action Steps | (i) Change aircraft to one with a minimum seating capacity of 30 passengers for flights from Grand Cayman. (ii) Improve Terminal so that it is suitable to facilitate international flights, i.e, <ul style="list-style-type: none"> • Increase size of screening area; • Provide access to the conveyor belt to enable other airlines ticket agents to move baggage easier • Increase size of arrival area. • Provide holding facility for cargo. • Increase size of Customs area. • Provide proper security mechanisms (x-ray machine) to negate staff from having to hand search each bag, and this would reduce great delays. • Enable the tower to see both ends of the runway. • Legislate that private property owners have to cut vegetation that is obstructing the view from the tower to the end of the runway and/or purchase "vegetation easement" to affected land (iii) Have schedule that allows for connections with international flights from Grand Cayman. Schedule should also include sufficient flights to meet business demand. A must is that there is at least one flight from Grand Cayman on Friday evenings after 7:00 and one on Sunday evenings after 7:00. (iv) Determine most appropriate means of minimising bird strikes at airport. | | |
| Providers | <ul style="list-style-type: none"> ➤ Gov't ➤ CAA ➤ Private sector | | |
| | | | |

| Strategy #2 (Action Plan 25- Vision 2008) | Provide and maintain improved and enlarged health-care services in Cayman Brac | Time | Cost (\$M) |
|--|---|-------------|-----------------------|
| Result/Outcome | Enable most health-care services to be administered on the Brac | 1 | |
| Action Steps | <ul style="list-style-type: none"> (i) Expand the bed capacity of the nursing home to accommodate the needs of a growing population of elderly citizens and residents. (ii) 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. (iii) Increase the bed capacity of Faith Hospital to accommodate the needs of a growing population of Brac residents. (iv) Expand the medical staff and administrative support staff proportionate to the increased number of beds. Increase the frequency of specialists' visits to at bi-weekly for all speciality areas. (v) Provide modern diagnostic and treatment equipment so that state of the art level of treatment is available. (vi) Provide up to date hardware and software, with Internet connection, to ensure immediate access to world-wide medical facilities, emergency services, and libraries. This computer system should also link with insurance company health-care providers to ensure prompt billing and claims management. (vii) Provide a full-time resident dentist and dental hygienist with a state-of-the-art dental facility. (viii) Encourage orthodontist to visit monthly. (ix) Allow Faith Hospital to be used by international specialists. (x) Implement policies to minimise opportunities for a disease outbreak that could put stress on local health care system | | |
| Providers | <ul style="list-style-type: none"> ➤ Gov't ➤ HSA | | |

| Strategy #3 | Attract families to settle in the Brac to reverse the declining population | Time | Cost (\$M) |
|-----------------------|--|-------------|-----------------------|
| Result/Outcome | A vibrant and sustaining population | 1 | |
| Action Steps | <ul style="list-style-type: none"> (i) Reverse hiring policy for teachers of public schools so those new teachers with families are given preference. (ii) Granting Caymanian Status to more persons resident on the Brac. (iii) Grant those persons deemed <i>fit</i> with some security of tenure by granting them permanent residency (with /without the right to work). | | |
| Providers | <ul style="list-style-type: none"> ➤ Gov't ➤ HSA | | |

| Strategy #4 | Allocate a % of CIDB funds for Brac projects | Time | Cost (\$M) |
|-----------------------|---|-------------|-------------------|
| Result/Outcome | To have an available source of low interest funds to facilitate and enable new development projects in the Brac | 1 | |
| Action Steps | (i) CIDB Board of Directors to earmark a minimum of ___% of total funds for funding projects in the Brac. (ii) Establish a physical presence in the Brac by leasing/sharing space with another agency on a part-time basis until there is justification for a permanent full-time position: - <ul style="list-style-type: none"> • Post holder in the Brac has to have the authority and capacity to advise applicants of the likely outcome of their application and • Assistance in qualifying borrowers; • Assistance in producing viable business plans for loan proposals; • Determining feasibility of business plans submitted for loan proposals under this Plan; • Provide follow-up business consultation, basic business training and resource availability advice to borrowers to enhance their success and ability to compete. | | |
| Providers | ➤ CIDB ➤ Brackers | | |

| Strategy #6 | To have piped water available throughout Island | Time | Cost (\$M) |
|-----------------------|--|-------------|-------------------|
| Result/Outcome | Reduced development costs and improved health | | |
| Action Steps | Install pipe water to Spot Bay and Great Cave by end of planning period. | 1-3 | |
| Providers | ➤ WA_C ➤ Gov't. | | |

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|-----------------------|---|-------------|-------------------|
| Strategy #7 | Encourage propane supply facility to construct storage plant on the Brac | Time | Cost (\$M) |
| Result/Outcome | Reduce utility costs | 1-3 | |
| Action Steps | (i) Conduct feasibility study to determine level of support for propane gas (ii) If support is sufficient approach supplier to site a facility (in vicinity of Creek Port recommended) (iii) Subsidise the costs of transporting the gas to the Brac (e.g., waiving planning fees; provide incentive duty fees for a five-year period; reduced or waived work permit fees etc.) | | |
| Providers | ➤ Private sector ➤ Gov't. | | |

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|-----------------------|---|-------------|-------------------|
| Strategy #8 | Encourage Govt banking partners to establish a physical presence in the Brac | Time | Cost (\$M) |
| Result/Outcome | Easier access to funding sources | 1-3 | |
| Action Steps | (i) Whichever bank(s) that Government uses as its main banking partner should establish a branch on the Brac (ii) Grant a fee reduction to this bank(s) and other incentives – e.g., reduced duty on material and supplies for the first 10 years. | | |
| Providers | ➤ Gov't. ➤ Financial Sector | | |

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|-----------------------|--|-------------|-------------------|
| Strategy #9 | Implement a <i>Welcome Home</i> campaign | Time | Cost (\$M) |
| Result/Outcome | More Brackers and “friends” to return for visits | 1 | |
| Action Steps | (i) Introduce a <i>Quincentennial</i> value coupon book with <i>specials</i> from the variety of the business establishments in the Brac (ii) Have value coupons available from a number of sources – Web, Brackers, DoT, travel agents, etc. | | |
| Providers | ➤ DoT ➤ Private Sector ➤ SITA | | |

| Strategy #10 | Develop Cayman Brac into a safe and secure location for e-commerce & support services | Time | Cost (\$M) |
|-----------------------|---|-------------|-------------------|
| Result/Outcome | Brac as complimentary financial site | 2-3 | |
| Action Steps | <ul style="list-style-type: none"> (i) Government leads by having a number of its services provided from the Brac (ii) Government to provide incentives to attract private sector to locate some of its services to a Brac location (iii) Provide incentives to make it attractive for companies to want to do business with BIC and not elsewhere (iv) Provide incentives for e-commerce companies to establish a presence in the Brac (v) Develop and implement anti-terrorism plans to attract new informatics industries (vi) Provide incentives to encourage companies and institutions to utilise the Brac as a hurricane shelter | | |
| Providers | <ul style="list-style-type: none"> ➤ Govt. ➤ Private Sector | | |
| | | | |

| Strategy #11 (Action Plans 10 & 11 Vision 2008) | Develop a sustainable tourism industry | Time | Cost (\$M) |
|---|--|----------|---------------|
| Result/Outcome | A tourism industry that reflects the values of Brackers and respects its fragile environment | 1 | |
| Action Steps | <ul style="list-style-type: none"> (i) Continue the work done by Bradley with the interpretative signage throughout the Brac until all sites and trails/footpaths have been signed (ii) Develop and distribute brochures on the Brac's eco-tourism sites (iii) Have DoE develop maximum number of dives/day that each site should accommodate (iv) Provide incentives for a private sector business to operate desirable water sports and ground based activities and attractions (e.g., glass-bottomed boat, rock climbing, para-sailing, guided hiking and bike tours,). Incentives might include reduced fees for Trade and Business Licenses, a graduated fee schedule for work permits, and marketing subsidies. (v) Provide similar incentives for development of a family-oriented waterfront park with minimal fees for residents. (vi) 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. (vii) Establish wildlife corridors for species such as soldier crabs and iguana to allow species migration safely from Bluff to sea. (viii) 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. (ix) 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. (x) Utilize existing studies, such as annual Department of the Environment studies, in executing Action Step 1. (xi) Continue to leverage Sister Islands Tourist Authority and Department of Tourism programmes to promote Cayman Brac as a premier diving destination. (xii) Engage the Brac Marketing and Promotions office (refer to Plan 3) in promotional activities. (xiii) 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. (xiv) 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. (xv) Utilisation of the existing Heritage House as an interpretative centre for heritage tourism. (xvi) Investigate feasibility of creating <i>cliff diving</i> industry. (xvii) Market the Brac more to the Asian market (xviii) Encourage the development of a full-service boating marina (xix) Institute a launching ramp maintenance programme | | |
| Providers | <ul style="list-style-type: none"> ➤ Gov't. ➤ DoT ➤ DoE ➤ DC ➤ Private Sector | | |

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|-----------------------|---|-------------|-------------------|
| Strategy #12 | Enable Brackers to participate in the new economy | Time | Cost (\$M) |
| Result/Outcome | A workforce equipped with the relevant skills and intellectual capacity to participate in the new economy | 1 | |
| Action Steps | (i) Increased range of relevant and diverse Community College Of the Cayman Islands (CCCI) courses to equip Brackers to participate in the new economy (ii) Liaise with private sector to determine those courses most suitable to equip Brackers for the new challenges (iii) Provide incentives for Bracker to attend these courses | | |
| Providers | ➤ CCCI ➤ Brackers ➤ Private sector | | |

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|-----------------------|---|-------------|-------------------|
| Strategy #13 | Introduce performance standards to improve predictability in the development review process | Time | Cost (\$M) |
| Result/Outcome | To stimulate development | 1-3 | |
| Action Steps | (i) Prepare performance standards for non-complimentary land uses (e.g., industrial and residential) (ii) Adopt current practices into a set of policies and guidelines for one year. (iii) Review and refine policies and guidelines into regulations. | | |
| Providers | ➤ DCB ➤ EXCO ➤ Brackers | | |

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|-----------------------|--|-------------|-------------------|
| Strategy #14 | Prepare and implement a set of Design standards | Time | Cost (\$M) |
| Result/Outcome | To retain and perpetuate the Brac's Uniqueness and <i>sense of place</i> | 2-3 | |
| Action Steps | (i) Develop a set of visual design guidelines that reflect the Brac's unique architectural traditions (ii) Adopt the design guidelines after extensive public input | | |
| Providers | ➤ DCB ➤ Planning Office ➤ Brackers | | |
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|-----------------------|---|-------------|-------------------|
| Strategy #15 | Seek to attract international aid for specific projects | Time | Cost (\$M) |
| Result/Outcome | Development of projects that protect and promote the Brac's unique environment | | |
| Action Steps | (i) Prepare funding proposals to organisations such as CIDA, CFTC, FCO, WWF, UN Heritage Fund, etc. for funds to develop/maintain areas of national importance on the Brac (ii) Provide incentives to encourage a marine institute to establish a presence in the Brac | | |
| Providers | ➤ DC | | |
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| Strategy #16 | Market the Bluff extensively as a premiere upscale residential and business area | Time | Cost (\$M) |
| Result/Outcome | Bluff edge and other areas developed sensitively and harmoniously. | 1 | |
| Action Steps | <ul style="list-style-type: none"> (i) Develop and implement extensive marketing strategy to attract development on the Bluff, especially at the edge (ii) Gazette ring road around edge of Bluff (iii) Designate development nodes at specified intervals (iv) Fund construction of specific amounts of the road annually. (v) Encourage the development of an astronomy viewing station on the Bluff | | |
| Providers | <ul style="list-style-type: none"> ➤ DCB ➤ PWD ➤ Lands & Survey ➤ Portfolio of Finance and Economic Development | | |
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|--|--|-------------|-----------------------|
| Strategy #17 (Action Plans 16 & 17 Vision 2008) | Ensure that the crime rate on the Brac remains the lowest in the Region | Time | Cost (\$M) |
| Result/Outcome | A relatively crime-free community | 1 | |
| Action Steps | <ul style="list-style-type: none"> (i) Equip the RCIP Cayman Brac police station with adequate staff and modern, well - maintained equipment (ii) Construct new facilities at a more central location than the present Police Station at Creek (e.g., on the Bluff Road near or adjacent to the Aston Rutty Centre/Hurricane Shelter) (iii) Supply the Brac Station with clerical and ancillary staff in order to free Brac officers to focus on police duties. (iv) Develop and 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 (v) Undertake a concise drug use study and assessment on Cayman Brac to establish needed baseline data on drug use on the island (vi) 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(s) and also Overseas entities involved in drug awareness and use deterrence (vii) Encourage the public to report suspected instances of illicit drug importation, sale, or abuse (viii) Establish a random drug testing programme which (ix) should 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 (x) 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. | | |
| Providers | <ul style="list-style-type: none"> ➤ Gov't. ➤ RCIP | | |

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|-----------------------|---|-------------|-----------------------|
| Strategy #18 | Improve productivity and usefulness of the present and future resident experts | Time | Cost (\$M) |
| Result/Outcome | A productive and harmonious citizenry | 1 | |
| Action Steps | <ul style="list-style-type: none"> (i) Survey residents (foreign and local) to determine their skills capacity. (ii) Develop programmes that utilise these skills as they are appropriate to the Brac | | |
| Providers | <ul style="list-style-type: none"> ➤ DC | | |

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|-----------------------|---|-------------|-------------------|
| Strategy #19 | Ensure that foreign nationals who are deemed suitable and wish to reside in the Brac are afforded the opportunity | Time | Cost (\$M) |
| Result/Outcome | Providing greater security of tenure for foreign nationals | 1-3 | |
| Action Steps | <ul style="list-style-type: none"> (i) Develop security of tenure selection criteria designed specifically for the Brac (ii) Interview panel of Brackers to make recommendations to Immigration Board as to who should be granted Status, Naturalisation or Permanent Residency (iii) Invite foreign nationals to apply for Caymanian Status, Naturalisation and/or permanent residency (with/without right to work) | | |
| Providers | <ul style="list-style-type: none"> ➤ Gov't. ➤ Immigration Board ➤ Brackers | | |
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| Strategy #20 | To develop a highly motivated and satisfied community | Time | Cost (\$M) |
|-----------------------|--|------------|------------|
| Result/Outcome | A highly motivated society | 1-3 | |
| Action Steps | (i) Conduct a Physiological, Safety, Social, Esteem and Self-Actualisation "needs assessment" of the Brac community (ii) Develop a motivation programme to address the various needs by <ul style="list-style-type: none"> • Providing the right mix of incentives • Developing role models • Focusing on rewarding good work rather than threatening punitive measures for bad work • Providing continual attainable challenges • Continually measuring the community's morale to prevent demotivation • Create a non-blame culture • Improving communication at all levels • Encouraging initiative • Enriching jobs | | |
| Providers | <ul style="list-style-type: none"> ➤ DC ➤ Employment Relations Dept. ➤ Private sector | | |
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|-----------------------|---|-------------|-------------------|
| Strategy #21 | Develop a programme to ensure that Brackers are equipped to handle the local changes that will occur as a result of globalisation | Time | Cost (\$M) |
| Result/Outcome | A community empowered to embrace and anticipate change | 1 | |
| Action Steps | <p>(i) Develop and implement educational awareness programme that enables community how to</p> <ul style="list-style-type: none"> • Understand the causes of change • Recognise the sources of change • Categorise the types of change • Focus on goals • Identify the demand for change • Select essential changes • Make action plans • Anticipate effects of change • Communicate change • Develop commitment • Limit resistance • Monitor progress • Maintain momentum, and • Build on change | | |
| Providers | <ul style="list-style-type: none"> ➤ DC ➤ Brackers ➤ PTU | | |
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|-----------------------|--|-------------|-------------------|
| Strategy #22 | To promote a greater appreciation for the Brac's natural environment | Time | Cost (\$M) |
| Result/Outcome | A healthy natural environment | 1 | |
| Action Steps | <ul style="list-style-type: none"> (i) Keep Island clean through co-operation with service clubs, schools, private citizens and DEH (ii) Maintain the health and vitality of the Brac's marine ecosystems (iii) Designate for protection those areas deemed critical to the Brac's natural environment (e.g., Haymond's Pond, The Splits, Brown Booby nesting areas etc.) (iv) Enact guidelines/legislation for the clearing of land by mechanical means (v) Enact guidelines/legislation for "<i>cleaning</i>" the foreshore after inclement weather | | |
| Providers | <ul style="list-style-type: none"> ➤ DOE ➤ Brackers ➤ DCB | | |

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|-----------------------|--|-------------|-------------------|
| Strategy # 23 | To reduce the cost of doing business in the Brac | Time | Cost (\$M) |
| Result/Outcome | A strong economy that enables Brackers to fully participate and improves its competitiveness | 1-3 | |
| Action Steps | <ul style="list-style-type: none"> (i) Provide economic incentives to CBP&L, Water Authority/private enterprise, agricultural producers through reduced fees on imported fuel, equipment, machinery etc. (ii) Allow companies/individuals greater flexibility with work permit applications for labour from neighbouring countries for employment in diversification efforts (iii) Increase marketing activities of Brac produce to the other two Islands (iv) Develop ways and means of improving and facilitating dialogue and collaboration between Government and the private sector (v) Earmark a percentage of Capital Development Vote for the Brac's infrastructure development | | |
| Providers | <ul style="list-style-type: none"> ➤ Gov't ➤ DOA ➤ WA_C ➤ CBP&L ➤ Private sector | | |

(8) Implementation

An implementation schedule/programme is a crucial element of the strategic planning process. Without this aspect, the best-designed plans are likely to fail. The table below shows how the various aspects of the SWOT analysis are to be implemented over the planning horizon. In summary, during the first year, 33 issues are to be addressed and the remaining 12 split equally over the next 4 years. However, some of the issues span the planning period and hence the discrepancy in totals. Of the 33 issues to be addressed during the first year 9 are strengths, 11 are weaknesses, 8 are opportunities and 5 are threats.

(9) Monitoring, Evaluation and Control

Plans have to be monitored or evaluated as part of their design in order for the intended outcomes to be realised. To evaluate strategies one would look primarily at the performance indicators to determine whether the plan is on track. The positive/negative variances are listed and corrective measures, if required, can be taken. This evaluation would take place according to an agreed monitoring schedule, usually every six to twelve months. Controls would also need to be put in place to ensure that the evaluation and monitoring occur.

The implementation officer should be responsible for the implementation, monitoring, evaluation and control of this plan.

Table 6: Implementation Schedule

| No. | Strategy # | Issue | ToR Category | Time (Yr.) | | | | | SWOT Category | | | | |
|---------------|------------|--|---|------------|-----------|-----------|-----------|-----------|---------------|-----------|-----------|----------|---|
| | | | | 1 | 2 | 3 | 4 | 5 | S | W | O | T | |
| 17 | 10 | The Economy | Economic | * | | | | | | | * | | |
| 18 | 6 & 7 | High Cost Of Utility Service | Economic | * | * | * | * | * | | | * | | |
| 20 | 23 | Almost all Goods Have to be Imported | Economic | * | * | * | * | * | | | * | | |
| 21 | 1 | Airline service (# of flights, # of seats, & Aircraft Type) | Economic | * | | | | | | | * | | |
| 22 | 8 | Relationship Between The Private Sector And Government | Economic | | * | * | | | | | * | | |
| 24 | 3 | Government Prefers To Hire Teachers With No Children | Economic | * | | | | | | | * | | |
| 25 | 10 | Centralisation Of Services In Grand Cayman | Economic | | * | * | | | | | * | | |
| 26 | 4 & 8 | Government Not Having Money To Stimulate The Brac Economy | Economic | * | * | * | * | * | | | * | | |
| 27 | 9 & 11 | The Layout and size of Gerrard Smith Airport Terminal Building | Economic | * | | | | | | | * | | |
| 33 | 15 | Increase Tourism from Asian Market | Economic | * | | | | | | | | * | |
| 35 | 15 | "Cheap" Labour from Jamaica, Honduras, Philippines, etc. | Economic | | * | * | | | | | | * | |
| 36 | 10 | International Aid | Economic | * | | | | | | | | * | |
| 37 | 16 | New Relationship With UK | Economic | * | | | | | | | | * | |
| 38 | 10 | Informatics Industry | Economic | * | | | | | | | | * | |
| 39 | 16 | Astronomy Industry | Economic | * | | | | | | | | * | |
| 41 | 10 | Terrorism - New Brac Informatics Industry | Economic | * | | | | | | | | | * |
| 45 | 23 | Low Cost Competitors Entering The Markets | Economic | * | * | * | * | * | | | | | * |
| 10 | 22 | Clean Island | Environmental | * | | | | | | * | | | |
| 11 | 1 | Fantastic Diving | Environmental | * | | | | | | * | | | |
| 12 | 11 | Natural Healthy Environment | Environmental | * | | | | | | * | | | |
| 16 | 22 | Fragile Natural Environment | Environmental | * | | | | | | | * | | |
| 28 | 22 | Polluted Shoreline | Environmental | * | | | | | | | * | | |
| 34 | 11 | Favourable Year-round Weather | Environmental | * | | | | | | | | * | |
| 40 | 15 | Opening Marine Institute | Environmental /Economic | * | | | | | | | | * | |
| 1 | 14 | Island setting | Physical | * | | | | | | * | | | |
| 2 | 16 | Newly Constructed roads on the Bluff | Physical | | | | * | * | * | | | | |
| 3 | | Many access points to the sea | Physical | * | | | | | | * | | | |
| 4 | 13 | Flexibility of DCB | Physical | | | | * | * | * | | | | |
| 5 | | Sophisticated contingency plans for natural disasters | Physical | | | | * | * | * | | | | |
| 14 | 16 | The Bluff not Marketed Properly | Physical | * | | | | | | | * | | |
| 32 | 9 | Capitalise on proximity to USA | Physical | * | | | | | | | | * | |
| 31 | 10 | Brac as a Hurricane Shelter | Physical/ Economic | | * | * | | | | | | * | |
| 42 | | Sanctions From International Organisations (ILO, OECD, FATF, EU, etc.) | Physical/ Socio-cultural/ Environmental /Economic | * | | | | | | | | | * |
| 44 | 10 | Hurricanes | Physical/Env. | * | * | * | * | * | | | | | * |
| 6 | 11 | Friendly & industrious People | Socio-cultural | * | | | | | | * | | | |
| 7 | 17 | Low Crime rate | Socio-cultural | * | | | | | | * | | | |
| 8 | 11 | Multi-cultural setting | Socio-cultural | | | * | * | * | | | | | |
| 9 | | Democratic society | Socio-cultural | * | | | | | | * | | | |
| 13 | 3 & 18 | Resident Experts in Many Fields | Socio-cultural | * | | | | | | * | | | |
| 15 | 12 | Very Limited Educational Opportunities | Socio-cultural | * | | | | | | | * | | |
| 19 | | Limited Selection Of Goods And Services | Socio-cultural | | * | * | | | | | * | | |
| 23 | 19 | Security of Tenure | Socio-cultural | * | | | | | | | * | | |
| 29 | 20 | Keeping People Motivated | Socio-cultural | * | * | * | * | * | | | * | | |
| 30 | 20 | Brackers Attitude Towards Change | Socio-cultural | * | * | * | * | * | | | * | | |
| 43 | 2 | Diseases That Put Stress on Local Health Care System | Socio-cultural /Economic | * | * | * | * | * | | | | | * |
| Totals | | | | 36 | 13 | 13 | 12 | 12 | 13 | 17 | 10 | 5 | |