

The Port of George Town

An aerial photograph of George Town, Grand Cayman, showing a large cruise ship docked at a pier. The ship is white with a red and black funnel. The town is built on a hillside overlooking the water, with various buildings and a runway visible in the background. The water is a clear, vibrant blue.

Grand Cayman,
Cayman Islands

22/07/2004

Cayman Islands



Seven Mile Beach, Grand Cayman



Crystal Clear Water



Stingray City, Grand Cayman



Stunningly Beautiful Underwater World



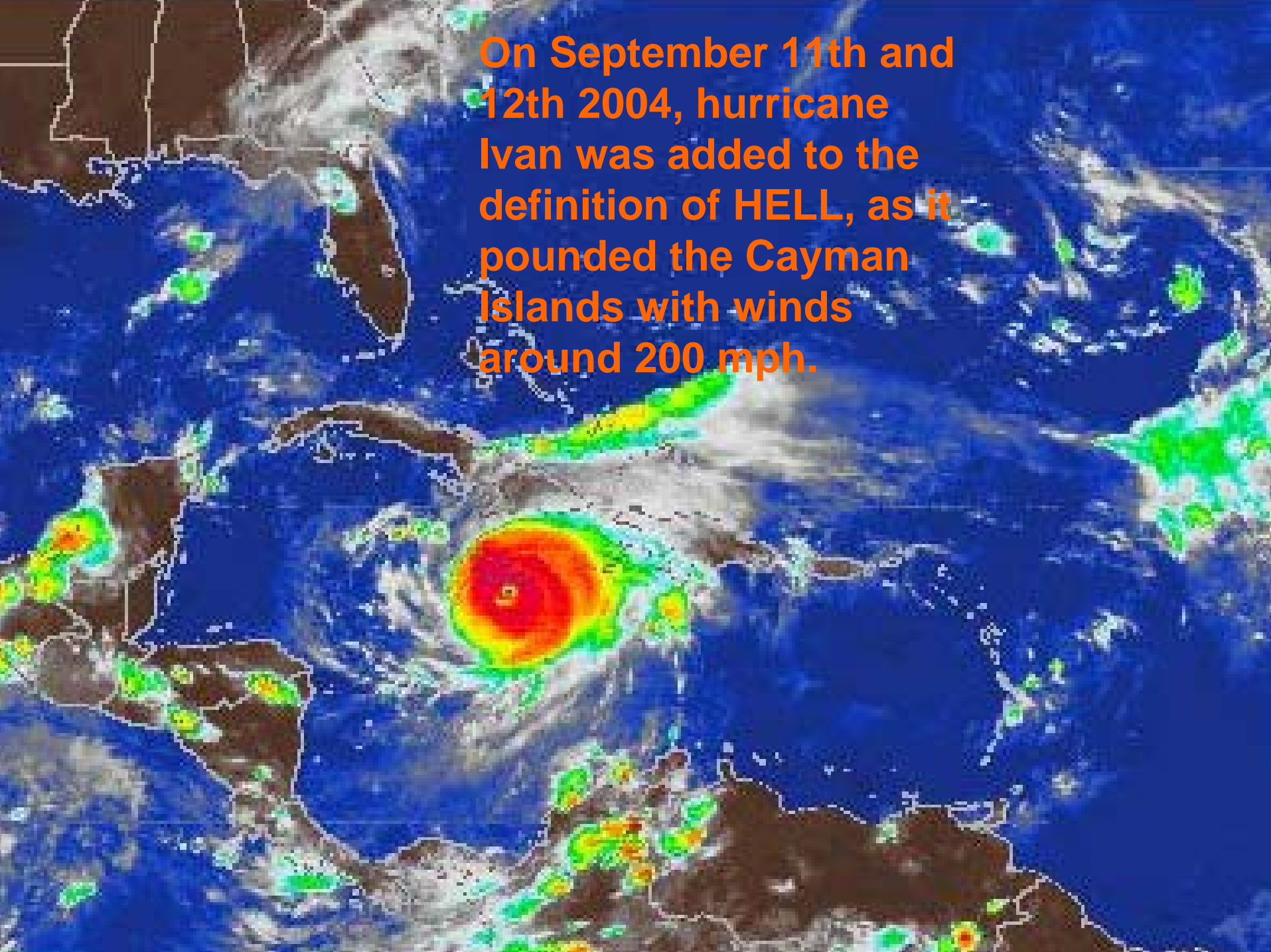


Turtle Farm

Hell, Grand Cayman



On September 11th and 12th 2004, hurricane Ivan was added to the definition of HELL, as it pounded the Cayman Islands with winds around 200 mph.



A large, powerful wave is crashing over a building, creating a massive splash of white water. The wave is the central focus, with its crest breaking over the roofline. In the background, there are palm trees and a fence, suggesting a tropical or coastal setting. The sky is overcast and grey. The overall scene conveys the destructive power of a hurricane.

H.I.K.O!

Hurricane Ivan Knock Out!

Our Port and Cruise facilities were damaged.







14/09/2004



14/09/2004

Many homes were destroyed.



12/09/2004



13/09/2004



13/09/2004



13/09/2004



14/09/2004



19/09/2004

Supermarkets and businesses
wrecked.



19/09/2004



Beaches laid bare of vegetation.

13/09/2004

Roads were decimated

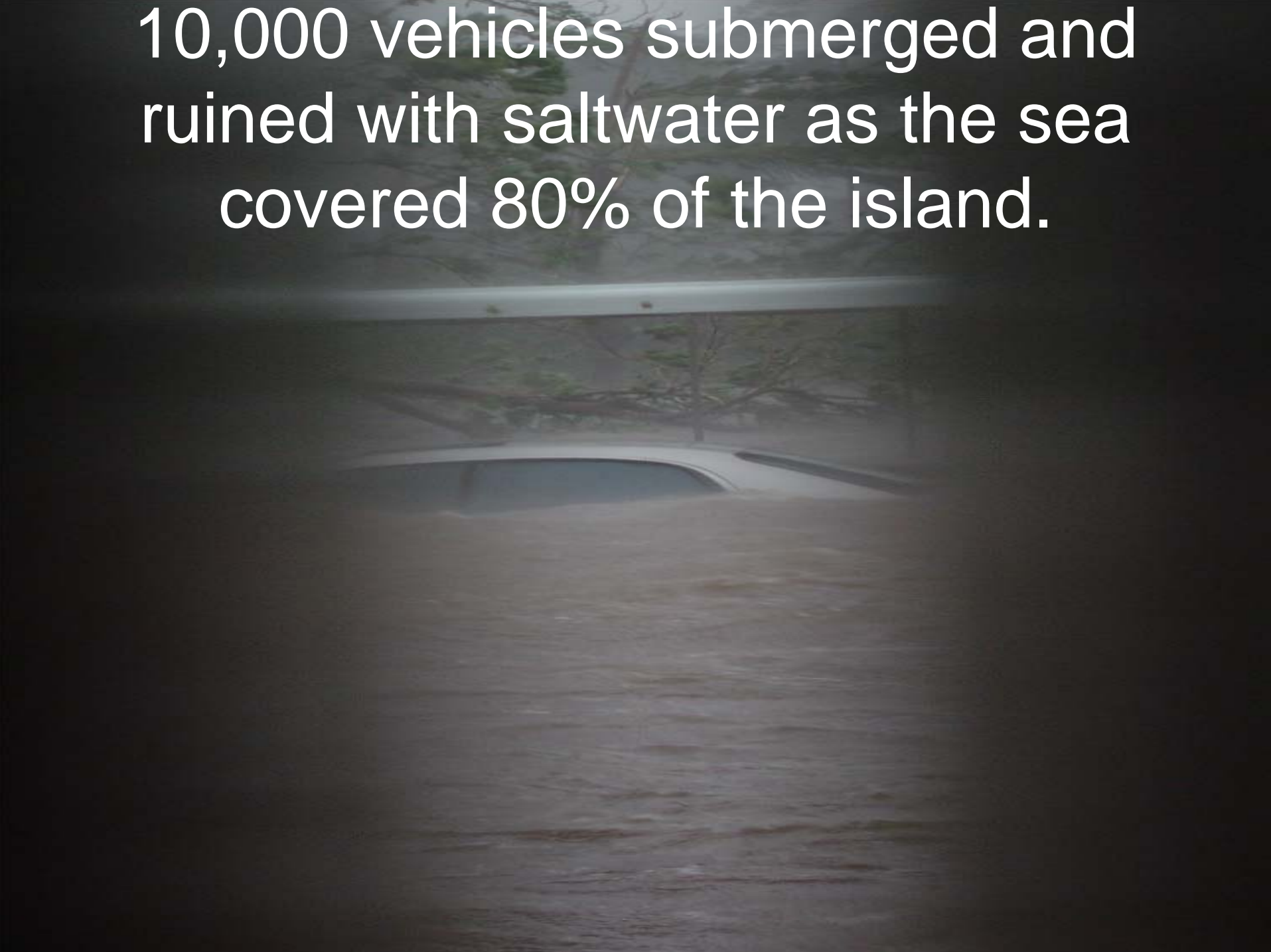


Roads were impassible



14/09/2004

10,000 vehicles submerged and ruined with saltwater as the sea covered 80% of the island.



The Effects of a Storm on a Port's Cruise Operations

The effects of a storm on a port engaged in the cruise business are many, but will mainly fall into the following categories:

- Employees
- Plant & Equipment
- Revenue loss
- Industry partners losses
- National Infrastructure damage

How To Survive A Hurricane

Your ability to survive depends on your ability to recover. Recovery depends on the following:

- Vulnerability Assessment
- Plan of action for before and after the storm
- Preparation
- Availability of Financial Resources
- Employees Welfare
- Industry partners recovery
- National Infrastructure repairs

14/09/2004

Vulnerability Assessment

- How vulnerable are your assets (buildings, equipment and employees) to damage/injury?
- What scenarios will likely occur?
- What action can you take to minimize the effect of a hurricane in each scenario?
- How effective do you think these measures will be and are they cost effective?

Vulnerability Assessment

- What will you do if the worse occurs?
- From your vulnerability assessment, what is the estimated sum of financial resources you will require to recover from a major storm?

The Plan of Action

- Write a plan to address what action you will take and when you will take it to address your vulnerabilities before the storm and how you will recover after one.

Preparation

- Test your plan prior to each hurricane season.
- Contact reputable contractors and repair personnel that are identified in your plan and verify that they are prepared and able to immediately address your calls for service.
- Make any corrections and adjustments necessary each year.
- Implement plan within two days of an approaching storm.

Financial Resources

- Ensure that you have sufficient financial resources at your disposal to meet the likely recovery costs identified in your plan.
- Insurance claims take a long time to be settled. Much longer than you wish to be out of business.
- Deductibles are high, so funds have to be set aside to bridge this gap.

Employees

- Employees are your most valuable asset and thus it is critically important to determine what support affected employees require to enable them to return to work and perform their jobs effectively?

Example

- After hurricane Ivan, the Port Authority provided meals for employees at work, washers and dryers for employees laundry needs, generators for employees homes, relief food, water and hygiene supplies for employees and their families, time off to do emergency repair work to their homes. Staff in turn worked around the clock to get the port operational.

Plant & Equipment

- We lost buildings, fencing, fiber-optic lines that connected our security cameras, restroom facilities, vehicles, antennas for our radios. We had no phones except cellular phones and a lot of debris to be removed. Thus far we have spent over \$1 million restoring the port and we still have some repairs to be completed.

Industry Partners Recovery

- **In the cruise business, all parties work like gears of a transmission for a successful operation. If one party (gear) is unable to operate, all parties (gears) are affected. Thus, you also have to maintain contact with your industry partners to ensure synchronization before returning to operation.**

National Infrastructure Repairs

- Debris removal
- Roads
- Transportation
- Accommodation
- Utilities – Electricity, water & telephones
- Good public health
- Tourist attractions

Cayman's Recovery

- It took six weeks of non-stop work after hurricane Ivan before we were able commence operations, but on Monday 1st November 2004, we welcomed Carnival Inspiration and Imagination back to the Cayman Islands, followed by Norwegian Spirit and Summit the next day and Oosterdam that Friday.

Cayman's Recovery

- Five months later, we are back to pre-Ivan levels and expanding to cope with the ever increasing demand by cruise lines to make a call to the Cayman Islands.



Seven Mile Beach on 14/2/05

Summary

- Assess your vulnerabilities
- Have a plan of action ready.

