



A scenic view of Lethem (background: The Majestic Kanuku Mountains)

LETHEM DEVELOPMENT PLAN

(PLANNING SCHEME)

2005-2010



CENTRAL HOUSING & PLANNING AUTHORITY

ACKNOWLEDGEMENT

In the preparation of this Plan, the Town & Country Planning Department of the Central Housing & Planning Authority wishes to put on record its appreciation for the invaluable assistance, advice and other forms of assistance rendered by several persons, Government Ministries and other Agencies.

Special thanks to Ms. Claudette Foo for her assistance with the re-production of various maps. A similar expression of gratitude goes out to the many citizens and Public Officials in Lethem who were of help to the Town & Country Planning Department's Team in the execution of the land use survey and local level consultations and meetings.

FOREWORD

The Government of Guyana, consistent with its declared policy to stimulate the growth of new Secondary Towns has recognized that the settlement of Lethem offers good opportunities to allow for its gradual emergence as Guyana's southernmost Town.

Lethem's growth potential and the consequential need to carefully plan for its development has long been recognized by the Central Housing & Planning Authority (CH&PA). In fact, in recognition of Lethem's role, functions and strategic location, the CH&PA proceeded in 1987 to prepare the "Lethem Physical Development Plan" covering the plan period 1987 - 2000.

This Plan was however never fully implemented. Current efforts by the CH&PA to implement this new Plan as a document to guide decision-making for Lethem's future growth and development must therefore be seen as a continuation of the planning process started in 1987, with emphasis on the formulation of development policies in view of current realities, such as the impact of the Guyana /Brazil bridge.

The Plan covers a five (5) year plan period but its policies and proposals are subject to review both during and at the end of the plan period.

It is my hope that adherence to the provisions and requirements of this Plan will lead Lethem along the path of sustained growth and development and that the Plan will be the basis for all major decisions to facilitate this process.

*Chairman
Central Housing & Planning Authority
(March 2005)*

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**“Planning involves twin activities:
The management of competing uses for space
and
The making of places that are valued and have identity”**



The Major Road through the Savanna Lands around Lethem to St. Ignatius and Moco Moco

PREFACE

Planning can be seen as being about people and place, the natural and built environment, immediate requirements and long-term stewardship. In this context, the Lethem Development Plan (LDP) is all about providing for the orderly and sustainable development of Lethem as a community in a national geographically significant location. The LDP provides immediate and medium-term policy guidance on Lethem's development. It is built around the vision of Lethem emerging as a south Guyana City, providing for a unique mix of socio-economic and cultural influences with both a local and international flavour.

The LDP is intended to provide the basis for actions and decisions to both protect and improve the quality of Lethem's physical environment and the quality of life of people in general, both present and future.

The implementation of the LDP has to be a carefully coordinated exercise that should take into account an integrated and inclusive approach. This approach has to be integrated since it must be consistent with policy objectives of other sectors and it must be inclusive by engaging the public or the community in the implementation process.

As a potential new Secondary Town and given its proximity to Brazil, Lethem is expected to be targeted for major development decisions within the next five years. In order to facilitate the developmental process and ensure that development takes place in the right place and in the right manner a plan is clearly needed.

Should special planning needs arise during the plan period, detailed "Action Area Plans" can be prepared, but within the general policy context of the LDP.

The Planning Team has also recognized that ideally a Regional Development Plan should have been the forerunner to a Plan such as the LDP. Such a Regional Plan can set the spatial framework for long-term Regional development covering not only Lethem but all other nuclei of settlements in the entire Region No. 9 (Upper Takutu/Upper Essequibo).

At the Regional level, a Regional Development Plan can deal with issues such as:

- ✓ Land use allotments providing for the designation and reservation of large areas of land for various land uses.
- ✓ The relationship and integration among the various sectors and their impact on land use, for example forestry and agriculture and transport and industry or settlements.
- ✓ The identification of strategic areas for future development in the Region.
- ✓ Co-ordination at the Regional level among the various sector agencies involved in Regional land use planning issues etc.

It is recommended that preparation of such Regional Plan be pursued in the near future.

At this stage in the planning process, the Lethem Development Plan should be read as a *land use policy plan* for Lethem setting out a general policy framework for dealing with planning issues within the planning area and the land use policy context for more detailed planning at a later stage as the development momentum accelerates. Detailed development control guidelines and zoning regulations are to be prepared as second stage planning activities but within the framework of the recommended land use policies.

Rawle Edinboro
Town & Country Planning Officer (ag.)
Central Housing & Planning Authority
March 2005

1.0 INTRODUCTION

1.1 General

Lethem's growth and development as a hinterland settlement has been traditionally linked to cattle ranching and other forms of agricultural activity. The settlement was named after Governor Gordon Lethem and developed as the Rupununi headquarters of the Colonial government during the period Guyana was a British Colony. However, because of its proximity to Brazil and resulting cross-border activities, the settlement has gradually taken on more certain service-oriented and administrative functions to the extent that it is the Regional Administrative Headquarters for the Region within which it is located (Region No. 9 - Upper Takutu/Upper Essequibo). The Lethem Development Plan sees Lethem as performing a wider range of administrative and service-oriented functions during the plan period (2005-2010).

1.2 The Form and Content of the Plan

The Lethem Development Plan (2005-2010) comprises a written text along with supporting maps depicting various aspects of the development proposal for the plan period. In the Appendices, details on development control standards are provided and the institutional framework necessary to achieve effective development control. For the reader's convenience, the policy proposals should be cross-referenced to the relevant Map, where applicable. The Lethem Development Plan deals with substantive plan issues such as:

- Residential Development
- Commercial Development
- Open Spaces
- Transportation
- Tourism
- Industrial Development
- Urban Design

1.3 Methodology

The Plan policies/proposals have emerged from the following:

- Consultations with Community members and key stakeholders;
- Consultations with government departments and sector agencies.
- An examination of past reports and planning documents such as the 1987 Lethem Physical Development Plan (1987 - 2000).
- An examination of national development priorities as set out in the National Development Strategy document.¹

Information gathered by way of the above was analyzed in conjunction with data compiled by means of a land use survey. Relevant planning issues were then defined through a synthesis of findings and appropriate policies formulated.

The planning team has recognized that a lot of the background plan data contained in the Existing Situation Report, Volume 1 of the Lethem Physical Development Plan (1987) is still relevant, particularly since the population of the planning area experienced no significant increase. Thus, many of the Lethem Development Plan's proposals are based on findings contained in the previous plan.

¹ The National Development Strategy document is entitled "Eradicating Poverty and Unifying Guyana: A Policy Framework (2001-2010).

2.0 THE NATIONAL AND REGIONAL CONTEXT

2.1 Location

Lethem is located in the South Rupununi area of Region No. 9 - Upper Takutu/Upper Essequibo and on the east bank of the Takutu River which is the geographical divide between Guyana and Brazil on the west bank. Its location is 3° 22' north latitude and 59° 48' west longitude (see Map 1).

2.2 The National Context

In the national context, Lethem assumes major importance mainly because of its geographical location and the role and functions it performs relative to other settlements in the Region.

The National Development Strategy document listed Lethem as one of several areas to be upgraded to the status of a Town. Linkages by air and road transport have effectively integrated Lethem within the national hierarchy of settlements.

2.3 The Regional Context

In its Regional setting, Lethem is part of a very large Regional Administrative Unit - Region No. 9 (Upper Takutu/Upper Essequibo) - a Region with a geographical area of 57,750 square kilometers and a total population of 19,365 (see Map 2 for the location of Region No.9) Lethem itself has a total population of approximately 709 persons² and this is assumed to increase during the plan period. The importance of Lethem within the Regional context is linked to several factors, namely:

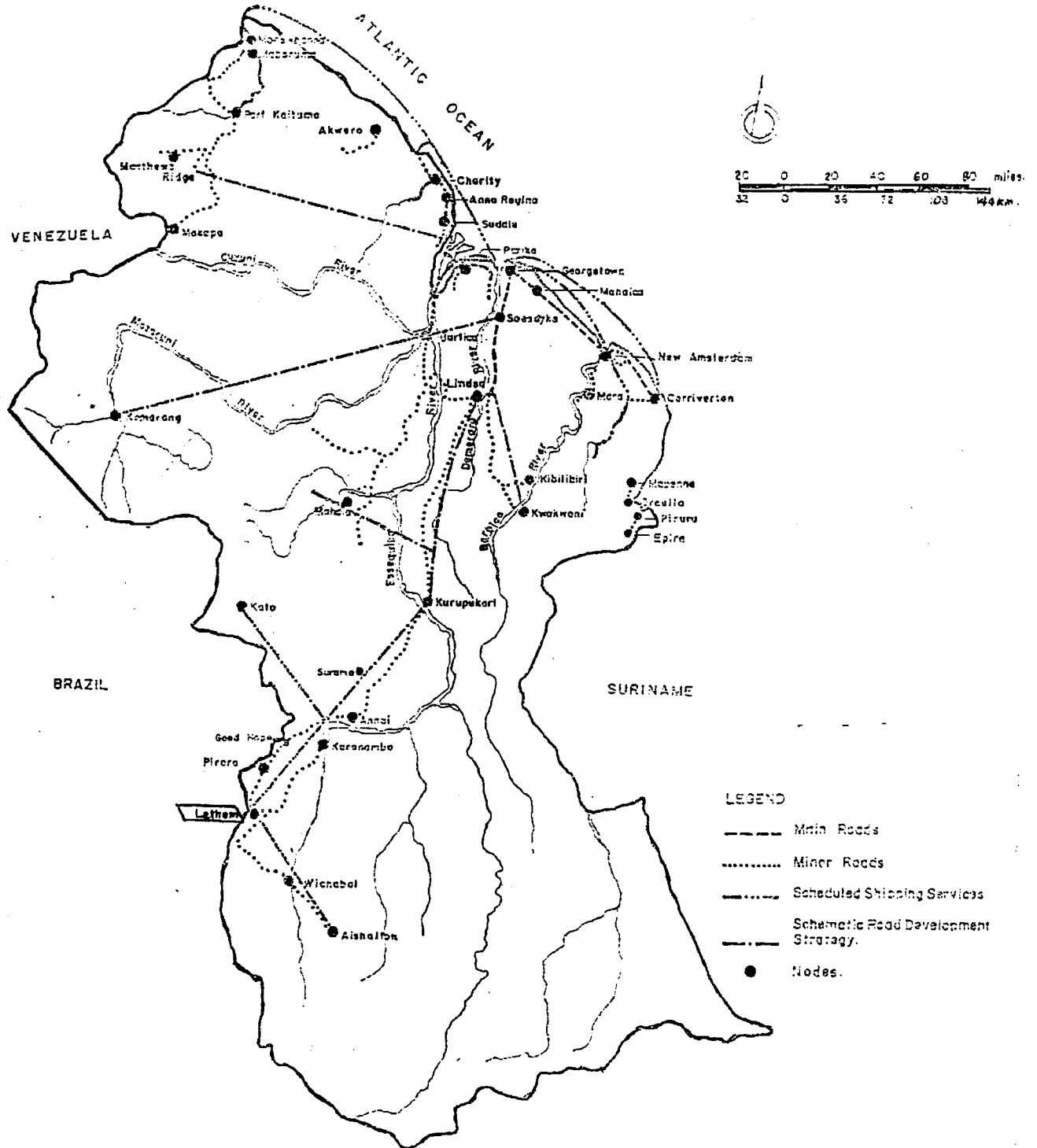
- The administrative functions it performs in Region No. 9 as an Administrative Centre.
- The fact that it is the focal point for Guyana/Brazil trade and socio-cultural relations.
- It is the primary settlement within Region No. 9 offering a range of goods and services characteristic of a small Town.

² These population figures are based on the 2002 Census Report, Statistical Bureau, Georgetown.

- It is one of the main population centres in the Region (see Map 3 showing Regional population distribution). It also has a significant transient population due to the regular movement of people in and out of the area.
- Lethem can be considered the "Regional growth pole" with potential to stimulate the growth and development of other settlements through a "trickle down effect".

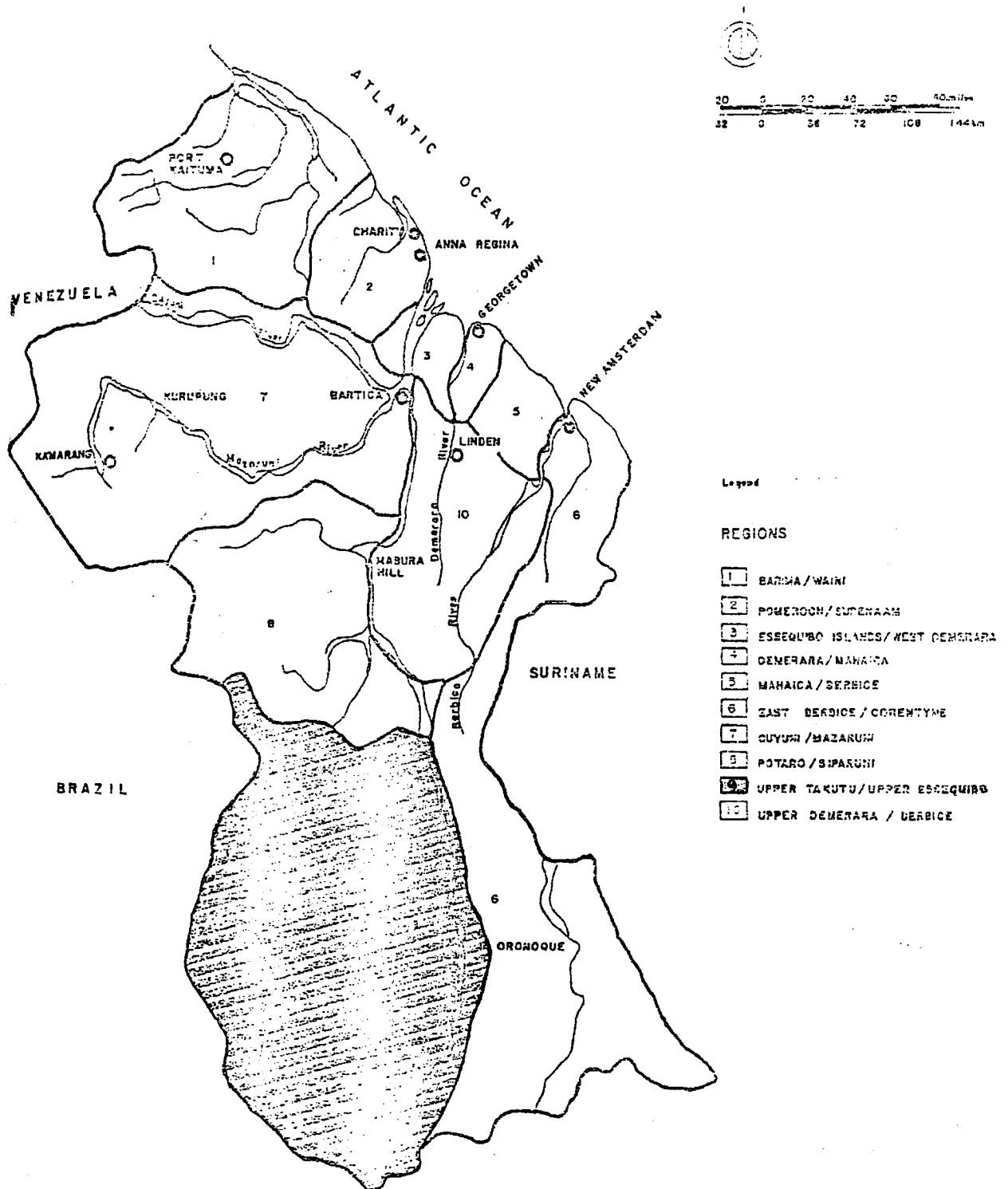
In terms of its physical setting within the Region, Lethem is part of the relatively flat to undulating Rupununi Savannas area with the Kanuku Mountain range to the southern extremity and the Pakarima Mountain range to the northern extremity of the Region.

MAP 1: LOCATION AND LINKAGES

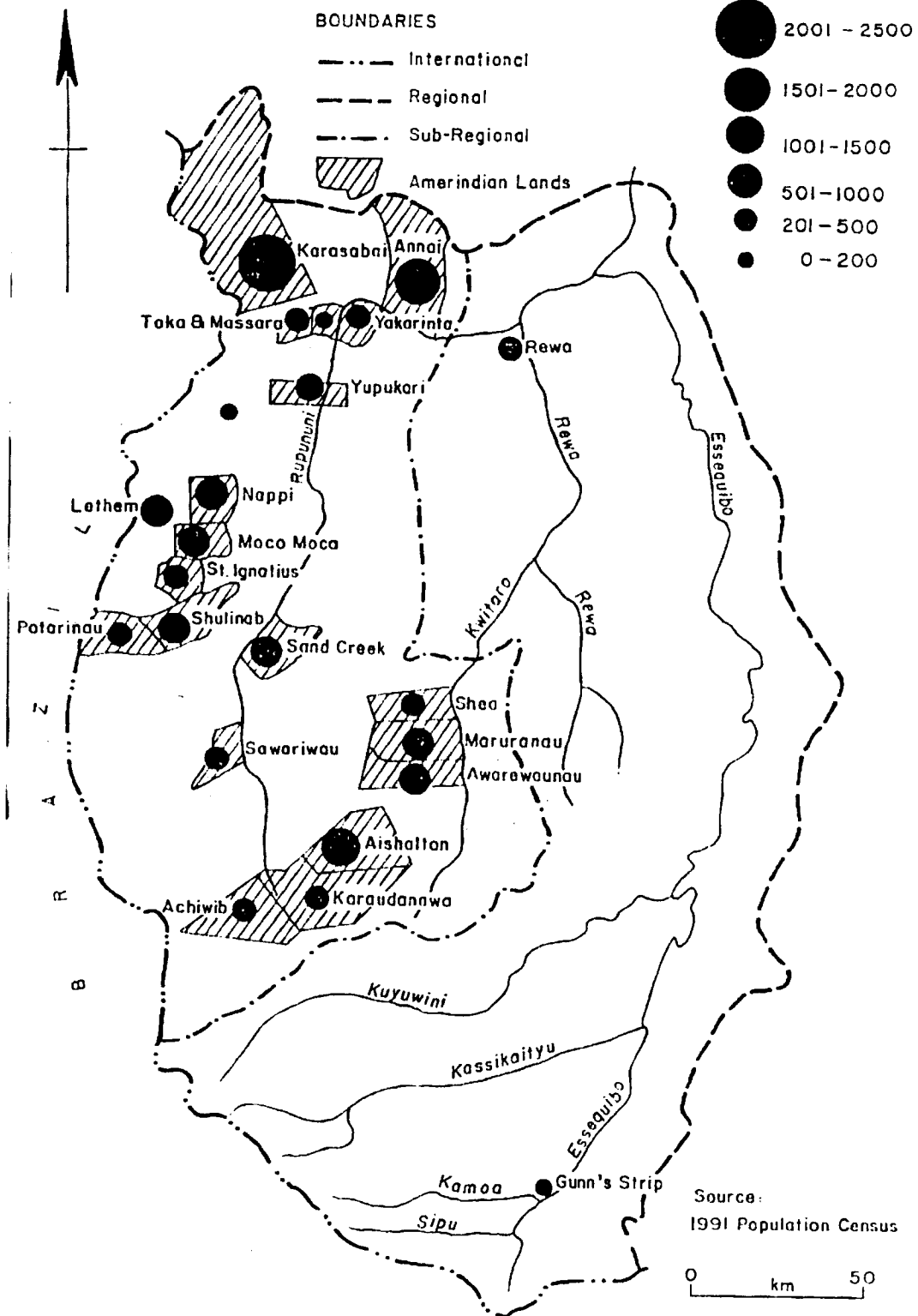


Source: Town and Country Planning Department.

MAP 2 - LOCATION OF REGION 9



MAP 3 - POPULATION DISTRIBUTION



REGION 9-UPPER TAKUTU UPPER ESSEQUIBO
POPULATION DISTRIBUTION

3.0 THE PLANNING AREA

The delineation of the boundaries of the Lethem Planning Area as shown on Map 4 follows that of the Lethem Physical Development Plan (1987). However, for the purposes of this Plan, this Planning Area has been categorized as the short-term - medium-term planning area, with areas beyond its boundaries considered the future long-term planning area. The planning area for this study, hereinafter called the Lethem Planning Area or the LPA is described as follows:

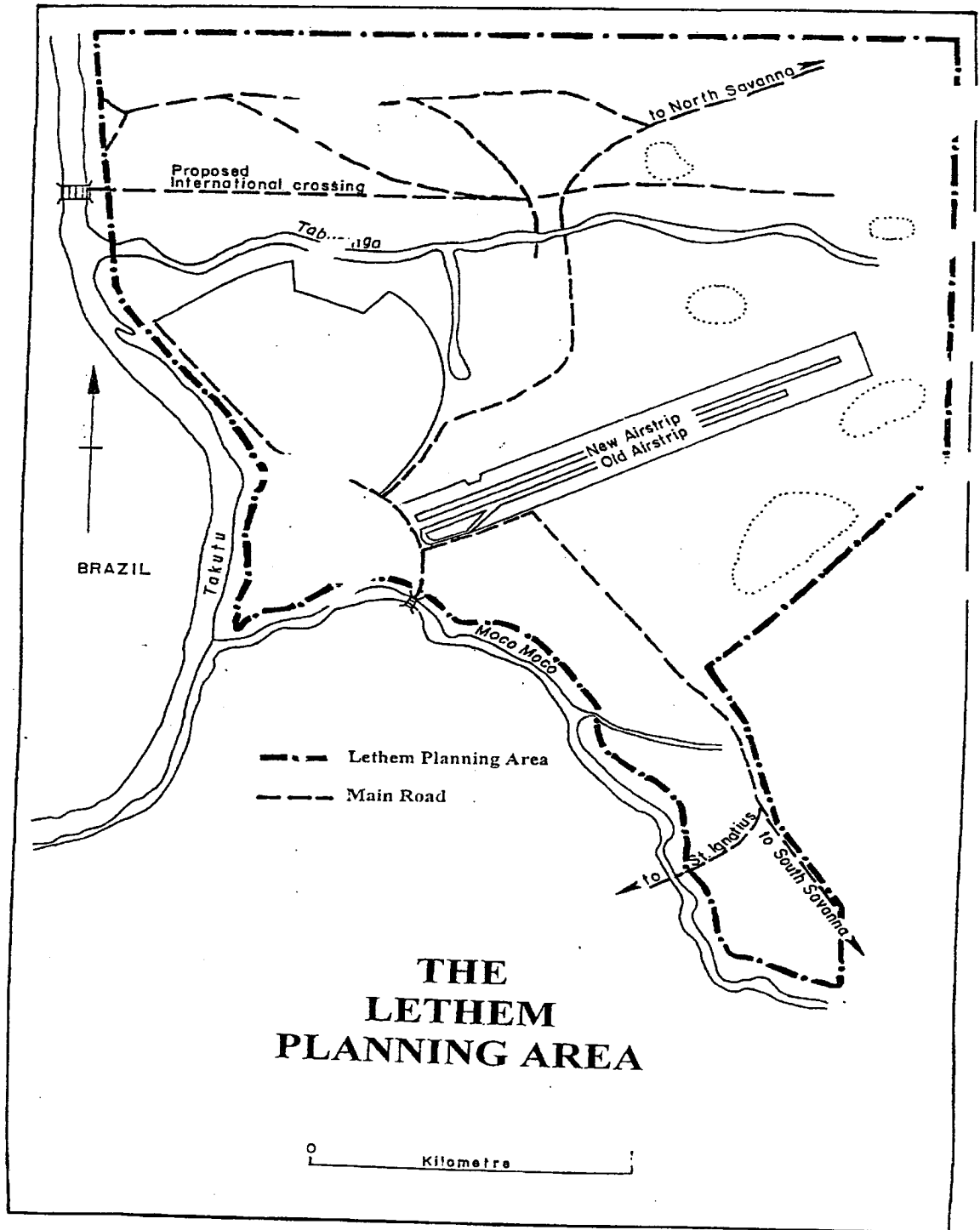
On the north, by a line commencing from the boundary line between Guyana and Brazil along the Takutu River, at a point of 4,000 feet below the mouth of the Tabatinga River and extending due east for a distance of two miles.

On the south by the Moco Moco River from its point of intersection with the Takutu River.

On the east, by a line commencing at the eastern extremity of the northern boundary and extending due south for approximately one mile to the western boundary of Khan's Ranch, thence to the talweg of the Moco Moco River.

On the west, by the boundary line between Guyana and Brazil along the Takutu River. The size of the LPA, as delineated above, has an approximate area of 2,604.19 acres (1,054.34 ha).

MAP 4 - THE LETHEM PLANNING AREA



4.0 AIMS, OBJECTIVES AND CORE PRINCIPLES OF PLAN

4.1 General Considerations

In the process of formulating the specific aims and objectives of this Plan certain potential factors of change or *plan assumptions* were considered. These are as follows:

1. The bridging of the Takutu River and the eventual link of Guyana to the Pan American Highway will create very good conditions for the future development of Lethem and the shaping of its urban land use pattern.
2. Cross-border trade will significantly increase as a result of the Takutu River Bridge, resulting in Lethem being the centre of commerce for Region 9 in particular and South Guyana in general.
Economic stimulation as a result of cross-border trade will lead to a demand for social services and facilities.
3. Lethem's unique geographical setting and topographical features makes the area a potentially attractive tourist destination for those seeking to explore the Rupununi Savannahs and beyond.
4. As a result of the Takutu River Bridge and the Lethem to Georgetown road link, Lethem may experience an increased demand for land by potential new settlers for residential, commercial and other purposes.
5. Planned industrial development in Lethem coupled with expected elevation of the settlement as a centre of trade and commerce by virtue of the Takutu River Bridge and Georgetown to Lethem road can create a viable economic base for the sustained growth and development of Lethem as a new Town (Secondary Town) consistent with the National Development Strategy for Guyana (National Development Strategy Document, Chapter 21 - Urban Development).

4.2 Aims & Objectives of the Plan

- 4.2.1 To provide a rational framework for decision-making to secure the orderly growth and development of Lethem taking into account its existing and expected future role and functions and its physical environment.
- 4.2.2 To provide a mechanism for securing public involvement in shaping local planning policies.
- 4.2.3 To provide the basis for actions and decisions to both protect and improve the quality of the physical environment and the quality of life for the community, present and future.
- 4.2.4 To facilitate the co-ordination of policies and development programmes designed to promote Lethem's growth and development as future urban centre.

4.3 Core Principles

This Plan is built around *three core principles* and these are:

- Integration:** An integrated approach to development is seen as important to the success of this plan.
- Inclusiveness:** The process of planning for Lethem's development and the implementation of the Plan must take into account the views of the Community and key stakeholders.
- Sustainability:** Development must at all times be environmentally sound given local physio-graphic conditions and also economically feasible.

5.0 RESIDENTIAL DEVELOPMENT

5.1 Issues

Residential occupation in Lethem is relatively stable with a core group of persons living there in excess of 20 years. Lethem also caters for a fair amount of transient population as persons from the coastland, neighbouring areas and Brazil pass through on either business or leisure.

Persons have settled in Lethem for various reasons, some because of their perception of the place as tranquil with the notable absence of the traditional hustle and bustle of typical urban life; others because of family ties and still others because of lucrative investments such as providing accommodation, grocery stores, etc.

The present housing stock is somewhat depleted and some units are in a state of disrepair. Some residences have maximized the use of their residential lots by utilising their backyards as gardens and for the rearing of domestic livestock. Characteristic multi-use residential plots consists of a small business in front of or attached to the residential building. Consideration should be given to residential use on the upper floor in the Central Area with a secondary use as commercial on the ground floor.

The population of Lethem and the surrounding villages is approximately 2,000 persons. Given that resident families have expanded, there is need to provide additional housing. The Government recently provided approximately 600 lots in an extension to the Culvert City area that will impact on the extended population. With an average national household size of 4.3, this area is expected to accommodate an additional 2,400 persons during the Plan period.

However, given the transient population and the projected growth of this sector in view of the bridging of the Takutu River, consideration must be given to the

provision of multi-family units for short to medium term accommodation and upper-scale townhouse-type residential units. These can be established in the vicinity of prominent sites such as the rodeo area to ensure the development of a strong sense of place attachment through the juxtaposition of the residential and recreational land use elements. Arising out of Community Consultations, there is the general view that low-middle income residential lots should be well in excess of 5,000 square feet in size, in order to better accommodate other home-based activities.

5.2 Objectives

- 5.2.1 To facilitate the orderly residential development of Lethem and its immediate surroundings;
- 5.2.2 To create a residential environment that would attract new permanent settlers;
- 5.2.3 To provide serviced residential plots with ample plot size to encourage persons to settle in the "Lethem Township area";
- 5.2.4 To promote granting settlers security of land tenure so that they can access financial support for the improvement of the housing stock.

5.3 Policies

- R1 The Local Authority shall promote the allocation of land for residential purposes and enforce development control at all times.
- R2 The identification of land for the provision of adequate residential plots, including homesteads shall be the responsibility of the Local Authority in consultation with the Central Housing & Planning Authority.
- R3 The Local Authority shall facilitate and expedite the process of ownership of individual plots for residential purposes.
- R4 The competent authorities shall consider the establishment of a framework for allocating and/or leasing lands owned by the State; to develop

lands in the Planning Area that would not cause conflicts with the surrounding Amerindian communities.

- R5** Lands owned by the State (nineteen (19) miles south and north of Lethem) and designated Amerindian reserves are to be clearly demarcated.
- R6** The Local Authority shall ensure that lots in the residential area are utilized for residential purposes only, unless zoned otherwise.
- R7** The Local Authority shall reserve land for residential purposes based on the anticipated increased demand due to the bridging of the Takutu River. The provision of new residential lots for the low-middle income group should be accommodated on plot sizes ranging from 8,000 to 10,000 square feet
- R8** The Authorities shall promote and support the development of a stable population structure in the "Township Area" by promoting a varied housing mix including provision for multi-family units for short to medium term accommodation.
- R9** The Authorities shall provide residential support services and facilities that cater for families who may be permanent residents or using Lethem as a stopping point in-transit to other destinations.
- R10** Upper-scale residential development (town-house type) catering for the needs of both Guyanese and non-Guyanese residents shall be encouraged on plot sizes ranging from one-half to one acre.

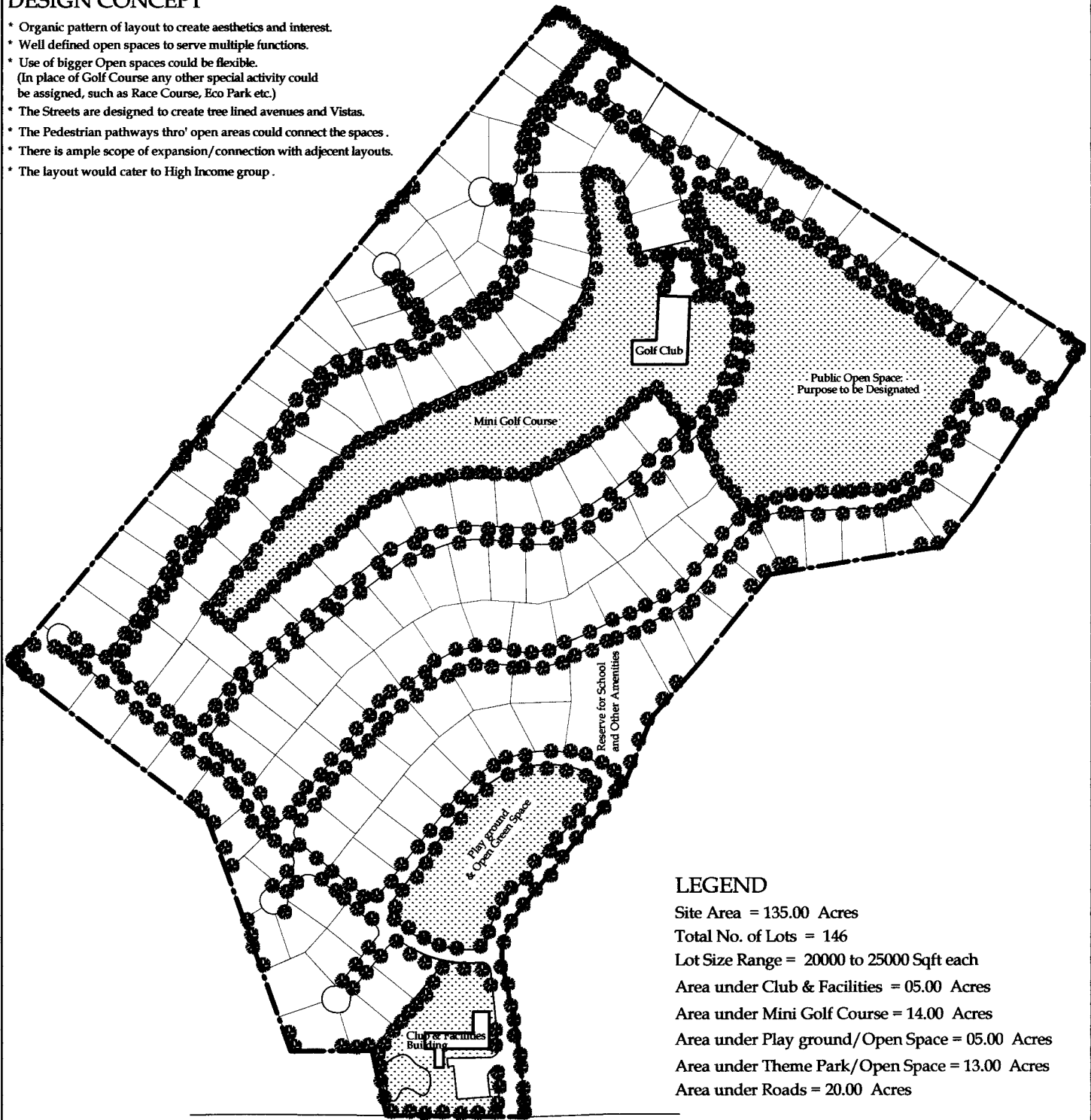
Note:

1. The allocation of land to foreigners should be guided by the policy of the Guyana Lands and Surveys Commission.
2. The layout of a typical upper-scale type residential development scheme is shown in Diagram P.
3. It is recommended that upper-scale type residential development be facilitated on land in proximity to the rodeo site - a recreational/residential purpose designated area.

Lethem Development Plan
 DIAGRAM 1: UPPER SCALE LAYOUT

DESIGN CONCEPT

- * Organic pattern of layout to create aesthetics and interest.
- * Well defined open spaces to serve multiple functions.
- * Use of bigger Open spaces could be flexible.
 (In place of Golf Course any other special activity could be assigned, such as Race Course, Eco Park etc.)
- * The Streets are designed to create tree lined avenues and Vistas.
- * The Pedestrian pathways thro' open areas could connect the spaces .
- * There is ample scope of expansion/connection with adjacent layouts.
- * The layout would cater to High Income group .



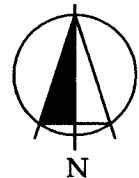
LEGEND

- Site Area = 135.00 Acres
- Total No. of Lots = 146
- Lot Size Range = 20000 to 25000 Sqft each
- Area under Club & Facilities = 05.00 Acres
- Area under Mini Golf Course = 14.00 Acres
- Area under Play ground/Open Space = 05.00 Acres
- Area under Theme Park/Open Space = 13.00 Acres
- Area under Roads = 20.00 Acres

Conceptual Layout of
 Up-scale Housing
 Development at LETHEM

Town & Country
 Planning Department
 Central Housing &
 Planning Authority

Scale



6.0 COMMERCIAL DEVELOPMENT

6.1 Issues

Field surveys and stakeholders consultations revealed that Lethem has very good potential to emerge as a major commercial centre. Major considerations here are:

- a) Cross-border trade
- b) Planned industrial development
- c) Good potential for agriculture and agro-based activities
- d) Road and air linkages to the City of Georgetown.

Expanded commercial activity has the potential to better provide local and regional goods and services, support employment areas, provide employment and generally enhance the health and vitality of the local economy. There is also an opportunity to integrate the developing transport network with planned commercial development so as to create *community activity centres*.

Presently, there is a definite need for the provision of more basic commodities in and around the community and mix-use arrangements targeting this need should be encouraged.

Within the existing built-up area the commercial/shopping needs of the community are provided for predominantly by means of small neighbourhood-type units such as groceries, parlours, snackettes and liquor distribution enterprises. However, in recognition of the need to provide central wholesale and retail marketing facilities for agricultural produce and items of craft from other regional communities such as St. Ignatius, Moco Moco, Nappi and Annai, a Market was recently constructed. It should also be noted that most likely in anticipation of increased vehicular traffic, a few new commercial establishments such as a gas station have been recently established in the Planning Area.

6.2 Objectives

- 6.2.1 To provide a planning framework for the orderly emergence of Lethem as a Regional commercial centre based on a clear hierarchical distinction of commercial units within the given spatial setting.
- 6.2.2 To facilitate community commercial needs in a convenient and safe manner by providing for various types of commercial activities in suitable locations.
- 6.2.3 To promote appropriate planning standards for the control of commercial development in designated areas.
- 6.2.4 To ensure that commercial development takes place within a context of land use compatibility.

6.3 Policies

- C1 The Local Authority shall discourage the location of commercial activities along the proposed international highway.
- C2 The Local Authority shall promote the granting of concessions to developers seeking to embark on commercial investments in the planning area.
- C3 All new commercial development to conform to standards and procedural norms as determined by the Central Authority.
- C4 Commercial services within the Planning Area shall be provided at three levels.
 - Level 1: Commercial - corner shops and neighbourhood - type commercial uses.
 - Level 2: Commercial - central area-type commercials uses such as banks, supermarkets etc.
 - Level 3: Commercial - commercial activities associated with the international exchange of goods and services (the International Business Zone (IBZ) or Free Trade Zone and the Industrial Area.

- C.4.1 Permission shall be granted for Level 1 type commercial activities on condition that there are compatible with the existing land uses and pose no harm to the neighbourhood by way of noise, odour etc.
- C.4.2. Level 2 type commercial activities shall be confined to the Central Area or Town Centre.
- C.4.3 Quality site development standards such as the provision of on-site parking, landscaping and pedestrian and vehicular circulation paths shall be encouraged for both Level 2 and Level 3 type commercial developments.
- C.4.4 Level 1 type of commercial activities shall be confined to the ground floors of buildings with residential use on the upper floors or as a shared use within ground level buildings.
- C5 The Authorities shall encourage and facilitate the development of commercial ventures seeking to market local craft and agro-based products.
- C6 Major commercial/industrial type developments must be sited away from the proposed International Highway. It is recommended that secondary service roads be developed to provide linkage to commercial activity centres beyond the Highway Buffer Zone (HBZ).
- C7 A special regime of tax measures targeting commercial development in the free-trade and industrial areas should be considered by the relevant authorities as a means of creating a viable economic base for Lethem as a township.



The Market Site in Lethem

7.0 AGRICULTURAL DEVELOPMENT

7.1 Issues

Traditionally, Lethem has functioned as the agricultural marketing centre for the Region and agricultural activities have contributed significantly to development of the settlement. Surveys carried out for the preparation of this Plan revealed that:

- Agricultural produce from other areas such as Annai is transported to Lethem on a regular basis for marketing.
- Cattle and other livestock rearing is still a significant agricultural land use activity within and beyond the Planning Area.
- There is still a strong desire among some to conduct homestead-type agricultural businesses.
- There is a highly favourable land supply context for sustainable agricultural activity.
- Cash-crop cultivation is considered a good practice to augment domestic food supply.
- Good opportunities exist for the development of agro-based industries.

7.2 Objectives

- 7.2.1 To promote agricultural activities within **designated areas** within the Planning Area as a mechanism to prevent urban sprawl and simultaneously contribute to the viability of the settlement's economic base and the sustainability of its future development.
- 7.2.2 To harness the agricultural potential of sites within the planning area which may be unsuitable for other urban land uses.
- 7.2.3 To provide for the development of a strong agro-based industrial sector by the designation appropriate lands for future industrial activity and encouraging change of use for home-based agro/industrial enterprises.
- 7.2.4 To prevent any potential land use conflict between agricultural land uses and other (urban) land uses.

7.3 Policies

- Ag1** In terms of Lethem's growth strategy, provision has been made in the plan for the designation of lands east of the "urban core" for agricultural purposes and the recommended policy is to promote agricultural land uses in this area.
- Ag2** Permission shall not be granted for any form of agricultural activity which conflicts with aviation safety requirements.
- Ag3** The Local Authority must make adequate arrangements to ensure that no cattle nor other livestock rearing is conducted on a large scale within the built-up area of the settlement and further, that no cattle or other livestock roam the streets of such areas.
- Ag4** Both the Local and Regional Authority shall seek to promote Lethem as a desirable area for the location of agro-based industries.
- Ag5** Land use permission for the conduct of home-based agro-based industries shall be granted on condition that such industries do not create any nuisance to the neighbourhood within which they are located by way of noise, fumes, odours, sooth or traffic.
- Ag6** The allocation of land with adequate plot sizes for use as homesteads will be provided for and encouraged.
- Ag7** The Authorities shall support and encourage the establishment of facilities to market agricultural produce to both local and international markets using Lethem as the base for such facilities.



The dominant vegetative type around Lethem. (Background: Electricity poles from the Moco Moco Hydro Project)

8.0 INDUSTRIAL DEVELOPMENT

8.1 Issues

As a settlement, Lethem has grown without a strong industrial sector and most of the existing industrial type land use activities are agro-based, such as livestock rearing and farming, service-oriented or of the cottage industry type such as craft manufacturing. A vibrant industrial sector is essential in the creation of a strong economic base for Lethem's development as a township.

It must be noted that industrial development within Lethem area has not grown progressively over the past years and no definite nucleus of industrial activities currently exists to be designated as an industrial development zone.

It was found that there is a notable lack of skilled labour as an essential factor of production with respect to the development of industries. The lack of a skilled labour force can affect the viability or sustainability of industrial development.

Additionally, there is no proper infrastructure providing an efficient system for the easy movement of goods, services and raw materials to industries.

The lack of a skilled labour force coupled with limited infrastructure development certainly does not augur well for the development of a strong industrial base.

It is envisaged that with the completion of the Georgetown-Lethem road and the bridging of the Takutu River, linking Guyana and Brazil, there would definitely be demand for various goods and services. Therefore, the expansion of trade, industry and commerce is eminent.

Recognizing this fact, an industrial estate with adequate infrastructure would be established on the outskirts of Lethem to cater for a wide range of industries. (*see Appendix 3 showing a layout of the planned Industrial Estate*)

In addition to the establishment of an Industrial Estate, home-based industrial businesses would also be encouraged, once they are limited in scale and do not give rise to any disturbance in the neighbourhood.

8.2 Objectives

- 8.2.1 To create employment for the population;
- 8.2.2 To provide an economic base for the future town and the region as a whole;
- 8.2.3 To boost the economic growth and development of the planning area;
- 8.2.4 To facilitate industrial development based upon the application of sound environmental planning principles.

8.3 Policies

- In1 Central Government in co-ordination with the Local Authority shall put proper transport network in place to support the development of industrial activities;
- In2 During the development of the industrial site, the Local Authority in co-ordination with the Central Authority is expected to ensure that:
 - 1. The industries developed are compatible to each other within the specific zone;
 - 2. Parking requirements can be met on site;
 - 3. All industrial processes are environmentally sound and in conformity with the required environmental standards.

- In3** To promote live/work arrangements in residential areas to help small business/employment provided that:
1. The proposal would not have an adverse effect on residential amenity;
 2. The activity would not create noise or air pollution incompatible with residential environment;
 3. There would not be excessive traffic generated or inadequate access and parking provision.
- In4** The Local Authority based upon advice of the Central Authority shall encourage the relocation, where appropriate, of low intensity functionally obsolete or incompatible non-residential land uses in the built-up areas to peripheral areas and encourage vacated sites to be developed for more appropriate uses.
- In5** The Local Authority in co-ordination with the Central Authority and other competent authorities shall seek to protect appropriately located industrial development from undue encroachment of residential development in cases where the industrial activity requires a separation from residential uses.
- In6** The development of agro-based industries in the planning area based upon the productivity of the agricultural sector in the Region shall be encouraged.
- In7** The Regional and Local Authorities shall seek to promote the establishment of *Industrial Training Centres* within the Region to satisfy the demand for skilled industrial labour.
- In8** Government shall consider the development of a special incentive package to encourage potential industrial entrepreneurs to choose Lethem as their location for the establishment of new industries.

9.0 TOURISM DEVELOPMENT

9.1 Issues

The Lethem Planning Area and its environs have tremendous potential for Tourism Development; it offers contrasting physiographic settings. The element of contrasting landscape settings characterised for example, by the appealing views of the gently undulating savannahs against the background of the majestic Kanuku Mountains and a clear blue skyline is quite an appealing view for a tourist. The landform features of the area can be harnessed and developed as places of natural beauty and attractiveness for the tourist/visitor.

Lethem and its surrounding Amerindian areas can be marketed as a destination where unique aspects of Amerindian or indigenous culture and craft can be showcased.

For the adventurous, cattle ranching, the annual rodeo, caiman viewing, bird watching, hiking, mountain climbing are just a few of the activities that the Lethem Planning Area has to offer. The journey by road is a wilderness adventure in itself - a journey through extensive grasslands and tropical forests, with the opportunity to observe the exotic flora and fauna of Guyana.

The crossing of the mighty Essequibo River at Kurupukari with the view of the rapids and the musical sound of flowing water are elements of the natural physical environment of the Region that can be harnessed in support of Tourism Development with Lethem as a destination.

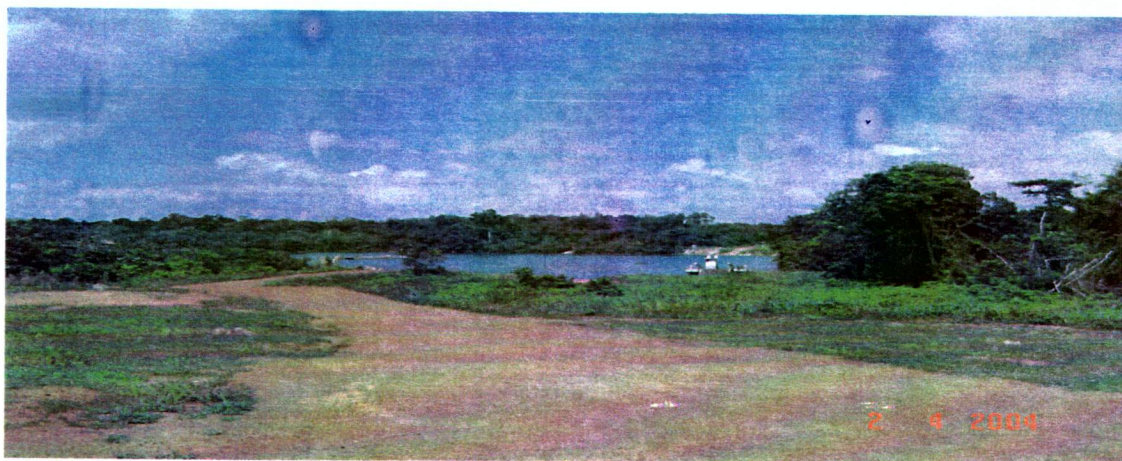
The recently commissioned Moco Moco Hydro Project is also an excellent project to visit to see how water is harnessed and converted to electricity. This can be seen as part of Lethem's industrial heritage. Areas along the Takutu River also offer potential for resort-type development.

In order for these potential attractions to be marketed, supporting infrastructure such as good all-weather roads must be put in place. It is also essential for adequate social services and facilities to be provided and this includes a reliable and good standard transport system to cater for movement from Lethem to Georgetown and to other areas.

In examining the tourism development potential of Lethem, one also has to consider the social/cultural mix of Guyanese and Brazilian traditions as having dynamism to transform the cultural landscape of Lethem in a manner which can lure potential visitors/tourists to the area.

9.2 Objectives

- 9.2.1 To encourage and facilitate tourism development in the Lethem Planning Area and environs;
- 9.2.2 To provide for an expanded economic base to ensure the viability and sustainability of the proposed Township;
- 9.2.3 To enhance natural features and provide the means of accessing them for Tourism development.
- 9.2.4 To promote a higher level of awareness of Lethem's natural and built heritage with intent to secure their preservation.



Scenic view of the Pontoon Crossing at Kurupukari, Essequibo River

9.3 Policies

- T1 The Local Authority shall promote and facilitate Tourism Development in and around the Lethem Planning Area.
- T2 Tourism development shall be encouraged as a means of generating foreign exchange (through the border linkages) and the creation of job opportunities.
- T3 Measures shall be put in place by the Regional and Local Authorities to promote the kind of development supportive of the needs of the Tourism Sector at both the local and regional levels. For example, opportunities to develop tourist - type activities at nodes such as the Kurupukari crossing should be vigorously pursued.
- T4 The Local Authority shall encourage and ensure skill training as tour guides, waiters, waitresses, maids, interpreters, etc. to boost the tourism industry.
- T5 The Local Authority shall promote the implementation of a special incentive scheme to private enterprises seeking to provide tourist facilities.
- T6 The Local Authority shall guarantee that sites necessary for tourism development projects are not occupied for other economic activities (at least not without a detailed assessment of the suitability of alternative uses).
- T7 The Local Authority, in association with Agencies such as the Guyana National Trust and Conservation International shall identify any aspect of Lethem's natural or built heritage for future preservation. In this regard, the establishment of a Museum shall be pursued.



A view along the road from Georgetown to Lethem



Another scenic view at the Kurupukari Crossing

10.0 COMMUNITY DEVELOPMENT

10.1 Issues

As a growing settlement, with possibilities of emerging into Town, Lethem provides good opportunities for the development of the area as a well integrated community, based on the principles of collaboration and co-operation. The challenge ahead however is to drive the process of community development in a more sustainable manner by, for example, developing a strong cadre of community development facilitators drawn from the local community itself, building partnerships among the key community groups (including the Public and Private Sector and also Non-Governmental Organizations) and ensuring the revenue gained from the marketing of local economic products stays within the community.

With expected future development, the existing level of provision of institutional, social and community services was found to be inadequate. However, the study area is presently equipped with a Police Station, Post Office, Regional Administrative Headquarters, two Nursery Schools and a Primary School.

There are various social and community services and these include a Hospital, a Cemetery, six (6) Churches, a Library and a Cultural Centre. Expected future development however dictates that the level of provision of community facilities be enhanced.

It is also considered very important that people of the community themselves be equipped with necessary skills to develop their community given its unique resource base. In this regard, attention should be given to research development and planning in areas such as agro-processing, product development and marketing strategies.

Training should target youths and woman of the community and training centers for this purpose should be established by the Ministry of Youth, Sports and Culture.

10.2 Objectives

10.2.1 To provide for necessary facilities and services to allow for the emergence of Lethem as a cohesive urban community.

10.2.2 To reserve sites for the location of services and facilities for elevating the standard of living of the resident population both projected and existing.

10.2.3 To establish facilities to enhance and encourage cultural activities.

10.2.4 To provide adequate levels of socio-economic services and facilities for the projected population increase.

10.2.5 To provide for adequate reserve sites for the future expansion of educational facilities, institutional and other land uses required to serve the community.

10.3 Policies

Co1 Community organizations shall be encouraged to develop and achieve community objectives for the Planning Area.

Co2 A Community Development Team shall be established to examine and address current and emerging social issues in the Study Area. This Team shall have representatives from the Business Sector, appropriate Community Agencies, Regional Democratic Council, Church organisations, the Lethem Police Service and NGO's working in the area.

Co3 A suitable site for a fire station shall be selected and its development shall be implemented.

Co4 Adequate commercial facilities for the increasing and projected population shall be established.

Co5 Provision shall be made within the content of this Plan for adequate and appropriate institutional facilities (nursery, primary, secondary schools and technical institutes) for children of the Region.

- Co6** The Local Authority, in collaboration with the Ministries of Youth, Sports and Culture, Agriculture and Human Services and Social Security shall seek to establish Community Training Centres focusing on training in areas such as agro-processing, product development and marketing strategies and catering for the needs of the youths and woman of the community.
- Co7** Reserve sites for recreational facilities in both proposed and existing residential development shall be developed and managed as important community meeting areas.
- Co8** Whenever it is considered prudent, public or private partnership shall be promoted as a means to optimize opportunities in the community development process for those who are disadvantaged and to increase cost effectiveness in the delivery of community services.
- Co9** The Local Authority shall endeavour at all times to promote and maintain an attractive and diverse recreational activity setting to satisfy the needs of the local community of all age-groups.
- Co10** Provision shall be made to ensure that the health services are adequate and appropriate for the expanding population. The hospital expansion project should be developed and implemented.



An example of provision of Institutional/Community Facilities, St. Ignatius

11.0 OPEN SPACES AND NATURAL AREAS

11.1 Issues

There is a paucity of recreational facilities in the Lethem Planning Area. The recreational uses within the Study Area comprise of a sports complex, two public open spaces and a park. There is a site reserved for playground in the New Culvert City Housing Development.

The Park is not utilized although it was enhanced and park furniture was installed. The public open spaces and the designated playground are not maintained neither utilized.

The natural areas along the banks of the Takutu and Tabatinga rivers are subject to severe flooding in the rainy seasons. Also, several natural depressions exist within the planning area and appropriate uses should be planned for these areas.

11.2 Objectives

- 11.2.1 To provide recreational opportunities for all residents where there is a paucity within the Study Area.
- 11.2.2 To improve and enhance the existing recreational facilities.
- 11.2.3 To ensure the proposed recreational facilities are accessible to residents and within reasonable walking distance from dwelling units.
- 11.2.4 To diversify the provision of recreational facilities by means of establishing facilities such as camping grounds.
- 11.2.5 To enhance and improve the areas of open spaces along the banks of the Tabatinga and Takutu rivers as areas of natural and ecological significance.
- 11.2.6 To recognize the rodeo site as a major tourist attraction of local and regional significance.
- 11.2.7 To promote complimentary recreational activities within/adjacent to the rodeo site thus extending its functionality given its large catchment area, from both a Regional and national perspective.

11.2.8 To improve public pedestrian space through tree planting and other means.

11.3 Policies

- On1** Existing playground and public open spaces shall be landscaped and the necessary park furniture shall be installed. The Local Authority responsible for the Planning Area will be responsible for their management and maintenance.
- On2** Adequate playgrounds and public open spaces shall be provided to contribute to the amenity value of the residential areas and provide for balanced community life.
- On3** The distance to all proposed playgrounds and public open spaces shall be within reasonable walking distances from dwelling units and this must be factored into the planning and design of new communities.
- On4** All proposed recreational facility shall be landscaped and necessary park furniture shall be installed.
- On5** The rodeo site shall be landscaped to improve its aesthetic qualities.
- On6** The rodeo site shall be enlarged and complimentary recreational facilities shall be established within (as a means of promoting better utilisation of the site).
- On7** Public facilities shall be established in close proximity to the rodeo site.
- On8** Camping grounds shall be established on the outskirts of the elevated watermark level of the Tabatinga River.
- On9** Cabins and other related camping facilities shall be installed within the proposed camping grounds.
- On10** Provision for caretakers' facilities shall be implemented and established adjacent to the rodeo site and the camping grounds.
- On11** The planting of trees should be encouraged in areas subject to flooding to demarcate the high level rise.

- On12** The Local Authority shall endeavour to protect and integrate natural areas into the local open space systems in the design of areas for new development.
- On13** The unique environmental and open space features of the Planning Area shall be protected in a manner that will mitigate disturbances that may result from development on or near these special environmental areas/open space sites.
- On14** The Local Authority shall protect and maintain any area of natural habitats as an integral component of the open space system.
- On15** Recreational facilities shall be so designed to minimize negative impact on natural areas.
- On16** The Local Authority shall encourage and promote stewardship and inform public or community participation in the management and protection of open spaces and natural environments. New partnerships in this regard should also be encouraged.



The natural Savanna landscape punctuated by giant anthills, Lethem

12.0 TRANSPORTATION

12.1 Issues

The National Development Strategy for Guyana has identified development in the area of Transportation as an important area of national developmental focus. Within this context, improvements of the transport infrastructure for both road and air transport to Lethem is a key developmental issue which has the potential to significantly impact on Lethem's future development.

Further, planned development of cross-border transportation by way of the Takutu River Bridge will place new demands on the existing road system within and beyond the Planning Area. Thus, it is important to examine transportation both from the Regional and Local perspective. However, this Plan focuses on transportation at the local level (The Planning Area).

There is need to improve the physical condition of the primary roads and clearly define all paths including those which are used as trails, some of which can be upgraded into roadways. Also important, is the need to assign names to the various streets/roads. Further, it has been recognized that an improved Transportation System must:

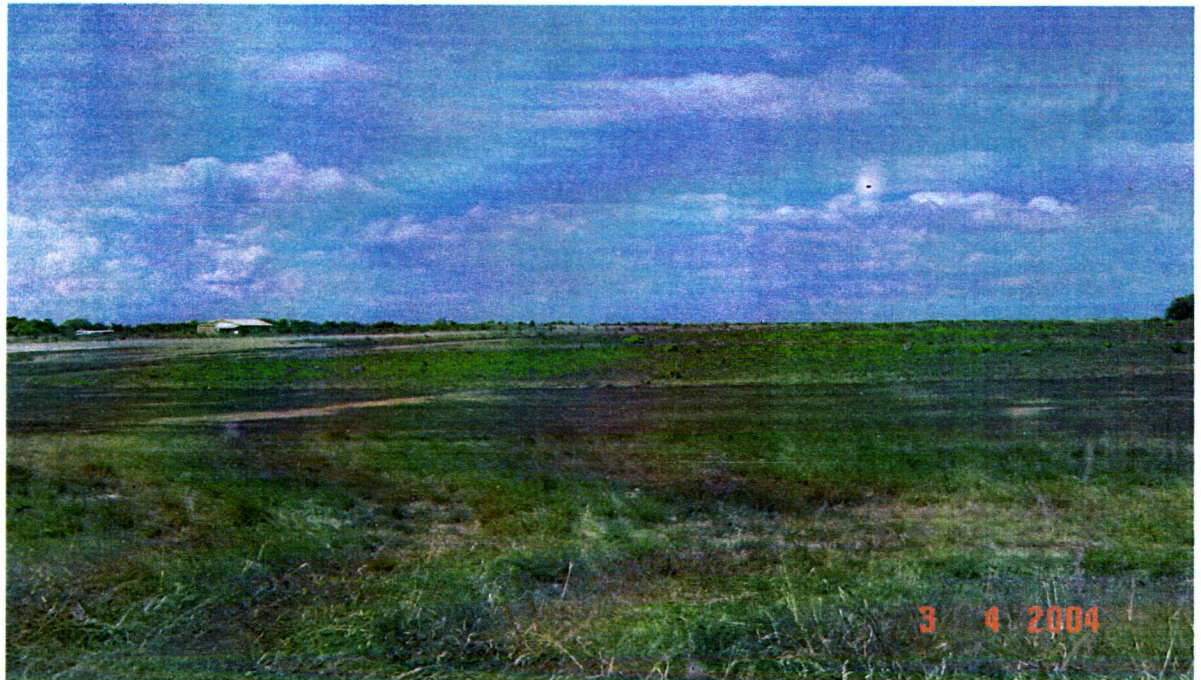
- Provide for the efficient movement of goods and services.
- Provide safe and convenient travel for all users.
- Be planned and developed in a manner which reduces the potential for land use conflicts and respects the integrity of the main corridors.
- Promote a healthy environment exemplified by minimal noise and an aesthetically pleasing appearance.
- Provide for a clear hierarchy of roads adequately provided with traffic signs and signals.
- Respect the topography and local physiographic conditions of the area.

- Provide appropriate, effective and efficient connection to other activity nodes beyond the planning area.

It is important to note also that the Lethem Planning Area is not served with organized public transport.

In terms of air transport facilities it was noted that:

- Airstrip facilities are poor and cannot adequately cope with increased traffic in its present state.
- There is potential for land use conflicts to arise because of the proximity of the airstrip to other land uses.
- With expected urban growth, the Lethem airstrip in its existing location would be consumed by other forms of development and future consideration for its relocation is important.



The existing Airstrip in Lethem

12.2 Objectives

- 12.2.1 To provide for an improved, safe and efficient transport network to cater for expected greater mobility demands within the planning area.
- 12.2.2 To promote the proper integration of transport planning with future land use development.
- 12.2.3 To provide for the upgrading of existing transport facilities.
- 12.2.4 To ensure that future development of the transport network is both user-friendly and environmentally sound.

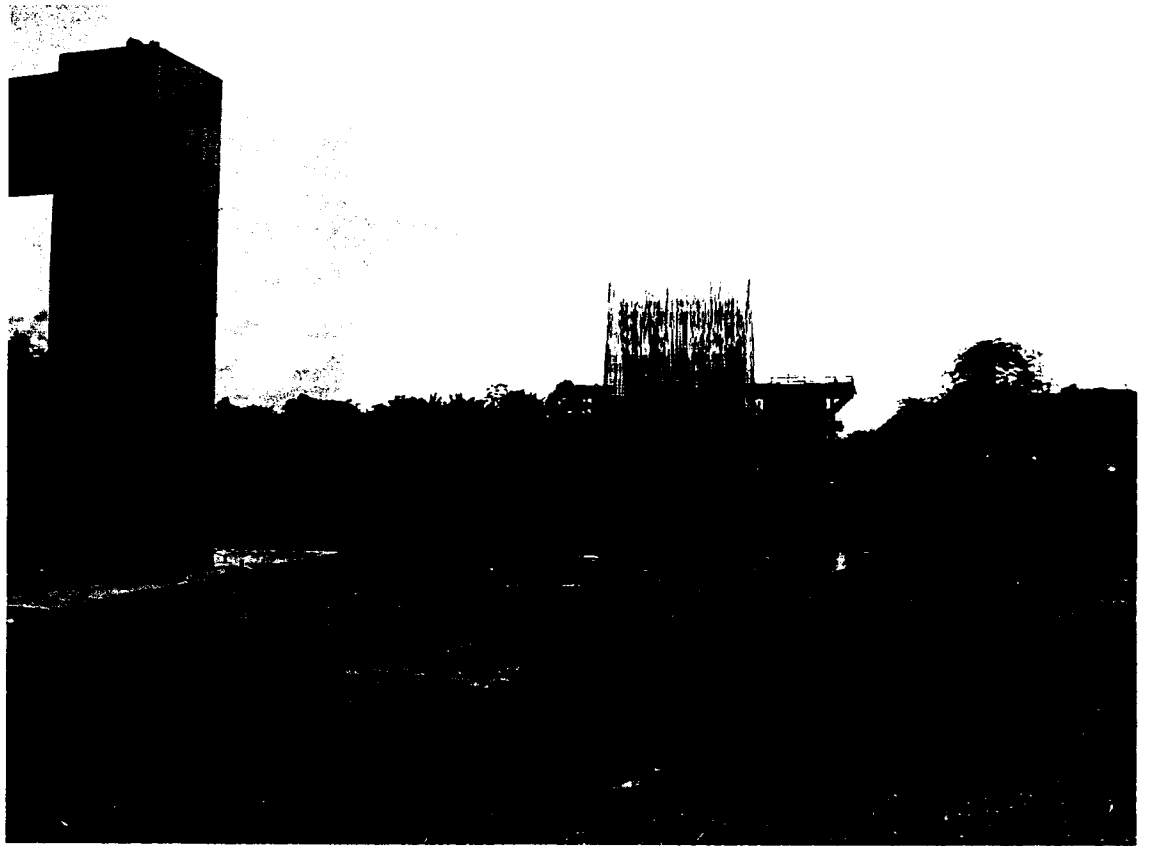
12.3 Policies

- TP1** The Local Authority, in co-ordination with the relevant Central Government Agencies, shall promote the future development of the road network based on a hierarchical pattern, that is, a pattern ranging from trails, primary and secondary roads to the international highway, providing for cross-border access and inter-regional movement.
- TP2** The physical condition of existing roadways must be improved and consideration given to upgrading trails into established roadways, wherever feasible. A Road Improvement Scheme dealing with the improvement and maintenance of primary roads (as a priority) should be implemented by the Ministry of Public Works and Communication in association with the Local Authority.
- TP3** The development of major land use activities alongside the main corridors shall be discouraged at all times. Strict control over land uses adjacent to the aerodrome area must also be exercised.
- TP4** All roadways must provide for effective road markings and traffic control measures (e.g. traffic signs and signals).
- TP5** Wherever possible local roadways must be improved with the objective of making them more pedestrian-friendly.

- Tp6** The Local Authority shall support the design and implementation of an organized public transport system, taking into account the needs of users both within the planning area and beyond.
- Tp7** The competent authority must design and provide an effective buffer between the major transportation corridor (e.g. the international highway) and adjacent land uses.
- Tp8** Any expansion of the transport network must carefully consider related environmental impact and the achievement of community objectives.
- Tp9** The Local Authority shall seek to discontinue the system whereby existing trails have merged with established major roadways, except in those cases where it is feasible to upgrade these trails into minor roadways.



Major Road Junction in Lethem



The Bridge at the Takutu River, Guyana & Brazil's Borders

13.0 URBAN DESIGN

13.1 Issues

Urban Design deals with the overall spatial and visual quality of the environment and seeks to define place and give character to space. In this context, Lethem is seen as an emerging urban center with good potential for its future urban pattern and form to evolve in a concentrated manner and based upon high aesthetic and amenity-value standards. It is very likely that transportation, as an issue of importance to supporting development and shaping urban land use patterns, will be the key urban design catalyst in the Lethem Planning Area.

Some other key issues which should be taken into account in the consideration of urban design issues applicable in the case of Lethem are:

- Public space is poorly defined and there is a notable absence of landmarks that link people to place. However a small cenotaph-like structure exists in the center of the road intersection near to the existing Regional Administration Headquarters.
- Local physio-geographic factors will influence the design of future "urban spaces" within the Lethem Planning Area, including areas such as Lethem Village, Culvert City and adjacent areas with minimal, low density type development.
- The Lethem airstrip separates Lethem Village and Culvert City and is in close proximity to these areas.
- The Lethem Village (proposed Town center) forms the nucleus of the area. The development potential of this urban core has not been maximized. However, some mix-use type establishments are found in this area.
- The development of the Bridge across the Takutu River and the planned construction of the international highway will have a significant impact on Lethem hence there is great potential for the development of the abundance of unoccupied State Land northwards of the existing built-up area.

These issues can all influence the approach to urban design in Lethem and in the process impact its future urban form and structure.

13.2 Objectives

- 13.2.1 To promote a healthy and aesthetically pleasing environment through cautious placement of land uses, good design standards and appropriate land use control measures in order to minimize negative externalities and catering simultaneously for environmental demands as a result of population growth and implementation of development projects.
- 13.2.2 To promote a convenient disposition of population in relation to public areas, places of work, transportation and public services and facilities.
- 13.2.3 To ensure that all forms of built development conform to good design standards and are compatible with existing nearby land uses and the particular streetscape.
- 13.2.4 To promote the creation of a pedestrian-friendly environment.
- 13.2.5 To protect and preserve any special or significant landscape views.

13.3 Policies

- Ud1** In all areas designated for future development, the Local Authority and the Central Authority shall ensure that there is compatibility in land use proposals in order to reduce land use conflict.
- Ud2** The Local Authority shall seek to encourage an innovative approach to building designs, which takes into account the geographical context of Lethem and indigenous traditions.
- Ud3** New development schemes shall provide as far as possible, all the required amenities for proper functioning and the Local Authority shall provide for the preservation of these amenities.
- Ud4** The Local Authority, through the Development Compliance and Facilitation Process, shall ensure that all new major building development projects do not negatively impact on any special or significant landscape view or the existing streetscape.

Ud5 The Local Authority shall seek to undertake Road Improvement Schemes where appropriate and such Schemes shall consider the creation of a pedestrian-friendly streetscape by the construction of sidewalks or walkways along major roadways and the planting of trees along streets.

Ud6 In order to harness opportunities for incorporating better design standards within the existing urban fabric of Lethem, the Local Authority in consultation with Central Government Agencies shall seek to have the existing Airstrip relocated to an appropriate and adequate site.

14.0 PUBLIC UTILITY SERVICES

14.1 Issues

With the expected growth and development of Lethem, the existing level of provision of public utility services must be improved. Expected increased demands for services such as electricity, water supply, telecommunication and solid waste disposal as a result of new development envisioned during the plan period must be adequately met.

Presently, electricity is supplied to Lethem and surrounding areas by the Moco Moco Hydro Project. Water is supplied by way of a well however, in the dry season the aquifers and the reservoirs all go dry. Water supply is supplemented from the Takutu, Tabatinga and Moco Moco Rivers. It must be noted however, that the Tabatinga River is contaminated with effluent.

The Guyana Telephone and Telegraph Company (GT&T) has a station in Lethem, however, not all residences have individual connections.

There are no facilities for solid waste disposal and no central sewerage system.

14.2 Objectives

14.2.1 To provide for adequate levels of public utility services consistent with new demands as a result of development and expected population increase during the plan period.

14.2.2 To promote a cost-effective approach to the provision of public utility services by providing for compact urban development.

14.2.3 To promote the application of proper environmental standards in the provision of public utility services.

14.3 Policies

- Pu1** Based upon expected demands during the plan period, the Local Authority shall undertake to communicate to the respective statutory provider the needs of the community in terms of any public utility service.
- Pu2** During the Plan period, the Local Authority in co-ordination with the Regional Administration and Central Government shall make provision for adequate water supply, particularly taking into account the natural tendency for extreme ground water depletion during the dry season. In this regard, future consideration should be given to augmenting potable water supply by tapping the water capacity of large creeks which do not go dry or through the utilization of excess water from the Moco Moco Hydro Project area. The direct utilization of water from the Tabatinga River should be prohibited.
- Pu3** The Local Authority, in co-ordination with the Environmental Protection Agency and the Central Housing & Planning Authority shall designate appropriate sites for solid waste disposal and an adequate system of collection must be implemented to collect and dispose of solid waste to approved sites.
- Pu4** Consideration shall be given by the Local Authority to the development of a sewerage system to serve the long-term need for the disposal of sewage.



The Moco Moco Hydro Project



The Lethem Power Company



The Guyana Telephone & Telegraph Company, Lethem

15.0 FUTURE LAND USE

It is known that land use patterns do influence the physical environments that are built and the pattern of activities that evolve during the course of a settlement's development (refer to Map 5 for Existing Land Use). In Lethem's case, the future land use pattern and the emerging urban form and structure would be influenced by several factors, namely:

- Physical land features - the existence of the Takutu, Tabatinga and Moco Moco Rivers. These rivers function as edges defining Lethem's "urban core".
- Seasonal variations in local physio-graphic conditions - some areas are subject to severe flash floods at certain times of the year.
- A low-density and relatively underdeveloped "urban core" with great potential for its development potential to be maximized through **mix-use infill development**.
- The impact of the Brazil/Guyana Takutu River Bridge and the planned international highway from Lethem to Georgetown. This provides good opportunity to link and develop future land use with mobility considerations in mind.

The expected future land use pattern for Lethem, is depicted in the Proposed Land Use Map and is based on a future development strategy guided by the following guiding principles/considerations:

- a) Infill development and densification of the "urban core" based upon a mixed-use approach so as to achieve the more economic use of existing "urban" land.
- b) The control of any tendency towards "urban" sprawl by discouraging development east of the existing built-up area.
- c) Harnessing the development potential of the area north of the existing built-up area.
- d) Consideration of the restrictive impact local physio-graphic conditions can have on future development, as in the case of flood-prone areas.

- e) Integrating the overall land use pattern with the evolving transportation network. For example, there is an opportunity here to concentrate and provide for a mix of central area uses that can eventually support an organized public transportation service.

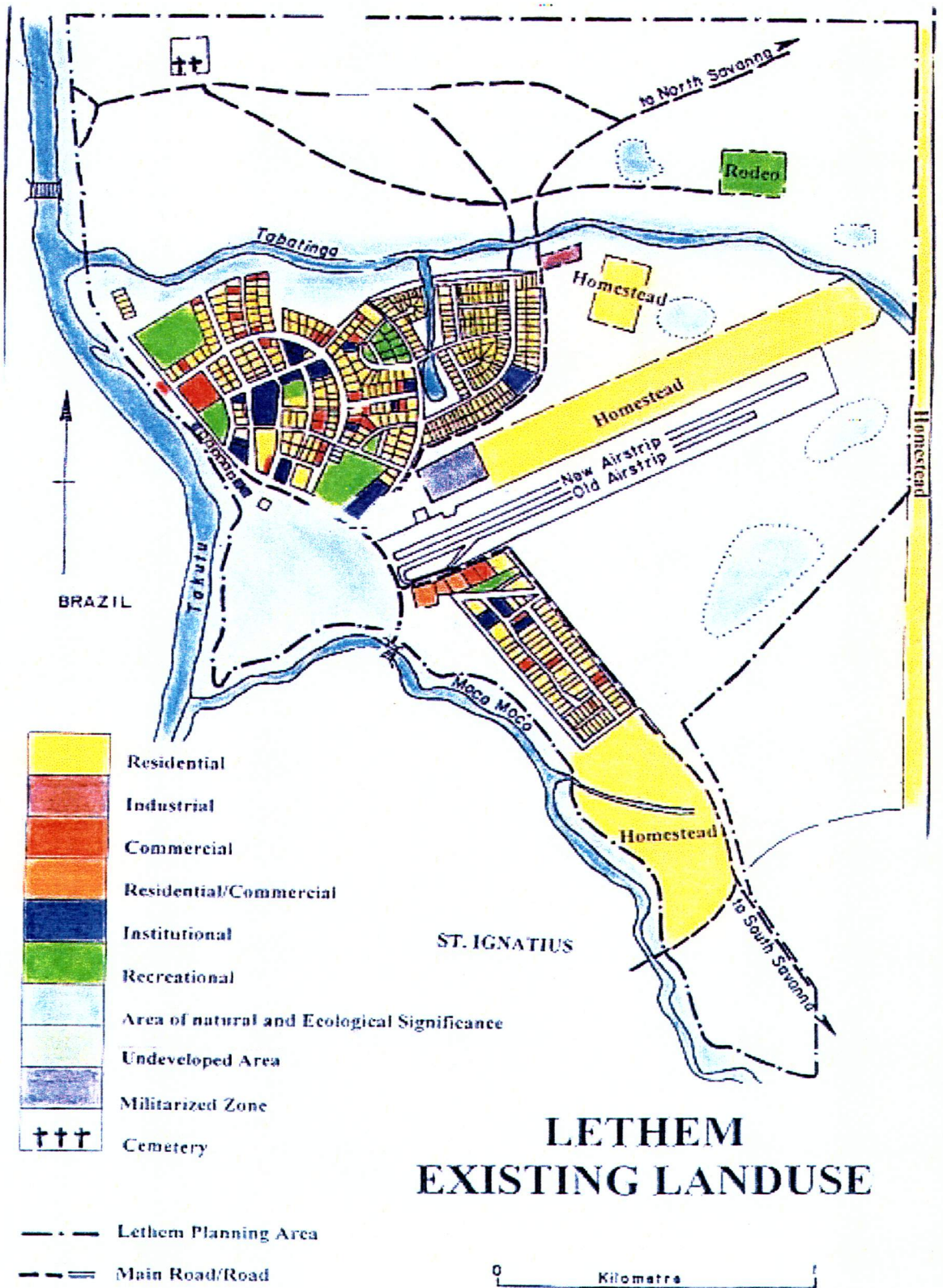
Map 6 shows the Proposed Development Strategy;

Map 7 depicts the Proposed Land Use;

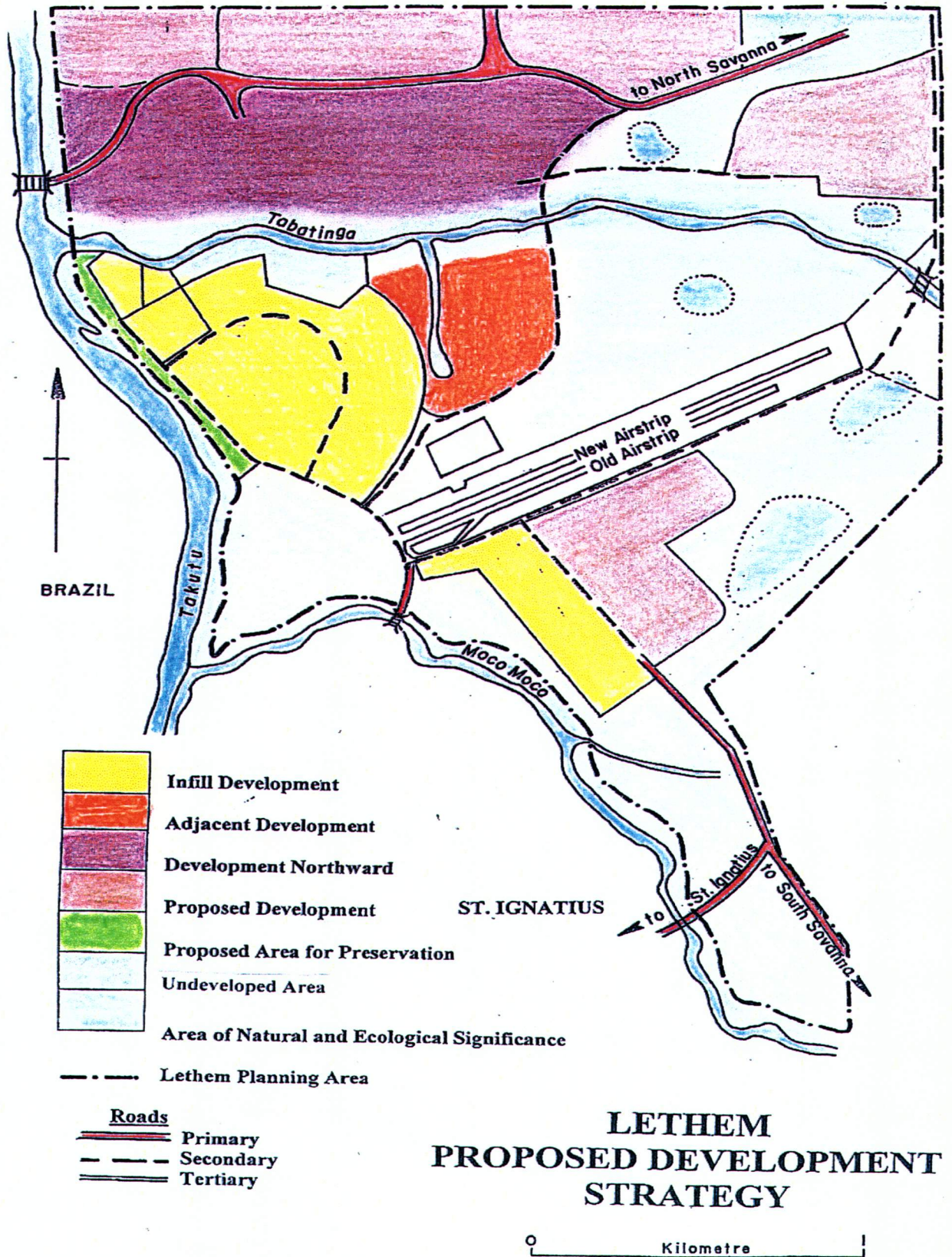
Map 8 shows the Proposed Town Centre.

Note: The specific land use requirements identified in the Lethem Physical Development Plan (1987-2000) were examined and found to be still relevant.

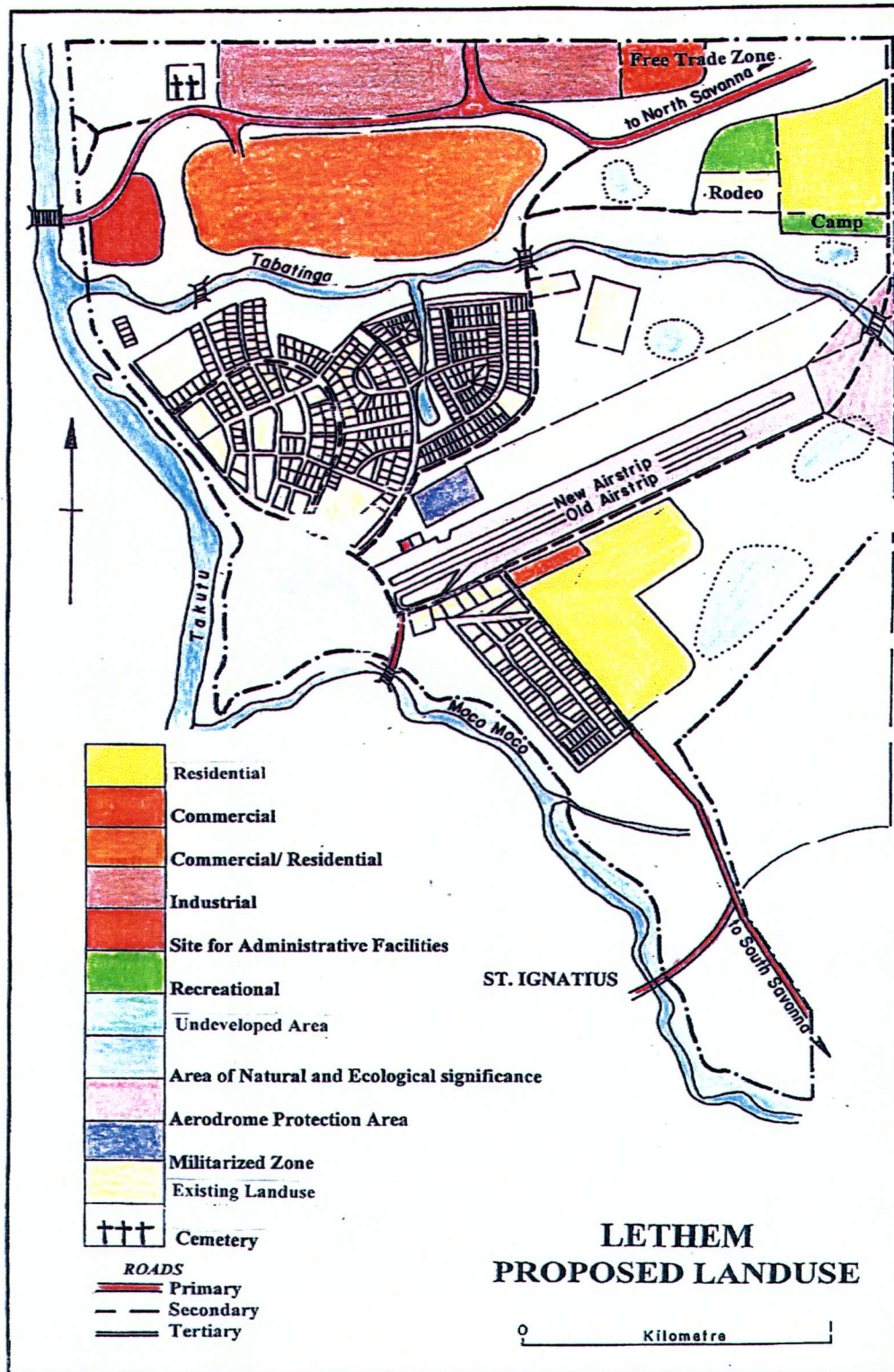
Please refer to Appendix 4 showing a list of the main land use requirements for development within the Planning Area.



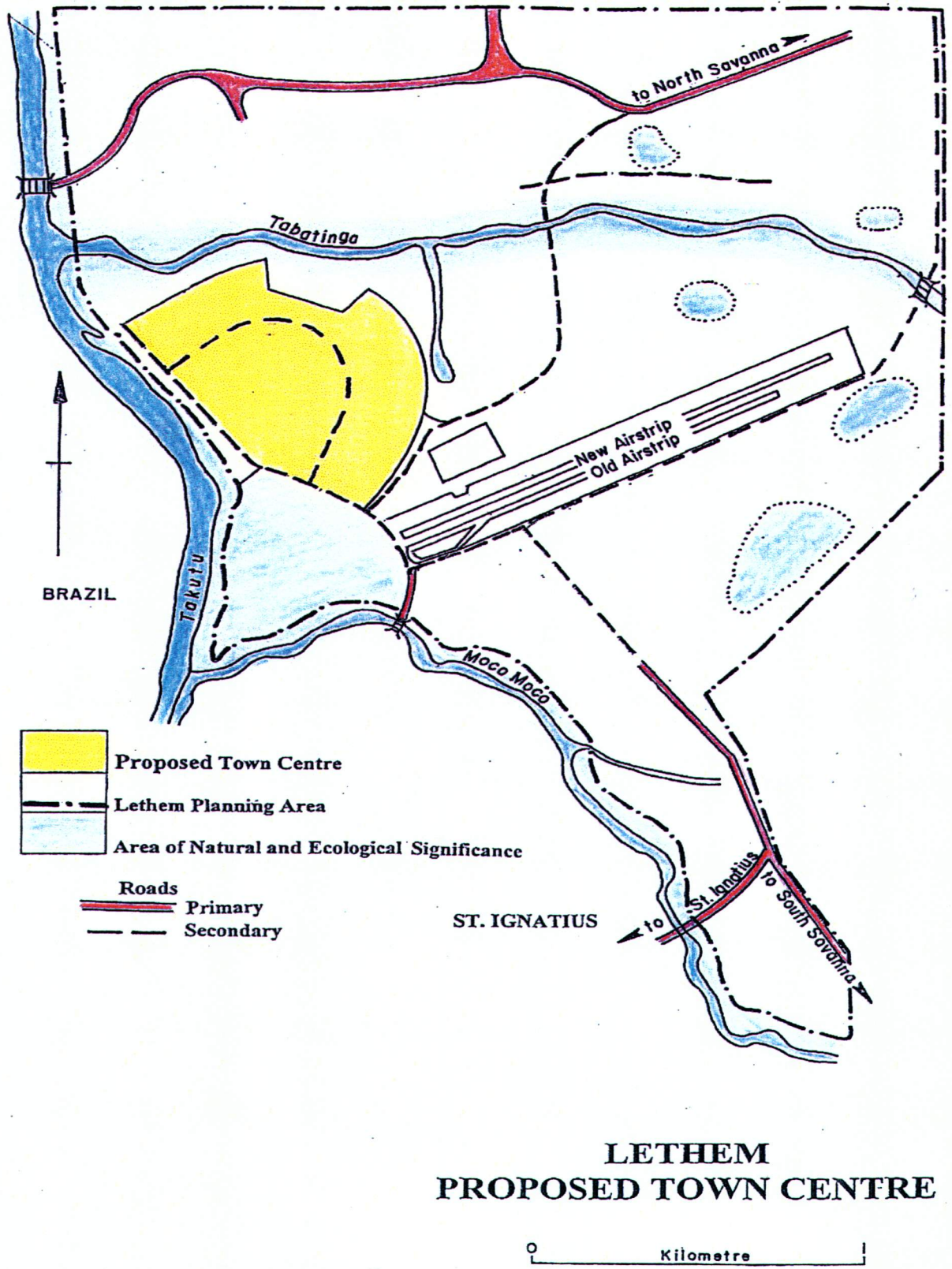
MAP 6 - PROPOSED DEVELOPMENT STRATEGY



Map 7 - PROPOSED LANDUSE



Map 8 - PROPOSED TOWN CENTRE



16.0 IMPLEMENTATION

16.1 General Overview

The implementation of the Lethem Development Plan (LDP) must be seen as a process of managing the settlement's growth based upon the established principles of co-ordination, integration and inclusiveness and within the established legal framework (see diagram - showing the plan implementation framework). The development/land use policies proposed in this Plan are intended to be basis for the making of decisions on future development projects or programmes. These projects or programmes must be resourced-based in the sense of being tied to the unique resources of the Lethem Planning Area.

In the implementation process, it is important to note that because the LDP was prepared without the benefit of an overall Regional Development Plan, effective co-ordination with the various sector agencies and administrative bodies at the regional level is of vital importance to the success of this Plan, particularly also given the cross-cutting nature of the Plan issues.

The Plan anticipated a population growth in the Planning Area to over five thousand persons by the end of the Plan period. In addition to this, Lethem will experience an increase in people using the area as an intervening stop (the transient population) and will also be a greater activity centre facilitating the movement of goods and services. This means that the implementation of the LDP will largely be a process of addressing new community demands, providing for the gradual improved quality of life of the community in the process.

16.2 Administration and Management

Central to the successful implementation of this Plan is the existence of an efficient management/administrative system. In recognition of this, it is recommended that as soon as possible after the approval of this Plan that:

- a) Lethem be declared a Town to be administered by way of provisions of the Municipal and District's Council Act, Chapter 28:01 Laws of Guyana.
- b) In determining the organizational structure of the proposed New Lethem Town Council (LTC), a standing Lethem Planning Committee be constituted to include representation from the following agencies/departments, among others:
 - The Town & Country Planning Department, Central Housing & Planning Authority (T&CPD/CH&PA)
 - The Environmental Protection Agency (EPA)
 - The Regional Democratic Council (RDC)
 - The Guyana Lands & Surveys Commission (GL&SC)
 - The Ministry of Trade, Tourism & Industry (MTT&I)
 - The Ireng/Sawarinou Neighbourhood Democratic Council (NDC)
- c) A special *Building Inspectorate Division* be part of the proposed LTC and operating based upon *special building by-laws to be developed for Lethem*.

16.2.1 The Lethem Technical Co-ordination Committee

In the period prior to the establishment of the LTC, or prior to the approval of this Plan, a *Lethem Technical Co-ordination Committee (LTCC)* should be established with the Agencies named at 16.2(b) being represented, along with the existing Neighbourhood Democratic Council (NDC) and community representatives. The functions of the LTCC shall be as follows:

- To co-ordinate all aspects of development in Lethem, including work pertaining to development planning matters.
- To function as the forerunner to the LTC and advise Central Government on all matters pertaining to the designation of Lethem as a Town and its management as such. This includes the determination of all the management features or components required to support Town status.

- To consider community issues/problems and channel these along with related technical advice to the competent authorities for required action.
- To establish the consultation criteria to determine the declaration of Lethem as a Town (for example, geographic & demographic criteria)
- To determine or establish Lethem's economic base, taking into account the need to determine what are the economic features of the emerging Town that would determine its revenue base or to identify necessary measures.

Specifically, the LTCC shall be responsible for:

1. Identifying resources for key development initiatives;
2. Deciding on specific measures to ensure Lethem's economic sustainability.
3. Making recommendations to the Guyana Lands & Survey Commission on land lease/titling issues; and
4. Deciding on the framework for a system of property taxation for Lethem (to be done in consultation with the Government Valuation Division).

16.3 The Process of Implementation

16.3.1 The Plan and Development Control

With the implementation of the Plan, all development proposals to be established within the planning area must be granted prior planning permission. This procedural arrangement will be required in order to ensure that all future development proceeds in accordance with the approved Plan and consistent with requirements for orderliness and sustainability.

16.3.1.1 Policies (Development Control)

- Dc1** The Local Authority (NDC) shall ensure that all applications for development, except those for residential development, are referred to the Central Authority for planning permission along with the recommendations of the Lethem Technical Co-ordination Committee referred to at 16.2.1 herein.
- Dc2** All building applications for strictly residential use shall be dealt with at the level of the NDC through its powers under the Delegation of Functions by the Central Authority.
- Dc3** Development must in all cases satisfy the requirements of the Central Authority, the Environmental Protection Agency and any other competent authority where relevant.
- Dc4** During the consideration of any application for development or other development proposal, the Local Authority where deemed necessary, shall subject such application to a process of *public consultation* prior to the granting of planning permission.

Generally, *a process of community involvement* in shaping local planning decisions and deciding on development priorities shall be pursued by the Local Authority.

Note:

- The recommended set-back standards are outlined in Appendix 2.
- The above procedures shall similarly apply whenever the area is declared a Municipality but with the functions of the LTCC being taken over by the proposed Lethem Planning Committee referred to 16.2(b) herein.

The need for strong inter-agency linkages between the Local Authority (NDC), RDC and other key regulatory agencies such as the EPA, the CH&PA, and the Guyana Lands & Surveys Commission has been recognized as an important aspect of the institutional framework needed for effective development control.

It must be noted that the technical and administrative composition of the current Local Authority is not geared to effectively handle development planning matters that would arise as a result of the growth and development of the area. Therefore, as an initial step, the Lethem Technical Co-ordination Committee referred to at 16.2.1 herein should be set up to co-ordinate work pertaining to development control matters until the emergence of full-fledged Lethem Town Council.

This technical committee would assess planning applications and make the recommendations to the CH&PA for planning permission. Diagram 1 shows the suggested planning permission procedure.

16.3.2 Phasing

A phased approach to infrastructural development and the provision of supporting services within the planning area should be pursued. This approach should consider the need for statutory providers and the respective government agencies (Local, Regional and Central) to adopt an *integrated approach towards the provision of utility services and the execution of infrastructural development projects.*

16.3.3 Key Action Areas

- Provision of adequate industrial estate infrastructure and services.
- Provision of a dependable and efficient pure water supply system.
- Improvement of the road network in terms of its physical condition.

- The provision of support services and public utilities in view of the expected completion of the Brazil-Guyana Takutu River Bridge.
- The planned development of new residential communities with adequate amenities for good community life.
- The establishment of agro-based industries geared to process agricultural produce from Lethem and other areas of Region 9.

16.3.4 Monitoring and Review of Plan

It is recommended that the monitoring of this Plan be seen as an on-going process which would take cognizance of any changing realities which may provoke policy review. A comprehensive review of this Plan should be conducted both at the halfway stage and at the end of the plan period.

16.4 Resources for Plan Implementation

Effective management for the growth of a settlement such as one so remotely located as Lethem will require adequate resource levels (both human and financial). This Plan assumes that the expected upsurge in economic activity in the planning area during the plan period will attract more skilled labour in search of employment.

The promotion of *Regional Industrial Training Centres* for example should also be encouraged as a means of preparing local people for the technical challenges of future development.

Financial resources is expected to come from the following sources:-

- Central government allocations
- Rates & Taxes
- User fees for traffic using the Lethem to Georgetown road (a recommendation).

Generally, any economically feasible option to broaden the revenue base of the Local Authority should be considered.

Large tracts of vacant savanna-type State Land is a major resource in the Planning Area and has been occupied in many cases as homestead plots for agricultural purposes and even residential/commercial use in some areas. It is recommended, as a measure to stimulate access to financing for individual development projects, that *State Land held under leasehold arrangements should be converted to freehold* as part of a policy to promote security of tenure and satisfy the acceptance norms of lending agencies approached to finance specific individual development projects.

16.5 The Plan Implementation Framework

The process of implementing the provisions of this Plan within the given policy context should be guided by the plan implementation framework herein specified. It should however be noted that priorities may change during the plan implementation process. Such changes, if and when they occur would be tracked during the plan monitoring process.

16.5 The Plan Implementation Framework

Item No.	Task	Action Required	Timeframe	Resources	Responsibility	Remarks
1.	Establishment of Lethem Technical Co-ordination Committee (LTCC)	<ul style="list-style-type: none"> ● Purpose and context letter to be sent to Ministry of Local Government, Regional Democratic Council (Reg. No. 9) and the NDC. ● Review Terms of Reference for LTCC. 	April - May 2005	<ul style="list-style-type: none"> ● One dedicated officer to co-ordinate process. ● Stationery & Office equipment. 	CH&PA and Ministry of Local Government	Refer to 16.2.1 of Plan Document.
2.	Statutory Approval of Lethem Development Plan.	<ul style="list-style-type: none"> ● Presentation of Plan to NDC. ● Obtaining NDC's acceptance of Plan. ● Seeking CH&PA Board approval. ● Seeking Cabinet's/Ministerial approval of Plan. ● Publication of Notice of Approved Plan. 	April - May 2005	<ul style="list-style-type: none"> ● Financial <ul style="list-style-type: none"> - Travel cost to Lethem (3 officers) - Stationary & office equipment - Meals and accom-odation. ● Human resources (T&CPD Planning Team). ● Technical/Advisory Personnel. 	Town & Country Planning Department, CH&PA	
3.	Operationalisation of Plan as the basis of development facilitation and compliance in the NDC area.	<ul style="list-style-type: none"> ● Meeting with NDC officials. ● Training officers in the interpretation and application of plan policies. ● Developing a Community awareness initiative focusing on plan proposals and policies. 	May - June 2005	Same as above.	Town & Country Planning Department, CH&PA	The process is to be guided by Policies Dc1 to Dc4 Section 16.3.1.1 of the Text.

Item No.	Task	Action Required	Timeframe	Resources	Responsibility	Remarks
4.	Identify key Project Initiatives coming out of Plan.	<ul style="list-style-type: none"> Meeting with NDC. Developing Project Initiatives. Co-ordination of stakeholder. Sourcing finance support for project implementation. 	July - August 2005	<ul style="list-style-type: none"> Central Government Financial allocations Available land NDC Revenue Private Sector investment. 		In determination of Project Initiatives consideration would be given to the defined key Action Areas as at 16.3.3 of the Plan Text.
5.	To identify measures to broaden Lethem's revenue base.	<ul style="list-style-type: none"> Identifying potential sources of revenue. Developing fiscal measures to facilitate the tapping of new revenue sources. Reviewing the system Land Taxation with the objective of maximising this as a source of revenue. 	August - September 2005	<ul style="list-style-type: none"> Competent Technical/ Advisory personnel. Stationery & equipment. Financial Resources. 	RDC LTCC Valuation Division, Ministry of Finance.	The objective here is to broaden Lethem's revenue base in order to better sustain its function as a Town.
6.	Designation of Township Status.	<ul style="list-style-type: none"> To determine the legal and institutional framework. To formulate and decide on administrative mechanisms. To develop management strategies for managing Town taking into account infrastructural needs and utility service provision. 	September - November 2005	Same as above	Ministry of Local Government Ministry of Legal Affairs. RDC NDC	A full-fledged Lethem Town Council (LTC) should be in place at this stage.

Note:

- NDC Neighbourhood Democratic Council
- RDC Regional Democratic Council
- LTC Lethem Town Council
- LTCC Lethem Technical Co-ordination Committee
- CH&PA Central Housing & Planning Authority
- T&CPD Town & Country Planning Department

17.0 CONCLUSION

As mentioned earlier in this document, this Plan is premised on the vision of Lethem emerging as a South Guyana City. This may seem to some as a far-fetched or very distant prospect but it can become a REALITY. The Lethem Development Plan must be seen as a step in this direction since it establishes appropriate principles and policies to guide both strategic and the local day-to-day decision-making process as regards developmental issues. This Plan is not rigidly cast in concrete but rather provides *a flexible framework for more detailed planning*, whenever found necessary.

Success can however only be achieved if *adequate resources* are committed to the implementation process. This includes the provision of adequate infrastructure to support growth and *the appropriate legal and institutional framework for managing such growth*. In the process proper co-ordination of developmental interventions at all levels is of critical importance. Last, but not least, *the full involvement of the community ("the Lethemians") and their wholehearted support to the development process is the one major pre-requisite for the success of this Plan, and the expected development of their community*.

Appendix 1

PERSONNEL CREDITS

**Land Use Surveys and
Preparation of Text:**

Rawle Edinboro	-	Town & Country Planning Officer (ag)
Marcelle Linton	-	Assistant Town Planner
Germene Stewart	-	Assistant Town Planner
Mariella Khirattie	-	Senior Planning Assistant
Esther Perry	-	Planning Technician II

**Preliminary Stakeholder Consultation
and definition of key planning issues:**

Andrew Bishop, ACIP	-	Commissioner, Guyana Lands & Surveys Commission
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Map Production:

The Guyana Lands & Surveys Commission

Claudette Foo	-	Cartographer
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Typing of Text:

Vislette Critchlow-Whyte	-	Confidential Secretary, Town & Country Planning Department
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Appendix 2

Set-back Lines

The set-back lines shall be as follows:

- a) Residential or residential/commercial development:

Depth of lot	Set-backs	
	Front	Rear
Up to 135 feet	10 ft. (10'-0")	10 ft. (10'-0")
Above 135 feet	15 ft. (15'-0")	10 ft. (10'-0")

Note:

In the cases of corner lots, the front set-back shall be fifteen feet (15'-0")

Width of lot	Side set-backs
Up to 50 feet	One sixth (1/6) of the width of the lot.
Above 50 feet	Ten feet (10'-0")

Industrial Development

	Set-backs	
	Front	Rear
	20 ft. (20'-0")	15 ft. (15'-0")

Note:

The positioning of any industrial building on any site must take into account the need to provide adequate space for the movement of vehicles, particularly those involved in loading and off-loading activities. Provision must also be made at the rear of any industrial building for space to allow for vehicular service access.



CENTRAL HOUSING AND PLANNING AUTHORITY
TOWN AND COUNTRY PLANNING DEPARTMENT
Georgetown, Guyana.

Legend

- boundary of study area
- road reserve
- cemetery
- existing bridge

KEY

	ZONE I - Food Processing, Livestock Feed Manufacturing, Warehousing, Parking
	ZONE II - Pharmaceutical Industries, Warehousing, Parking
	ZONE III - Fabrication, Light Manufacturing, Warehousing, Parking
	ZONE IV - Tanning/Craft Making, Warehousing, Parking
	ZONE V - Garment Manufacturing, Warehousing, Parking
	ZONE VI - Brick/Tile Making, Pottery, Concrete Products, Warehousing, Parking
	RESERVE
	CEMETERY

Schedule

USE	NUMBER OF LOTS	ACREAGE	PERCENTAGE
Industrial	174	62.05	21.80
Ministry of Health B	1	19.28	6.82
Industry of Agriculture	1	33.28	11.78
Customs	1	61.20	21.41
Hotels & Motels	1	6.14	2.17
Cemetery	1	11.51	4.07
River Side Reserve	3	4.93	1.74
Workers Club	1	0.48	0.16
Fire Out Post	1	0.48	0.16
Play Ground	1	3.23	1.13
Roads, engineering services reserve	—	79.53	28.26
TOTAL	185	282.41	100.00

Note

- 1 Each plot is designed to accommodate one industrial building.
- 2 Dimensions of plots may be subject to minor adjustments during the setting out of the survey.
- 3 Eighty feet road reserve is designed to accommodate carriageway and parking.

S. AMIN
Town and Country Planning Officer 10-91

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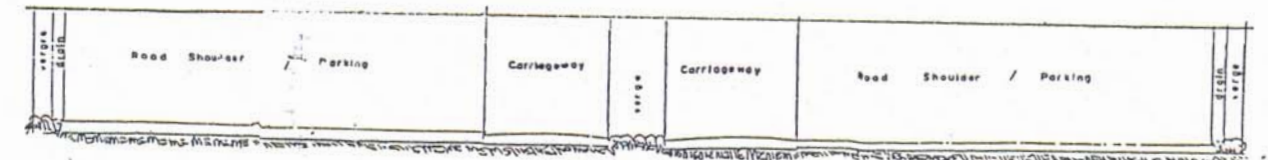
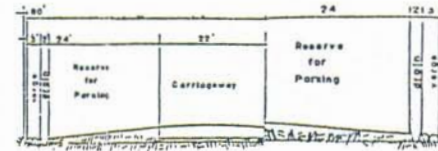
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Cross Section of Reserves



LAYOUT OF LETHEM INDUSTRIAL ESTATE

Appendix 4

NUMERICAL AND SPATIAL REQUIREMENTS

USES		EXISTING		DEFICIT		NEW DEMAND					TOTAL		
		DECEMBER 1986		DECEMBER 1986		1987 - 1990		1991 - 1995		1996 - 2000		1986 - 2000	
		LOTS	ACS.	LOTS	ACS.	LOTS	ACS.	LOTS	ACS.	LOTS	ACS.	LOTS	ACS.
HOUSING		169 ^(a)	95.93	2	0.482	40*	9.6*	60*	14.46	74*	17.834	176	42.416
EDUCATION	Nursery			1	0.5	-	-	-	-	1	0.5	2	1.0
	Primary	1	1.328	1	5.0	-	-	-	-	-	-	1	5.0
OFFICES	Sec.Sch./Hostel	-	-	-	-	-	-	-	-	1	7.5	1	7.5
	Police Station	Part of the 9.33 acs. plot (institutional)											
	Post Office			1	0.5	-	-	-	-	-	-	1	0.5
	Regional H.Q.			-	-	-	-	-	-	1	5.0	1	0.5
FIRE STATION		-	-	1	0.625	-	-	-	-	-	-	1	0.625
CINEMA		-	-	1	2.0	-	-	-	-	-	-	1	2.0
MARKET		-	-	1	1.25	-	-	-	-	-	1.25	1	2.5
DAY CARE CENTRE		-	-	1	0.5	-	-	-	-	-	-	1	0.5
	RODEO	-	-	1	5.0	-	-	-	-	-	-	1	5.0
		-	-	1	0.625	-	-	-	-	-	-	1	0.625
BANK		1	1.25	-	-	-	1.25	-	-	-	-	1	1.25
CEMERERY				2	1.0	-	-	-	-	-	-	2	1.0
PLACES OF WORSHIP		-	-	1	0.5	-	-	-	-	-	-	1	0.5
WATER TREATMENT PLANT													
COMMUNITY CENTRE		1	8.19										
CULTURAL CENTRE													
LIBRARY		-	0.54	-	-	-	4.0	-	5.0	-	6.0	-	15.0
INDUSTRY													
SUB-TOTAL				-	17.982	-	14.89	-	19.46	-	38.084	-	90.416
P.O.S/PLAYGROUND ^(b)		9	7.25	-	12.22	-	1.49	-	1.94	-	3.81	-	19.46
ROADS/RESERVES ^(c)				-	-	-	5.46	-	7.13	-	13.96	-	26.55
TOTAL				-	30.202	-	21.84	-	28.53	-	55.854	-	136.426

Summary (1987 - 2000)

1987 - 1990 = 52.042 Acs.

1991 - 1995 = 28.53 Acs.

1996 - 2000 = 55.854 Acs.

Total 136.426 Acs.

(a) includes 79 squatters

* a house - lot of 0.241 ac. (10,500 ft²) is recommended.

(b) 10% of area to be developed is recommended.

(c) 33% of area to be developed is recommended.

Source: Lethem Physical Development Plan
(1987 - 2000)