



VISION 2030 JAMAICA

URBAN PLANNING AND REGIONAL DEVELOPMENT



SECTOR PLAN 2009 - 2030

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List of Acronyms

AMANDA	Applications Management and Data
KSAC	Kingston and St. Andrew Corporation
LSDF	Local Sustainable Development Framework
NEPA	National Environment and Planning Agency
NGOs	Non Governmental Organizations
PIOJ	Planning Institute of Jamaica
SWOT	Strengths, Weaknesses, Opportunities, Threats
T21	Threshold 21
TCP	Town and Country Planning
TCPA	Town and Country Planning Authority
TPD	Town Planning Department
UPRD	Urban Planning and Regional Development
MLGE	Ministry of Local Government and Environment
LDUC	Land Development and Utilization Commission
NRCA	Natural Resources Conservation Authority

Chapter 1: Setting the Context

Introduction

Historical Perspective

Planning in Jamaica originated in local government (McHardy 2002). The local government or vestry system was established by the British in 1664. The system consisted of local authorities, which had jurisdiction over their parishes for services such as poor relief, maintenance of roads, support of the clergy and the maintenance of order. The vestry system was subsequently reviewed between 1867 and 1887 and a new system introduced. Under the new system, 14 local authorities known as parochial boards were created. These local authorities comprised elected members and members nominated by the governor. The system has remained largely unchanged for over 60 years with the exception of “the extension of the franchise for electing local representatives in 1947 to include all adults, and the gradual elimination of non-elected members of the councils” (Miller 1996 in McHardy, 2002).

Since the 1800s, planning has been undertaken on the basis of parish boundaries. A significant milestone in the evolution of planning in Jamaica was the establishment of a Town Planning Department (TPD) in 1957, under the Town and Country Planning (TCP) Act of the same year. This Act was promulgated to address mounting concerns about social and economic conditions that prevailed in the country in the late 1950s and came at a time when national planning was emerging as the framework for economic development. Since 1957, the TPD has produced a number of development plans for certain areas (though not mandated by the TCP Act) and a number of development orders as stipulated by the Act.

Today, planning in Jamaica is conducted at the central and local government levels. At the central government level is the Ministry of Local Government and Environment (MLGE), which has responsibility for policy direction and guidance to seven agencies (including the National Environment and Planning Agency [NEPA], Social Development Commission [SDC], National Solid Waste Management Authority [NSWA] and the Sports Development Foundation [SDF]) and 14 Local Authorities at the local level. Prior to 2001, planning at the central level was split among the NRCA (Natural Resources Authority), Town Planning Department through the TCPA

(Town and Country Planning Authority), and the LDUC (Land Development and Utilization Commission). The NRCA's mandate was the conservation, protection and proper management of the natural resources of Jamaica; the TCPA was an advisory body to the local authorities, whose advice was expected to ensure the orderly planning of Jamaica; and the LDUC which has a statutory mandate to ensure that prime agricultural lands are kept in agricultural production in the interests of, inter alia, food security and self sustainability. These agencies were merged in 2001 as a result of the Government of Jamaica Public Sector Modernization Programme (PSMP) on the basis that the merged entity would integrate environmental planning and sustainable development policies and programmes, and to improve customer service.

Local Authorities comprise twelve parish councils, the municipal authority of Kingston and St. Andrew, which is called the Kingston and St. Andrew Corporation (KSAC) and the Portmore Municipal Council. The local authorities are empowered to make by-laws, regulations and rules for the good governance of the parishes over which they have jurisdiction. The responsibilities of the Parish Councils include regulation powers in respect to building and planning approvals and development control, licensing of trades and businesses, street parking, control of public vending; and spearhead plans and initiatives for the orderly, balanced and sustainable of the parish as a whole and major towns in particular, and for the boosting of economic activity and local wealth creation within the parish.



This Sector Plan for Urban Planning and Regional Development is premised on a vision shared by planners of civil society, private sector, and state the important roles they collectively have to play in shaping the planning process to 2030. Urban planning and regional development is geared towards supporting the economic and social development of all parishes in Jamaica to achieve their full potential. This Plan aims to promote the development of Jamaica within a co-ordinated, coherent and mutually beneficial framework.

It is one of thirty one that would form the foundation for the development of Jamaica 2030 – a 25-year plan designed to put Jamaica in a position to achieve developed country status by 2030.

Jamaica 2030 is based on a fundamental vision to make Jamaica *“the place of choice to raise families, live, work and do business,”* and on guiding principles which put ‘people’ at the centre of Jamaica’s transformation.

The preparation of the Plan is supported by a quantitative systems dynamics model – Threshold 21 (T21) – which supports comprehensive, integrated planning that would enable the consideration of a broad range of interconnected factors along economic, social and environmental considerations and will be used to project future consequences of different strategies across a whole range of indicators. In addition, it enables planners to trace causes of changes in any variable or indicator back to the assumptions.

The sector plan was developed using the following processes:

- Task Force Meetings and Working Group Meetings that were used to solicit ideas and views from members¹ on urban planning and regional development issues and challenges facing Jamaica as well as identifying a vision for the sector, and determining key goals, outcomes, strategies and actions for the sector over the period 2008 to 2030
- Workshops for visioning and developing the strategic direction for the sector
- Research on international best practices in urban planning, rural development and regional development that could be adopted in the Jamaican context
- Strategic meetings of the working group, along with the chair of the Task Force

This document is structured in the following chapters as follows:

- Chapter 1: Setting the Context
- Chapter 2: Situational Analysis
- Chapter 3: SWOT Analysis
- Chapter 4: Strategic Vision and Planning Framework for Urban Planning and Regional Development
- Chapter 5: Implementation Framework and Action Plan for Urban Planning and Regional Development
- Appendices

¹ See Appendix 1 for List of Members of the Urban Planning and Regional Development Task Force

Chapter 2: Situational Analysis

Introduction²

Over the last decade Jamaica has experienced considerable economic and social transformation.

The population has grown by 11.4 % to 2 660 700 in 2005 from 2 395 500 in 1991.

Accompanying this growth has been rapid urbanization with almost 52% of the population living in urban areas. Access to social services has improved considerably; and per capita GDP has increased to \$203 500 in 2004 from \$122 300 in 2000. Some of the more recent developments such as improvements to the country's road network and expansion in the tourism sectors have created the stimulus for future development of the country. Although some benefits have been derived from the pattern of development, they have left the country with a myriad of problems including **fragmented subdivisions, unbalanced regional development, urban sprawl, availability of affordable housing, squatting, inequity and poverty, environmental degradation; and congested towns due to the increasing dependence on automobiles.**

All of these problems are all inter-related. Even though some effort has been made to address them, it is clear that current development policies are not sufficiently comprehensive and far-reaching. What is also known is that these problems will not be tolerated in a modern society which Jamaica is striving to become. Innovative urban and regional planning (based on sustainability principles) can play a great role in developing such a development framework. In particular, urban and regional planning is important to the sustainable development of Jamaica in several ways, as it promotes the development of clear-cut policies, programmes and plans; the decentralization of power and decision-making; and the optimization the use of resources. In addition it facilitates the development of multi-sectoral and spatial linkages; it identifies the growth potential of areas, and the most effective means of harnessing this potential; and informs market decisions by revealing trends in the economy, society and the natural environment.

In the end, the aim should be to have urban and regional planning play its true role of improving the welfare of Jamaicans “creating more convenient, equitable, healthful, efficient and attractive places for present and future generations”.

² A full situational analysis on urban planning and regional development has been prepared and is available from the PIOJ

Institutional/Legislative Framework

As noted in the Introduction above, the planning process is largely driven by the MLGE through 14 local planning authorities (Parish Councils and the Portmore Municipality), the Town and Country Planning Authority (TCPA) and its subcommittees, and NEPA. Other public agencies, some with their own legislative authority and guidelines, complete the planning system and create a situation where the authority of some agencies sometimes overlap and conflict. Some of these institutions include:

Agencies with Planning Authority

- Ministries with portfolio responsibility for Local Government and Environment, Water, Housing, Transport and Works
- Urban Development Corporation (Office of Prime Minister)
- Land Development and Utilization Commission
- Natural Resources Conservation Authority and subcommittees
- Line agencies e.g. National Works Agencies, Jamaica Bauxite Institute, Water Resources Authority, Mines and Geology Division
- Office of Disaster Preparedness and Emergency Management
- Negril Green Island Local Planning Authority (NGILPA)
- Portmore Planning Authority

Bodies Influencing the Planning Process

- Civil Society e.g. Parish Development Committees
- Professional bodies (Jamaica Institute of Planners)
- PIOJ
- Non Governmental Organizations (NGOs)

Planning is guided by a number of Acts, some of which are highlighted in Table 1 below. These Acts complement the National Land Policy for Jamaica which is said to set *Athe framework to enhance the efficient planning, management, development and use of land Y in order to achieve complementary and compatible development which is in harmony with economic and socio-cultural factors@*. However, the existence of 103 pieces of land and land-related legislation and regulations identifies a need for legislative reform to facilitate *Aeffective administration, management, use, preservation, development and control of the country's natural resources⁴*.

Panning is also guided by Development Orders, which are the legal documents used to guide development under the TCP Act. They stipulate the physical planning guidelines and standards

to ensure safe and satisfactory forms of development at the local, regional and national levels.

Table 1: Selected Planning Related Legislation

Legislation	Main Provisions	Comment
Town Country Planning Act, 1958	Requires permission to be obtained prior to undertaking development (as defined by the Act) in areas that are covered by a development order. ³ Also seeks to protect the integrity and health of physical environment.	Considered restrictive as it does not advocate the creation of development plans to initiate and guide development.
Parish Council Act, 1901	Empowers the Parish Councils to acquire land for public purposes, to define limits of town or village and to make regulations for a wide range including the construction of buildings, use of public places, roads, etc.	
Local Improvement Act, 1914	Requires anyone wishing to layout land for building, lease or sale to submit a plan to the Local Authority for approval.	
Urban Development Act, 1968	Allows UDC to acquire, develop and dispose of lands in areas designated under this Act.	UDC is able to circumvent the planning application process and is not bound by the terms of the TCP Act. Possibilities for conflicts to arise between the provisions of the UDC Act and those of the Local Improvement Act.
Housing Act, 1968	Empowers the Minister of Housing to acquire, hold and dispose of land and other property. Vests Minister to declare a “housing area”, a “slum clearance area” or an “improvement area”	Once the provisions of the Act are invoked the other development requirements may be bypassed
Natural Resources Conservation Authority Act, 1991	Ensures the health of the natural environment as development continues to be undertaken throughout Jamaica	
Beach Control Act, 1956	Requires that license be obtained to undertake development in coastal areas	
Forestry Act, 1996	Empowers the government to: acquire and declare lands, declare Protected Areas on lands other than state-owned lands (at request of owners); and protect forestry reserves (and their inherent flora and fauna) from illegal destruction	
Watershed Protection Act, 1963	Gives the Watershed Protection Commission the power to prohibit, regulate or restrict the	However, allows for the exploitation of the land by the

³ The preparation of which is sanctioned by the Act.

Legislation	Main Provisions	Comment
	planting of crops in watershed areas	Agricultural sector, providing that the established guidelines are adhered
Wildlife Protection Act, 1945 amended 1998	Makes it unlawful to hunt and kill the birds, fish or animals within any game sanctuary, or protected animal or bird species; or for the nest and/or breeding ground of such birds, fish or animals to be disturbed and/or destroyed	This legislation assumes particular relevance under the National Physical Plan, where the issue of conservation areas is addressed
Mining Act	Prohibits mining on lands reserved for public use or as a burial ground or within a hundred yard radius of such areas. Also prohibits the establishment of mining operations on public, private and corporate lands without the consent of the Commissioner of Mines and provides for restoration of mined-out lands	Effectiveness dependent on the discretion and leaning of the Commissioner.
Quarries Act,1984	Requires every person who operates a quarry to first obtain approval from the Commissioner of Mines. Allows for suspension of permit and closure where an existing quarry presents a threat to the environment or to persons	The Town and Country Planning Department is one of the agencies responsible for the processing of applications for quarrying, since it is considered an act of development as defined by the TCP Act.

Recent Urban and Regional Planning Initiatives

A number of initiatives to modernize urban and regional planning in Jamaica, and to support the proper management, conservation and protection of the natural resources of the country has been adopted in recent times. These measures vary from the national to the regional levels and include modernizing the Permits and Licenses System; revisions of TCP Act; local government reform and creation of civil society governance mechanisms such as the Parish Development Committees. The use of technology has increased and guidelines for squatter management have been developed and approved by the public.

One of the most significant steps was the adoption of a Local Sustainable Development Planning Framework (LSDF) in 2003. The LSDP is defined as:

“an interdisciplinary approach to planning which will enable government, business and civil society to provide people with basic needs; generate economic opportunities while, at the same time, ensure a vital, healthy natural environment. Local sustainable development planning is

expected to promote and support the implementation of values, principles, goals, processes and standards which provide people with knowledge, skills and motivation to plan community and regional courses of development across Jamaica; to meet the needs of the present without compromising the ability of future generations to meet their own needs.” (A Framework for Local Sustainable Development Planning in Jamaica, 2001)

Since then, several local authorities have begun production of Local Sustainable Development Plans. The programme began in Portland and a Sustainable Development Plan/Development Order has been completed for Kingston and St. Andrew. Manchester has completed a draft plan, and St. Thomas, Clarendon and St. James have started the process. However, there is inadequate funding for the majority of the parishes to develop Sustainable Development Plans and some parishes lack the appropriate capacity.

The merger of TPD, NRCA, LUDC to create the Executive Agency, NEPA was an attempt to create a one-stop shop to make the approval process more efficient, effective, transparent and policy driven. These agencies were merged as a result of the Government of Jamaica Public Sector Modernization Programme (PSMP) on the basis that the merged entity (NEPA) would integrate environmental planning and sustainable development policies and programmes and to improve customer service. The agency is expected to ensure that the sustainable development mandate is carried out and more closely interfaced with planning and environmental decisions. An important element of this merger is the proposed NEPA Act, which is currently being prepared with the support of the CIDA Environmental Action (ENACT) Programme. Some critics argue that NEPA has not been as effective as required partly because the enabling legislation is not in place and because of its organizational format. Executive Agencies, it is believed, have a business-centric focus resulting in inadequate attention being paid to technical areas.

The ongoing Local Government Reform process is aimed at bringing government to the people and involves reform at the financial, political, physical, educational and economic levels. While the programme has facilitated some amount of infrastructure upgrading and capacity building, its impact has not been as far-reaching as originally anticipated as decision making is still largely concentrated at the centre. In fact, there has been decentralization with limited devolution. An element of the reform was the creation of Civil Society Mechanisms (Parish Development Committees) and other community based organizations etc. These organizations have been

established to give local communities a voice in the development arena. This enables decisions to be made in a comprehensive and transparent manner; it also increases the likelihood of people buying into the planning process. The latter might be exemplified by the LSDP process that has thus far been embarked on for the parishes of Portland, Manchester and Kingston and St.

Andrew.

A notable area of capacity strengthening in the Local Authorities has been the introduction of a Director of Planning in each Council complemented by a physical planner in some. The impact of this development on the planning system has, however, been modified by the absence of a designated Town Planner at the centre and up-to-date legislation and planning ordinances.

Technology use has also been improved across the system and especially in the central agencies where GIS support is being used in land administration, mapping, disaster management etc. However, technological capacity remains weak in most of the local planning agencies either for technical work or to aid transactions by the public.

The planning system has also benefited from the revision/updating/introduction of a number of instruments. Among them:

- Guidelines re the placement of Telecommunications Towers
- Guidelines for squatter management and the establishment of a Squatter Management Unit in the Ministry of Agriculture and Lands
- Preparation of a National Building Act
- A System for the Processing of Subdivision Applications of 9 Lots and under 5 acres within the Parish Councils
- Pre-Development Applications Consultations Process
- Development Approval Tracking System (AMANDA)
- Permits and Licenses System. This entails the analysis of the existing framework and proposals to make the process more transparent, accountable, less cumbersome and customer orientated. It involves the inclusion of other categories of developments into the permit system, the increase of penalties and implementation of a more comprehensive screening system
- A draft Sustainable Rural Development Policy developed to promote rural development
- A Tourism Framework of Action prepared in response to the infusion of foreign direct investment in tourism and highlights the need to address emerging planning and environmental issues in the sector.

Additionally, the TCP Act and the National Land Policy (1996) are currently being revised. The goal of the revision of the TCP Act is to make provisions to improve the enforcement system, to

devolve most planning powers to the local authorities where they rightly belong and for greater citizen participation in the process. The goal of the revision of the National Land Policy is to improve land titling, tenure, access, acquisition, pricing and divestment; and taxation and incentives for property development processes.

Issues and Challenges

In spite of the initiatives to improvements in the planning system, the country continues to be plagued by **uncontrolled and disorderly growth of urban areas**. Some of the main factors influencing this include **the underdevelopment of rural areas and the persistence of rural poverty, and weaknesses in the planning system**.

Underdevelopment of Rural Areas

Almost 52 percent of Jamaica's population resides in urban areas, an increase of 16.75 percent from 1991 and 4.58% from 2001. With an estimated annual increase of 1.31% per annum, the urban population for the country is projected to be 1 528 143 in 2020 and 1 869 272 in 2030 (see Table 2). Much of the growth in urban population has resulted from rural-urban migration. The migration is fuelled in part by the unattractiveness of some rural areas. They are characterized by high incidence of poverty (an incidence of 21.1 % compared with the national incidence of 14.8%), high levels of unemployment, poor health conditions, low educational achievements, limited access to infrastructure and basic services, increasing environmental degradation, particularly in watershed areas (a situation not unrelated to poverty). Local research has also shown a strong link between rural poverty and a high dependence on agriculture. More than two-thirds of the poor, compared with 48 percent of the whole population, reside in the rural areas.

Weaknesses in the Planning System

One of the fundamental shortfalls in the system is the **fragmented nature of the planning infrastructure**. Currently, over 20 institutions are involved in planning (directly or indirectly) and are governed by 103 pieces of planning-related legislation. These institutions are often times characterized by **inadequate capacity**. At the systemic level, legislation and plans are outdated. Many of the existing legislation were drafted when Jamaica was experiencing totally different social and economic circumstances and growth was largely confined to the KMA and few

smaller urban centres. Planning approaches that worked in the 40s, 50s, 60s and 70s are inadequate for today's Jamaica. Jamaicans (developers and residents) are requesting new choices of land use, housing, transport, employment and environment. The development of new legislation is therefore required to reflect these changing demands. There is also a need for better clarification of the roles of the various agencies involved in planning.

At the institution level, there is a shortage of trained staff (both numerically and in some specialist areas); inadequate financial resources resulting in lack of equipment, vehicles and personnel to effectively carry out post-permit monitoring and enforcement of regulations and other requirements. This inadequate capacity also has far reaching implications for the effectiveness the system as there is insufficient monitoring and little or no sanctioning for breaches. In addition, there is ***inadequate communication between regulatory and development agencies resulting in the persistent inability of the agencies to synchronize their plans and planning activities***. Very often, agencies responsible for major infrastructure development works in housing, tourism, agriculture, and manufacturing plan and implement without any consultation with other agencies. One example of this can be seen in the many incidents of recently resurfaced roads being dug up by utility companies to install or replace infrastructure (pipe, cables).

Another area of concern relates to the lengthy development approvals process. While the MLGE indicated that the majority of development approvals have been granted in a 1-2-year and 2-3-year time frame. Research has shown that development approvals have taken over 10 years to be granted in some instances. Several reviews of the development approvals system are currently underway to try and overcome the weaknesses in the system and shorten the processing time.

The examples cited above show a system characterized by a ***lack of robustness to respond to the rate of development taking place in the country and the impacts of globalization***. Further, the slow responsiveness of the system creates opportunities for the system to be bypassed or 'corrupted'. Development is seen by many as the construction of new infrastructure (highways, hotels, housing schemes), which brings with it employment (often times short-term for most unskilled workers) and contributes to the economy. As such, the system may be by-passed

leading to destruction of natural habitats and contamination of renewable resources in the drive for physical and economic development.

Another effect of the weak planning system is the poor management of urban growth and development. This has resulted in *spatially unbalanced development*. Approximately 25% of Jamaica's population live in Kingston and St Andrew and most development is concentrated in and around the Kingston Metropolitan Region (KMR), which includes the Kingston Metropolitan Area, parts of St. Thomas to the east and parts of St. Catherine to the west. A wide disparity exists in levels of development between the KMA and other regional centres across the country. In other words, these "other" urban centres, for the most part, are less attractive to investors and residents. Even so, development outside the KMR is concentrated in other urban centres, particularly parish capitals. Parish capitals, therefore, are the primary destinations of intra-parish migration so that while a parish may show a net loss of population due to out-migration, its capital (and major urban centres) may experience above average rates of growth. Figure 3, which shows the percentage change in total and urban population by parish, indicates that the urban population of all parishes with the exception of Kingston and St. Andrew, St. James and St. Ann, have been growing at a faster rate than the population for the entire parish. The Parish with the highest change was St. Catherine with a 38.61% change in total population and a 42.47% change in urban population. Clarendon has a 14.35% and 27.76% change in total and urban populations, respectively. The other major variations were noted in St. Elizabeth with 0.72% and 17.89% change and Trelawny with 3.68% and 13.24% change in total and urban population, respectively. The urban centres accounting for the growth include Spanish Town, Portmore and Old Harbour (St. Catherine); May Pen (Clarendon); Mandeville (Manchester); Santa Cruz and Junction (St. Elizabeth); and Falmouth, Duncans, and Clarke's Town (Trelawny). See Table 2.

Table 2: Percentage Change in Population

PARISHES	%Change in Total Population	% Change in Urban Population
Kingston	-4.33	-4.33
St. Andrew	4.15	4.18
St. Thomas	11.59	16.69
Portland	7.2	9.26

PARISHES	%Change in Total Population	% Change in Urban Population
St. Mary	3.47	4.66
St. Ann	16.61	16.42
Trelawny	3.68	13.24
St. James	19.51	19.21
Hanover	1.97	3.06
Westmoreland	11.73	27.47
St. Elizabeth	0.72	17.89
Manchester	23.71	23.87
Clarendon	14.35	27.76
St. Catherine	38.61	42.47
JAMIACA	13.84	16.75

Without the appropriate planning for the influx of residents to urban centres, there has been uncontrolled and unplanned expansion of urban areas into surrounding areas (*Urban sprawl*). Examples of this are the towns of Old Harbour, St. Catherine and May Pen, Clarendon, which appear to be merging into one large urban centre. The rapid growth and expansion (physical area) of the urban centres is usually accompanied by *congestion* as there is greater dependence on automobiles as people live farther from their place of employment (usually within the central business districts of urban centres).

Yet another consequence is *environmental degradation*. Jamaica's urban centres in general, suffer from a combination of environmental problems, including poor air quality, high levels of traffic and congestion, high levels of ambient noise, poor-quality built environment, derelict land, greenhouse gas emissions, urban sprawl, inadequate garbage and human waste disposal, erosion of hill-slopes and river and gully banks. Some of the causes have been mentioned above. Others include changes in lifestyle - a growing dependence on private cars and motor vehicles, increase in one-person households, increasing resource use per capita and demographic changes.

Another pervasive issue is *Squatting*. It has largely resulted from the shortage of affordable land and housing provisions to keep pace with population growth in the urban centres. In the absence of affordable accommodation, squatting becomes a viable option to new arrivals to urban centres. Squatting is of particular concern in Jamaica because of its rapid growth in especially

environmentally sensitive areas such as watersheds, flood plains and lands vulnerable to landslides. Conservative estimates put the incidence of squatting at between 5 and 20% of the housing stock. The Highway 2000 Corridor Plan, for example, indicates that squatting accounts for 13% of the housing stock in St. Catherine and 19% in Clarendon. The preliminary findings of a research project undertaken by the University of Technology in academic year 2002/03 put the number of squatter settlement at 595 squatter settlements islandwide.

Squatters as well as developers who by-pass the planning system have also led to ***Uncontrolled and haphazard developments***, including illegal and fragmented subdivisions. These types of developments are not only unsustainable but also lead to demand for additional services such as sanitation, roads electricity and water and further extraction of critical resources.

The low level of public awareness is another pervasive issue contributing to uncontrolled development. This is manifested in a ***high level of building and subdivision violations and suggests*** there is a ***lack of basic understanding as to the benefits of planning***.

Chapter 3: SWOT Analysis

<p>Strengths</p>	<p>Weaknesses</p> <ul style="list-style-type: none"> • Outdated and overlapping legislation • Little link between plan preparation and implementation process • Institutional fragmentation and overlaps • Lack of integrated planning • Inadequate monitoring and enforcement • Insufficient leadership in planning • Tedious development approval process • Ability of some institutions to disregard regulations • Inadequate infusion of planning at all levels of the decision-making process • Inadequate process and methodology for preparing and updating development orders • Inadequate planning for disasters • Conflict between short term objectives and long term planning • Institutional fragmentation • Insufficient documentation and dissemination of information • Inadequate cadre of planning professionals • Lack of understanding of the benefits of planning by the political directorate • Inadequate resources both at national and local levels for effective planning • Inefficient use of appropriate tools for planning Inadequate data and where data exists there is difficulty in accessing • Largely uncoordinated system • Inconsistency in data collection and in collection methodologies • Limited use of technology to increase efficiency and reduce transaction cost to the public
<p>Opportunities</p> <ul style="list-style-type: none"> • Local Sustainable Development Planning Framework • Legislative Review • Public Sector Reform process • Public Sector Modernization • Local Government Reform • Planning with partners – e.g. PDC and parish councils • Availability of the AMANDA tracking system • The increasing availability of geospatial technology – GIS, Remote Sensing etc • The increasing availability of geospatial planning models – SMART, LSDP • Access to international financing • Advocacy by NGOs/environmental groups • Modernization of the economy • Declining poverty trend 	<p>Threats</p> <ul style="list-style-type: none"> • Limited pro-poor and inclusive planning • Corruption • Emphasis on sectoral planning without understanding the spatial framework • National priorities that do not reflect urban and regional planning (reflected in resources allocated to planning) • Restrictions that can imposed by international development partners • Political interference • Unconstrained power vested in the Minister • Pressures from expansion in the construction sector • Persistence of unbalanced regional development • Proneness to natural hazards

This SWOT Analysis presents a review and analysis of the state of urban planning and regional development in Jamaica's. This SWOT methodology provided one framework for identifying goals, objectives and strategies and integrating them in the overall sector plan.

Key Success Factors

Urban planning and regional development in Jamaica will achieve successful outcomes through:



Chapter 4: Strategic Vision and Planning Framework

Vision Statement

The vision of urban and regional planning is to achieve:

A spatial arrangement of land use that integrates with social and economic development, respects the environment and satisfies the need for safety, efficiency, aesthetics and social justice

Goals, Outcomes and Strategies

The importance of urban planning and regional development cannot be overemphasized. In this 21st century, urban planning and regional development in Jamaica faces the challenge of harmonizing the global norms with our locally distinct cultural conditions. While the broad framework for planning has universal appeal, societies and countries like ours need to simultaneously be able to develop their own proposals and solutions. Rapid change, driven mainly by business and technology, has to be tempered by culture and local specificities.

In light of the above, this section encompasses the steps required to establish an effective and efficient state of urban planning and regional development and lists some initial goals, objectives and strategies. While Jamaica has made inroads into planning, as mentioned in the Situational Analysis, there are still many standards/benchmarks to attain in realizing a system of urban planning and regional development that is world-class.

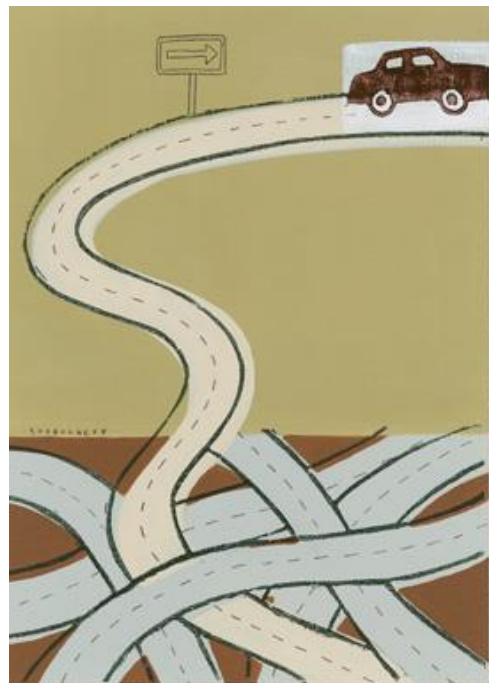


Figure 1: Goals for Urban Planning and Regional Development



Goals, and Outcomes - “Balancing Urban and Regional Development”

Economic openness is considered good for regional development and, indirectly, poverty reduction. Nevertheless, it seems that economic openness cannot by itself bring about more balanced regional development, i.e., narrower disparities in regional incomes and poverty⁴.

Achieving more balanced regional development should be core objective in any national planning process with the aims of ease the pressure on urban infrastructure; tackling urban and rural poverty; and better integrating physical and economic planning, in particular through more effective land usage⁵.

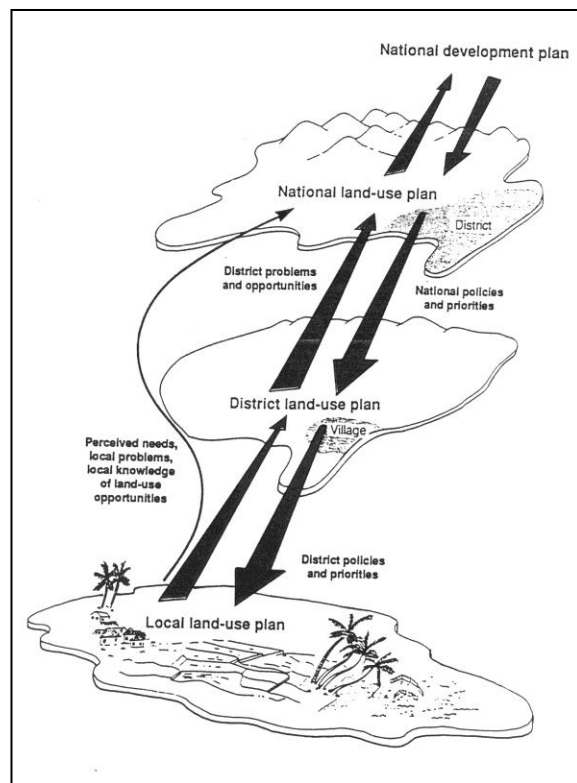


Figure 2: The Link between Land use planning/Spatial Planning and National Development Plans (Source - FAO Development Series 1)

Urban and Regional planning based on sustainability principles can play a great critical role in addressing some of the problems identified above by promoting the development of clear-cut policies, programmes and plans; the decentralization of power and decision-making; and the optimization the use of resources at a regional level. In addition, sound planning will facilitate the development of multi-sectoral and spatial linkages; identify the growth potential of areas and the most effective means of harnessing this potential; and inform market decisions by revealing trends in the economy, society and the natural environment.

⁴ “Is Economic Openness Good for Regional Development and Poverty Reduction?” (2002) in ERD Policy Brief Series, Economic and Research Department #10 - Ernesto M. Pernia & Pilipinas F. Quising

⁵ Ireland's National Development Plan (NDP), 2007-2013 - Transforming Ireland.

SECTOR GOALS	SECTOR OUTCOMES
<i>Comprehensive, efficient and effective planning system</i>	A strategic and integrated framework for delivering sustainable development established
	The role of Local Authorities in place (plan) making strengthened
<i>National land-use and development planning that guides physical development and optimizes scarce land resources</i>	Developmental sectors integrated into the planning framework and create balanced and integrated development
<i>Liveable, equitable and ecologically sensitive, communities</i>	Places where people are proud to live created
<i>Vibrant and diversified rural areas</i>	A process of growth and diversification in the rural economy/rural areas created

Proposed Sector Indicators and Targets

The proposed indicators and targets for the Urban Planning and Regional Development Sector Plan over the period 2009 -2030 are presented in Table below.

Table : Urban Planning and Regional Development – Indicators and Targets

Sector Indicators	Baseline	Targets			Comments
	2007 or Most Current	2012	2015	2030	
<ol style="list-style-type: none"> 1. The development and implementation of standard driven models 2. Clearly defined and communicated roles for various agencies including Parish development committees 3. # of pieces of land/land related legislations 4. # of institutional planning bodies 5. Guidelines for the integration of development sectors into planning 6. Development of minimum development standards 7. #/% of developments not meeting standards 8. % of staff which are adequately trained in planning 9. % of institutions that have full staff compliment 10. Availability of equipment within the agencies 11. Availability of vehicles within the agencies 12. Turnaround time for approval processing 13. % of development that receives Post-permit monitoring 					

Sector Indicators	Baseline	Targets			Comments
	2007 or Most Current	2012	2015	2030	
14. <i>Level of building violations</i> 15. <i>Level of sub-division violations</i> 16. <i># of sanctions applied for development breaches</i> 17. <i>Policies to combat sprawls</i> 18. <i># of squatter communities</i> 19. <i>Development of strategic regional centres- growth before migration (rural?)</i> 20. <i>Traffic congestions- use of private cars</i> 21. <i>Air Quality</i> 22. <i>Inadequate garbage disposal</i> 23. <i>Inadequate sanitary conveniences</i>					

Chapter 5: Implementation Framework and Action Plan

Implementation Framework

The implementation of the Natural Resources & Environmental Management and Hazard Risk Reduction & Climate Change Sector Plan is an essential component of the implementation, monitoring and evaluation framework for the Vision 2030 Jamaica – National Development Plan. The Plan is implemented at the sectoral level by ministries, departments and agencies (MDAs) of Government as well as non-state stakeholders including the private sector, NGOs and CBOs. The involvement of stakeholders is fundamental to the successful implementation of the National Development Plan and the Natural Resources & Environmental Management and Hazard Risk Reduction & Climate Change Sector Plan.

Accountability for Implementation and Coordination

The Cabinet, as the principal body with responsibility for policy and the direction of the Government, has ultimate responsibility for implementation of the National Development Plan. Each ministry and agency will be accountable for implementing the National Development Plan (NDP) through various policies, programmes and interventions that are aligned with the strategies and actions of the NDP and the sector plans. A robust results-based monitoring and evaluation system will be established to ensure that goals and outcomes of the Plan are achieved. This system will build on existing national

Components of Vision 2030 Jamaica - National Development Plan

The Vision 2030 Jamaica National Development Plan has three (3) components:

1. Integrated National Development Plan:

The integrated National Development Plan presents the overall plan for Vision 2030 Jamaica, integrating all 31 sector plans into a single comprehensive plan for long-term national development. The integrated National Development Plan presents the National Vision, the four National Goals and fifteen National Outcomes, and the National Strategies required to achieve the national goals and outcomes.

2. Medium Term Socio-Economic Policy Framework (MTF):

The Medium Term Socio-Economic Policy Framework (MTF), is a 3-yearly plan which summarizes the national priorities and targets for the country and identifies the key actions to achieve those targets over each 3-year period from FY2009/2010 to FY2029/2030.

3. Thirty-one (31) Sector Plans:

At the sectoral level Vision 2030 Jamaica will be implemented through the strategic frameworks and action plans for each sector as contained in the respective sector plans. Vision 2030 Jamaica includes a total of thirty-one (31) sector plans covering the main economic, social, environmental and governance sectors relevant to national development.

and sectoral monitoring and evaluation frameworks and will be highly participatory.

Resource Allocation for Implementation

Vision 2030 Jamaica places great emphasis on ensuring that resource allocation mechanisms are successfully aligned and integrated with the implementation phase of the National Development Plan and sector plans. The requirements to ensure resource allocation for implementation will include alignment of organizational plans in the public sector, private sector and civil society with the National Development Plan, MTF and sector plans; coherence between the various agency plans with the National Budget; rationalization of the prioritisation process for public sector expenditure; and increased coordination between corporate planners, project managers and financial officers across ministries and agencies.

Action Plan

The Action Plan represents the main framework for the implementation of the Natural Resources & Environmental Management and Hazard Risk Reduction & Climate Change Sector Plan for Vision 2030 Jamaica. The tracking of implementation of the Natural Resources & Environmental Management and Hazard Risk Reduction & Climate Change Sector Plan will take place through the Action Plan as well as the framework of sector indicators and targets.

The Action Plan contains the following elements:

- i. Sector Goals
- ii. Sector Outcomes
- iii. Sector Strategies
- iv. Sector Actions
- v. Responsible Agencies
- vi. Timeframe

Long Term Action Plan 2009 – 2030

Goal #1 – Comprehensive, efficient and effective planning system

STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
A strategic and integrated framework for delivering sustainable development established			
Ensure that the framework supports and encourages positive and proactive planning that actually shapes places through sustainable development	Develop a plan-led approach by establishing a three-tier planning system (national, regional, parish)	2009 to 2011	NEPA, PIOJ, GOJ - Ministries and Agencies
	Replace development orders with development plans shifting the focus of planning from a narrow regulatory system to one which delivers policy objectives in an efficient and integrated way	2010 to 2014	NEPA, KSAC, Parish Councils/PDCs
	Establish new planning legislation which will ensure a more streamlined approach to plan preparation	2009	NEPA, KSAC, Parish Councils, Legislative Council
	Put regional planning framework in place to support the various processes – collaboration across borders by local planning authorities	2009 to 2010	NEPA, KSAC, Parish Councils
	Methodology for preparation of development plans prescribed by law	2009 to 2010	NEPA, KSAC, Parish Councils/PDCs Legislative Council
	Use Smart Growth Principles in the preparation of development plans and planning guidelines and standards	2009 to 2014	NEPA, KSAC, Parish Councils/PDCs
Ensure that the planning framework is able to cope with current and future challenges brought about by globalization, urbanization, demographic changes, natural hazards and climate change.	Make it a legal requirement that development plans are updated at least once every five years	2009	NEPA, KSAC, Parish Councils, Legislative Council
	Establish outcome indicators during the planning process	2010 to 2014	NEPA, KSAC, Parish Councils/PDCs
	Use results of outcome indicators to inform the next cycle of planning	2014 to 2018	NEPA, KSAC, Parish Councils/PDCs
	Ensure the integration of hazard mapping in the planning process	2010 to 2014	NEPA, KSAC, Parish Councils
	Support the building of homes and businesses that are low energy users	2010 to 2014	NEPA, KSAC, Parish Councils

STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
	Locate development to reduce the need to travel	2010 to 2014	NEPA, KSAC, Parish Councils
	Ensure that new developments through their location and design are resilient to the consequences of climate change	2010 to 2014	NEPA, KSAC, Parish Councils
	Regularly review and update planning standards and guidelines	2009 to 2010	NEPA, KSAC, Parish Councils
Improve information base for decision-making.	Use GIS and remote sensing to monitor land use changes and evaluate their impacts on the environment	2009	NEPA
	Use GIS tools e.g. scenario planning, LUCIS model, etc., in planning for the social and sustainable use of space	2009	NEPA
	Use GIS tools to reduce the lengthy plan preparation process and ensure the regular updating of plans	2009 to 2010	NEPA
	Establish national protocols for data use & develop a data sharing policy	2009 to 2010	NEPA, OPM, STATIN, PIOJ
	Increase budgetary allocation for research in urban & regional planning	2009/10	GOJ – Ministries and Agencies
	Establish partnerships to execute research in urban & regional planning	2010	GOJ – Ministries and Agencies
	Improve and strengthen UTech's training programmes for planners	2010 to 2014	GOJ – Ministries and Agencies
	Support initiatives to increase training and research in urban & regional planning at training institutions in the CARICOM region	2010 to 2014	GOJ – Ministries and Agencies
Provide a transparent and accountable system	Ensure development plans determine the priorities for the provision of infrastructure and other types of development and to provide guidance for investment decisions to private developers, public agencies	2010 to 2014	NEPA, KSAC, Parish Councils/PDCs
	Ensure development plans are given the legal framework to guide and inform all decisions relating to the use, development	2010 to 2014	NEPA, KSAC, Parish Councils/PDCs

STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
	and planning of land and in making development decisions		
	Devise development control policies at an appropriate level of detail to ensure transparency in the way decisions are made	2010 to 2014	NEPA, KSAC, Parish Councils/PDCs
	Give greater autonomy to local authorities to approve minor applications so as to ensure that more resources are available for large and complex applications at the national level	2010 to 2014	NEPA, KSAC, Parish Councils
	Provide more efficient procedures to ensure expeditious processing of applications	2009 to 2014	NEPA, KSAC, Parish Councils
	Ensure that development plans are used as promotional tools indicating to developers where (re) development should occur	2009 to 2014	NEPA, KSAC, Parish Councils/PDCs
The role of Local Authorities in place (plan) making strengthened			
Ensure the social, economic and environmental sustainability of an area through the preparation of a development plan.	Ensure that the National Spatial Plan provides framework for preparation of sustainable development plans by local planning authorities	2009 to 2011	NEPA, KSAC, Parish Councils/PDCs
	Ensure that development policies, standards for development and the preparation of guidelines for local planning authorities formulated and established in law	2009 to 2011	NEPA, KSAC, Parish Councils/PDCs
	Establish clear frameworks for intra- and inter-governmental assignments and delegation of functions and responsibilities and MOUs signed	2009 to 2011	NEPA, KSAC, Parish Councils/PDCs, OPM
	Ensure guidelines and manuals prepared for public dissemination	2009 to 2014	NEPA, KSAC, Parish Councils/PDCs
Improve citizen participation in decision making.	Strengthen the capacity of PDCs and CDCs to participate in decision making processes	2009 to 2011	NEPA, KSAC, Parish Councils/PDCs, OPM, PIOJ, SDC
	Ensure the participation of all stakeholders in plan making.		
	Support full and fair opportunities for public consultation		

STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
Build capacity at the local level and support a properly resourced planning service.	Improve service delivery objectives through partnerships	2009 to 2014	OPM, Ministries & Agencies, KSAC, Parish Councils
	Institutionalize better management practices	2009 to 2014	OPM, KSAC, Parish Councils, NEPA
	Provide more autonomy to the local authorities and improve legal framework for municipal management	2009 to 2014	OPM, KSAC, Parish Councils, NEPA
	Develop and execute training programmes for local government personnel in all aspects of municipal Management	2009 to 2014	OPM, KSAC, Parish Councils
	Reform procedures and systems and establish effective structures	2009 to 2014	OPM, KSAC, Parish Councils, NEPA
	Provide the necessary human, financial and physical resources	2009 to 2014	OPM/GOJ
	Strengthen the municipal interface and in particular PDCs and CDCs	2009 to 2014	KSAC, Parish Councils, NEPA, SDC
	Establish financial stability and give local authorities more financial autonomy	2009 to 2014	OPM, KSAC, Parish Councils
Identify the resources to fulfil the plan.	Line agencies and ministries include projects in their budgets to ensure plan implementation	2009 to 2014	OPM, Ministries & Agencies, KSAC, Parish Councils
	Local authorities prepare capital budgets on a 3-year rolling process	2009 to 2014	KSAC, Parish Councils
	Improve financial management capacity and information systems	2009 to 2014	KSAC, Parish Councils Ministry of Finance

Goal #2 – National land-use & development planning that guides physical development and optimizes scarce land resources

STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
Developmental sectors integrated into the planning framework and create balanced and integrated development			
Adopt policies which ensure that development proceeds in an orderly and balanced manner	Develop and promulgate a national spatial strategy and make legally binding that it is updated every five years	2009 to 2011	NEPA, PIOJ, GOJ Ministries and Agencies, Local Planning Authorities
	Integrate spatial planning policies with economic and social policies so that each policy reinforces the other	2009 to 2011	NEPA, PIOJ, GOJ Ministries and Agencies
	Ensure that there is a sustainable supply of land to meet current and future development needs	2009 to 2011	NEPA, PIOJ, GOJ Ministries and Agencies
Foster closer alliance of regional economic strategies with regional spatial strategies	Provide the framework for the integration of the sector plans prepared by individual sector ministries and agencies at a regional level	2009 to 2011	NEPA, PIOJ, GOJ Ministries and Agencies
	Develop and implement a new approach to parish development plans as instruments to provide a long-term development strategy for a parish	2009 to 2011	NEPA, PIOJ, GOJ Ministries and Agencies
	Foster mechanisms which allow local planning authorities to collaborate across boundaries and help reduce inequalities	2009 to 2011	NEPA, PIOJ, GOJ Ministries and Agencies
Accelerate development of strategic regional centres to ensure that they play a key role in encouraging more balanced regional development	Adopt selective approaches within a geographic region by deliberately concentrating resources (public and private) on key settlements with proven experience or potential for generating and sustaining growth	2014 – 2018	NEPA, PIOJ, GOJ Ministries and Agencies, Local Planning Authorities
	Prepare urban and regional development plans at a more detailed level within the framework of the national spatial policies	2010 - 2022	NEPA, PIOJ, GOJ Ministries and Agencies, Local Planning Authorities
	Improve institutional coordination by creating stronger linkages between planning and implementation and strengthening urban and spatial planning and management	2011 – 2017	NEPA, PIOJ, GOJ Ministries and Agencies, Local Planning Authorities

STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
	Reduce the gap between master plans and guidelines that implementation agencies can use by tying plans to a clear budget which is subject to clear review and monitoring	2013 – 2018	NEPA, PIOJ, GOJ Ministries and Agencies, Local Planning Authorities
Ensure that economic development and investment opportunities are in the most suitable locations and consistent with the objectives of sustainable development	Ensure that development plans identify opportunities for investment while ensuring social and environmental quality is maintained or improved	2012 – 2030	NEPA, PIOJ, GOJ Ministries and Agencies, Local Planning Authorities, Ministry of Finance and the Public Service, PDCs
	Promote a policy that is supportive of sustainable natural and cultural resources management	2015 – 2030	NEPA, PIOJ, JNHT, Local Planning Authorities
	Ensure that proper plans including infrastructure are in place and implemented to support integrated development associated with investment decisions	2015 – 2030	NEPA, PIOJ, GOJ Ministries and Agencies, Local Planning Authorities

Goal #3 – Liveable, equitable and ecologically sensitive communities

SECTOR STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
Places where people are proud to live created			
Improve the effectiveness of town centre planning and policies for revitalized town centres	Support planning policies for mixed use development to allow greater flexibility of land use	2013 – 2030	NEPA, PIOJ, NLA, OPM, MA, Local Planning Authorities, UDC
	Support land, real estate and transport planning which encourage spatially efficient land use and adequate supply of developed land for business and residential use	2013 – 2030	NEPA, PIOJ, NLA, OPM, MA, Local Planning Authorities, MTW
	Support integrated public transport and make walking and cycling accessible, attractive and essential components of new developments	2011 – 2030	NEPA, PIOJ, NLA, OPM, MA, Local Planning Authorities, MTW
	Facilitate urban regeneration	2009 – 2024	NEPA, PIOJ, NLA, OPM, MA, Local Planning Authorities, KSAC, UDC
	Preserve historic buildings and districts and integrate their potential in town centre policy for encouraging economic and investment opportunities	2009 – 2025	NEPA, PIOJ, NLA, OPM, MA, Local Planning Authorities, UDC, JNHT
Plan safer, fairer cities	Undertake neighbourhood upgrading programmes	2012 – 2020	NEPA, PIOJ, NLA, OPM, MA, Local Planning Authorities, HNT,
	Consider the needs of women, children, the elderly and the disabled when planning and undertaking development	2009 – 2030	NEPA, PIOJ, NLA, OPM, Local Planning Authorities, Cabinet Office, Ministry of Labour and Social Security
	Recognize the needs of pedestrians by ensuring that sidewalks and footpaths are built and maintained and provide good street lighting	2009 – 2030	NEPA, PIOJ, NLA, OPM, MTW, Local Planning Authorities,
	Provide adequate and affordable shelter	2009 – 2030	MWH, NEPA, PIOJ, NLA, OPM, Local Planning Authorities
	Ensure people have access to better local amenities	2012 – 2030	NEPA, PIOJ, NLA, OPM, MTW, MWH, Local Planning Authorities
	Provide safe and adequate water supplies and sanitation	2009 – 2030	MWH, WRA, OPM, NEPA, NWC
	Plan and implement drainage and flood control measures	2010 – 2025	MWH, WRA, NWC, OPM, NEPA
	Ensure emergency plans and disaster mitigation plans are in	2014 – 2030	ODPEM, NEPA, OPM, Local Planning Authorities

SECTOR STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
	place		
Design policies to minimize sprawl and encourage compact development, infill and urban regeneration	Support Green Belts and Urban Fences to reduce urban sprawl and safeguard the countryside from encroachment	2016 – 2028	NEPA, PIOJ, OPM, Cabinet Office, Local Planning Authorities, UDC, NLA
	Improve access to green space and preserve biodiversity	2010 – 2030	NEPA, PIOJ, OPM, Cabinet Office, Local Planning Authorities, UDC, NLA
	Locate development to reduce the need for travel	2012 – 2030	NEPA, PIOJ, OPM, Cabinet Office, Local Planning Authorities, UDC, NLA, MTW
	Provide a high level of protection to our most valued townscapes and landscapes, wildlife habitats and natural resources	2014 – 2030	NEPA, PIOJ, OPM, Cabinet Office, Local Planning Authorities, UDC, NLA
Create inclusive cities whereby all citizens are incorporated in decisions and policies	Cities to formulate and apply city development strategies by engaging local stakeholders in consensus building, diagnosis and definition of strategy and action plan	2016 – 2030	NEPA, PIOJ, OPM, Cabinet Office, Local Planning Authorities, SDC, NLA
	Support public access to information about local government decision making and action	2010 – 2030	NEPA, PIOJ, OPM, Cabinet Office, Local Planning Authorities, UDC, NLA, Department of Local Government
	Support objective review of local government performance	2012 – 2030	NEPA, PIOJ, OPM, Cabinet Office, Local Planning Authorities, UDC, NLA, Local Government Department

Goal #4 – Vibrant and diversified rural areas

SECTOR STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
A process of growth and diversification in the rural economy/rural areas created			
Promote and facilitate investment in services and infrastructure, and growth in rural areas while protecting the environment	Rationalize agricultural production and preserve good agricultural land through crop zoning and agricultural zoning	2010 - 2019	MA, NLA, NEPA, OPM, Local Planning Authorities
	Address land tenure systems in order to provide adequate incentives for the sustainable management of natural resources and investments in land improvements and agriculture	2010 – 2023	MA, NLA, NEPA, OPM, Local Planning Authorities, JTI
	Support alternative sources of employment in selected towns and agricultural regions	2013 – 2027	MA, MLSS, OPM, Local Planning Authorities, JTI, SDC, HEART/NTA
	Support the development of a quality tourism product in rural areas with tourism potential because of their natural and cultural resources	2014 – 2025	MT, JNHT, NEPA, Local Authorities
	Promote the sustainable management of natural resources while supporting income generation and growth	2011 – 2030	NEPA, Local Authorities, PIOJ, Ministry of Finance and the Public Service, OPM
	Establish policies and strategies for rural roads and transport	2014 - 2019	MTW, Local Authorities, PIOJ, NEPA
	Make services and infrastructure available at selected places where the majority of people can benefit from them and where agricultural development should be encouraged	2015 – 2030	MA, MTW, NWA, Local Authorities, NEPA, OPM
	Upgrade good fishing beaches	2009 – 2019	NEPA, UDC, OPM, MA, Fisheries Division
Strengthen the role of local authorities in participatory processes for rural development and poverty reduction	Promote participatory delivery of services and infrastructure	2014 – 2030	MTW, NWA, NWC, NEPA, SCD, OPM, MEM
	Strengthen the role of stakeholders, particularly poor groups, in determining priority problems	2012 – 2025	NEPA, SDC, PIOJ, OPM
	Enhance community participation in the design, construction, operation and maintenance of infrastructure projects	2009 – 2030	NEPA, JSIF, NWA, MTW, SDC, OPM
	Support the development of	2013 – 2026	NEPA, SDC, ADA, JSIF, OPM,

SECTOR STRATEGIES	SPECIFIC ACTIONS	TIME FRAME	RESPONSIBILITY
	community-based organizations in rural areas which will strengthen rural communities and rural areas		Cabinet Office, MLSS
	Provide information on the impact of globalization on small and intermediate towns and peri-urban zones		

Appendix 1: List of Task Force Members

Urban Planning and Regional Development Task Force

Chair: Dr. Vincent George

Technical Secretaries: Allison Richards/Nadine Jones

Sustainable Development Specialist: Elizabeth Emanuel

MEMBER	CONTACT INFORMATION
Dr. Pauline McHardy	
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Miss Charmaine Selvyn	National Housing Trust
Mrs. Elizabeth Stair	CEO National Land Agency
Mr. Sean Rowe	Director of Planning Manchester Parish Council
Mr. Patrick Wong	Chairman Kingston City Centre Improvement Company
Ms. Juanita Reid	Social Development Commission
Mrs. Maureen Dwyer	Ministry of Education
Mrs. Sancia Bennett-Templer	Deputy President JAMPRO
Ms. Cecille Blake	National GIS Coordinator Spatial Management Division Ministry of Agriculture and Lands
Mr. Wilford Barnett	National Housing Development Corporation
Mr. Reynold Scott	President Jamaica Developers Association c/o GEON Group of Companies
Mr. Norman Anderson	Chairman Jamaica Institute of Engineers
Ms. Marvette Brown	Jamaica Institution of Planners
Ms. Denise Forest	Chairman Jamaica Institution of Environmental Professionals
Dr. Mohini Kiswani	Senior Director Land Administration and Management Division Ministry of Agriculture and Lands
Dr. Leary Myers	Executive Director National Environment and Planning Agency

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Mr. Ohene Blake	National Centre for Youth Development
Mr. Morin Seymour	Executive Director Kingston Restoration Company
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