



# TRINIDAD AND TOBAGO: PORT OF SPAIN URBAN PROFILE



Copyright © United Nations Human Settlements Programme (UN-Habitat), 2012  
All rights reserved

United Nations Human Settlements Programme publications can be obtained from  
UN-Habitat Regional and Information Offices or directly from:

P.O. Box 30030, GPO 00100 Nairobi, Kenya.

Fax: + (254 20) 762 4266/7

E-mail: [unhabitat@unhabitat.org](mailto:unhabitat@unhabitat.org)

Website: <http://www.unhabitat.org>

This report was managed by Kerstin Sommer, Alain Grimard, Albert Paranhos, Doudou Mbye, and Florence Kuria in Nairobi.

HS Number: HS/087/12E

ISBN Number (Series): 978-92-1-132023-7

ISBN Number (Volume): 978-92-1-132502-7

## DISCLAIMER

The designation employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning delimitation of its frontiers or boundaries, or regarding its economic system or degree of development. The analysis, conclusions and recommendations of the report do not necessarily reflect the views of the United Nations Human Settlements Programme (UN-Habitat), the Governing Council of UN-Habitat or its Member States. This document has been produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union.

Excerpts from this publication may be reproduced without authorisation, on condition that the source is indicated.

Photo credits: © UN-Habitat

## ACKNOWLEDGEMENTS

Design and Layout: Eric Omayá



# TRINIDAD AND TOBAGO: PORT OF SPAIN URBAN PROFILE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

## TABLE OF CONTENTS

FOREWORD	5
EXECUTIVE SUMMARY	6
BACKGROUND	8
GOVERNANCE	14
SLUMS, SHELTER, LAND AND TENURE	17
BASIC URBAN SERVICES	20
INCLUSIVE AND SAFER CITIES	22
LOCAL ECONOMIC DEVELOPMENT	25
DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT	22
SWOT ANALYSES	
GOVERNANCE	31
SLUMS, SHELTER, LAND AND TENURE	32
BASIC URBAN SERVICES	33
INCLUSIVE AND SAFER CITIES	34
LOCAL ECONOMIC DEVELOPMENT	35
DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT	36





## FOREWORD



According to research published in UN-Habitat's<sup>1</sup> flagship report, *The State of the World's Cities 2010-2011*, all developing regions, including the African, Caribbean and Pacific states, will have more people living in urban than rural areas by the year 2030. With half the world's

population already living in urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

But as this series shows, there are many interesting solutions and best practices to which we can turn. After all, the figures tell us that during the decade 2000 to 2010, a total of 227 million people in the developing countries moved out of slum conditions. In other words, governments, cities and partner institutions have collectively exceeded the slum target of the Millennium Development Goals twice over and ten years ahead of the agreed 2020 deadline.

Asia and the Pacific stood at the forefront of successful efforts to reach the slum target, with all governments in the region improving the lives of an estimated 172 million slum dwellers between 2000 and 2010.

In sub-Saharan Africa though, the total proportion of the urban population living in slums has decreased by only 5 per cent (or 17 million people). Ghana, Senegal, Uganda, and Rwanda were the most successful countries in the sub-region, reducing the proportions of slum dwellers by over one-fifth in the last decade.

Some 13 per cent of the progress made towards the global slum target occurred in Latin America and the Caribbean, where an estimated 30 million people have moved out of slum conditions since the year 2000.

Yet, UN-Habitat estimates confirm that the progress made on the slum target has not been sufficient to counter the demographic expansion in informal settlements in the developing world. In this sense, efforts to reduce the numbers of slum dwellers are neither satisfactory nor adequate.

As part of our drive to address this crisis, UN-Habitat is working with the European Commission and the Brussels-based Secretariat of the African, Caribbean and Pacific (ACP) Group to support sustainable urban development. Given the urgent and diverse needs, we found it necessary to develop a tool for rapid assessment and strategic planning to guide immediate, mid and long-term interventions. And here we have it in the form of this series of publications.

The Participatory Slum Upgrading Programme is based on the policy dialogue between UN-Habitat, the ACP Secretariat and the European Commission which dates back to the year 2002. When the three parties met at UN-Habitat headquarters in June 2009, more than 200 delegates from over 50 countries approved a resounding call on the international community to pay greater attention to these urbanization matters, and to extend the slum upgrading programme to all countries in the ACP Group.

It is worth recalling here how grateful we are that the European Commission's 9th European Development Fund for ACP countries provided EUR 4 million (USD 5.7 million at June 2011 rates) to enable UN-Habitat to conduct the programme which now serves 59 cities in 23 African countries, and more than 20 cities in six Pacific, and four Caribbean countries.

Indeed, since its inception in 2008, the slum upgrading programme has achieved the confidence of partners at city and country level in Africa, the Caribbean and in the Pacific. It is making a major contribution aimed at helping in urban poverty reduction efforts, as each report in this series shows."

I wish to express my gratitude to the European Commission and the ACP Secretariat for their commitment to this slum upgrading programme. I have every confidence that the results outlined in this profile, and others, will serve to guide the development of responses for capacity building and investments in the urban sector.

Further, I would like to thank each Country Team for their continued support to this process which is essential for the successful implementation of the Participatory Slum Upgrading Programme.

A handwritten signature in black ink, which appears to read 'Joan Clos'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**Dr. Joan Clos**  
Executive Director, UN-Habitat

<sup>1</sup> UN-Habitat - United Nations Human Settlements Programme

# EXECUTIVE SUMMARY

## INTRODUCTION

Urban profiling is a rapid and action-oriented urban assessment of needs and capacity-building gaps at national and local levels. It is currently being implemented in over 20 African, Caribbean and Pacific countries. The urban profiling uses a structured approach where priority interventions are agreed upon through a consultative process. It consists of three phases: (1) a rapid, participatory urban profiling at national and local levels, focusing on governance, informal settlements, urban services, urban safety, local economic development, disaster management, and environment, and proposed interventions; (2) detailed priority proposals; and (3) project implementation.

The urban profiling in Trinidad and Tobago encompasses a national profile, as well as profiles for Port of Spain, Scarborough, and San Fernando, each published as a separate report. This is the Port of Spain profile, and it constitutes a general background, a synthesis of six themes – Governance; Slums, Shelter, Land, and Tenure; Basic Urban Services; Inclusive and Safer Cities; Local Economic Development; and Disaster Management, Climate Change, and the Environment – and priority project proposals.

## BACKGROUND

Port of Spain is the largest city and capital of the Republic of Trinidad and Tobago, as well as being the financial capital of the Caribbean. Port of Spain offers the highest levels of commercial, service and administrative functions in the country. As a port city, the typical associated downstream industries and activities have contributed to its growth and development. In the 1980s, the country experienced an oil boom and growth in infrastructure services and development. During this period, a growing urban population led to an increase in the growth of informal settlements. These informal settlements, located largely on the fringes of the city, have continued to grow, and there is evidence of increasing marginalization and poor service provision. The issues of slum development remain largely unaddressed alongside the economic development of the city centre. The juxtaposition of the wealth of the waterfront development and the poor development standards of the slums is readily apparent.

## GOVERNANCE

The challenges of governance in the Port of Spain relate largely to the issues within the legislative framework. The city is governed by three regional

corporations: Port of Spain City Corporation, San Juan-Laventille Regional Corporation and the Diego Martin Regional Corporation. Existing legislation is rudimentary and inflexible, focusing mainly on service provision. As the population increases in the Port of Spain, the task of governance becomes increasingly challenging and poverty in the city a growing reality. The city corporation is burdened with limited budgets, inadequate management of funds, and limited human resource capacity with which to effectively manage the city.

## SLUMS, SHELTER, LAND, AND TENURE

A number of Port of Spain's residents live in conditions characterized by insecure land tenure, lack of access to basic urban services and poor sanitation. Development in these areas is often unauthorized. Residents commonly experience acute security and health problems and are largely dependent on the informal sector for survival. Various entities share the responsibility for service provision but are unable to meet increasing demands for urban infrastructure and services, since emphasis is placed on planned developments. This presents a substantial challenge to solving the problem of informal settlements in Port of Spain.

## BASIC URBAN SERVICES

Impoverished communities in Port of Spain often have inadequate basic urban services such as clean water, sewerage systems, basic health care, and solid waste management. The lack of tenure hampers efforts to obtain legal connections while the haphazard layout of the poorer areas makes it challenging to provide infrastructure.

## INCLUSIVE AND SAFER CITIES

Safety and security in the city relates to the integrity and functionality of the physical space, as well as the issues of crime and personal safety. Within the study area, East Port of Spain is disproportionately affected by some types of serious crime, with police stations in this area receiving a quarter of the reported serious crimes in the whole country.

## LOCAL ECONOMIC DEVELOPMENT

Economic development issues facing the city include an increase in crime, a reduction in jobs, and a decline in sectors that would be most accessible to poor and unskilled workers. The slum areas are themselves characterized by relatively high levels of unemployment and a reluctance on the part of businesses to operate in these areas.

## DISASTER MANAGEMENT, CLIMATE CHANGE AND ENVIRONMENT

Disaster management response is relatively new to the country; hence, the national and municipal governments are not fully up to speed in terms of legislation and guidance. The coastal location of the city makes it more vulnerable to the impacts of climate change, and it is already affected by flooding, landslides and the environmental consequences of unregulated development.

## BACKGROUND

### INTRODUCTION

#### Urban Profiling

Urban profiling consists of an evaluation of urban conditions based on needs identified by gaps and existing institutional responses gained at both the local and national levels through a public forum and consultation and a critical secondary stakeholder consultation. The purpose of the study is to develop poverty reduction policies at local, national and regional levels, through an assessment of needs and response mechanisms, and as a contributor to the wider-ranging implementation of UN Millennium Development Goals 11 and 13.

The study is based on an analysis of existing data through consultation with relevant urban stakeholders, including local communities and institutions, primary and secondary stakeholders, civil society, the private sector, development agencies, statutory bodies, and others. Such urban profiling has been successfully implemented in African, Caribbean and Pacific countries. In Trinidad and Tobago and other Caribbean countries, the urban profiling is being done in partnership with the University of the West Indies. This offers a unique opportunity for comparative regional analysis with other countries being profiled, with particular customization to the Caribbean context and history, which hold particular relevance in the formulation of the themes.

### METHODOLOGY

Port of Spain is defined by the community of St James to the west and the Sea Lots community to the south. For the purposes of this study, the boundaries of Port of Spain have been extended beyond the administrative boundaries to include areas which are functionally part of the city. The urban profiling methodology consists of three phases:

**Phase one** consists of rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small city are selected and studied to provide a representative sample in each country. The analysis focuses on the following themes: Governance; Slums, Shelter, Land, and Tenure; Basic Urban Services; Inclusive and Safer Cities; Local Economic Development; and Disaster Management, Climate Change, and the Environment.

Information is collected through desk studies, structured interviews, and discussions with key stakeholders to assess the strengths, weaknesses, opportunities, and threats (SWOTs) of the national and local urban set-ups. The findings are presented and refined during city and national consultation workshops, and consensus is reached regarding priority interventions. National and city reports synthesize the information collected and outline ways forward to reduce urban poverty through

holistic approaches.

**Phase two** builds on the priorities identified through pre-feasibility studies and develops detailed capacity-building and capital investment projects.

**Phase three** implements the projects developed during the previous phases, with an emphasis on skills development, institutional strengthening and replication.

This report presents the outcomes of **Phase One** at the local level in Port of Spain, with the added benefit of the Port of Spain consultations conducted by the East Port of Spain Development Company and the project identification work that has already been done and is ongoing at the community level.

### URBAN PROFILING IN PORT OF SPAIN

The urban profiling in Port of Spain, the capital city, is one of three such exercises conducted in Trinidad and Tobago. Similar exercises are being undertaken in Scarborough, the largest town on the island of Tobago, and San Fernando, a medium-sized city in southern Trinidad. Each urban profile is published in a separate report.

Port of Spain is under the jurisdiction of the Port of Spain City Corporation. However, functionally, Port of Spain extends into the neighbouring jurisdictions of both the Diego Martin and San Juan-Laventille Regional Corporations. Similarly, while some of the slum areas are outside the Port of Spain City Corporation boundaries, they are within the greater Port of Spain area and, as such, have been included for the purposes of this study. In many cases, it has been a challenge to source robust data at the community level. Consequently, much of the data in this report is at the level of the corporation, or is for enumeration districts rather than specific settlements or slums.

### REPORT STRUCTURE

This report consists of:

1. A general background of the urban sector in Port of Spain, based on the findings of the desk study undertaken, interviews, and a city consultation that was held in Port of Spain on 2 July 2010 (see back cover for a list of participants in the city consultation and bibliography). The background includes data on administration, urban planning, the economy, the informal and the private sectors, urban poverty, infrastructure, water, sanitation, public transport, street lighting, energy, health, and education.

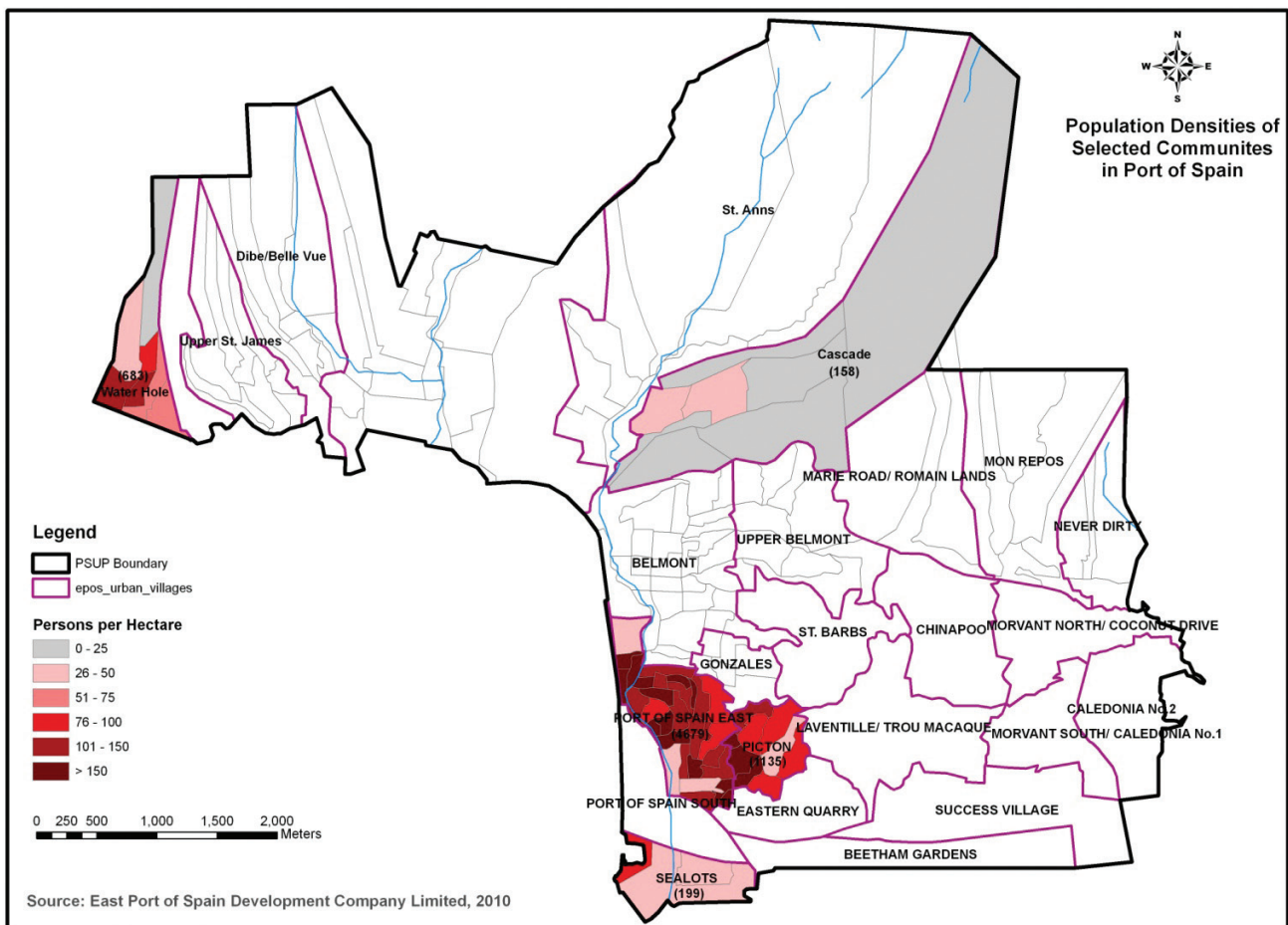


- An assessment of governance; slums, shelter, land, and tenure; basic urban services; inclusive and safer cities; local economic development; and disaster management, climate change, and the environment in terms of the institutional set-up, regulatory framework, resource mobilization, and performance. It is to be noted that gender was not identified as a specific issue since it was felt that gender issues permeate every level of the communities. This second section also highlights agreed priorities emerging from the city consultation working groups, and includes a list of identified projects.
- The third and last section includes a SWOT analysis and outlines priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs.

## PORT OF SPAIN'S DEVELOPMENT

The following table shows the population growth change between the 1990 census and 2000 census for the Port of Spain City Corporation, the Diego Martin Regional Corporation, and the San Juan-Laventille Regional Corporation, within the national context. These statistics cover the three corporations as a whole and as such represent a larger population than the greater Port of Spain population.

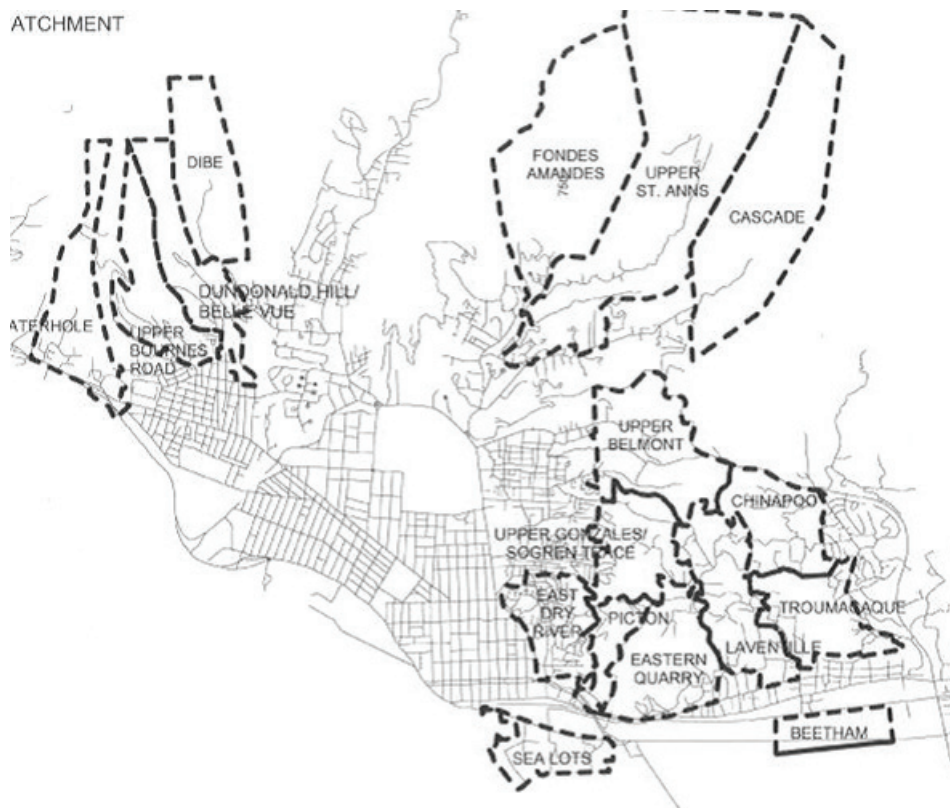
### MAP OF STUDY AREA



AREA	1990	2000	PERCENTAGE CHANGE
Diego Martin Regional Corporation	91,778	105,120	14.54
Port of Spain City Corporation	46,901	48,514	3.44
San Juan-Laventille Regional Corporation	148,497	164,545	10.81
Trinidad and Tobago	1,213,733	1,262,366	4.01

UN-Habitat’s Global Urban Observatory statistics put the rate of growth of slum areas for Trinidad and Tobago as a whole at 0.55 percent per annum for the period 1990–2001. This source estimated the slum population in 2001 at 32 percent of the national urban population.

INFORMAL SETTLEMENTS IN PORT OF SPAIN



COMMUNITY	HOUSEHOLDS	TOTAL POPULATION	HOUSEHOLD DENSITY
Fondes Amandes	161	659	4.09
Cascade (Casablanca)	190	620	3.26
Upper St. Anns	395	1,522	3.85
Dibe	225	792	3.52
Dundonald Hill/Belle Vue	829	3,155	3.81
Upper Bournes Road	703	2,748	3.91
Waterhole/Cocorite	1,446	5,466	3.78
Upper Gonzales/Sogren Trace	1,355	5,089	3.76
Chinapoo	1,391	4,732	3.4
East Dry River	2,514	8,108	3.23
Eastern Quarry	2,005	6,766	3.37
Laventille	2,096	7,372	3.52
Picton	1,313	4,455	3.39
Trou Macaque	1,240	4,326	3.49
Upper Belmont	1,486	5,190	3.49
Beetham	428	1,549	3.62
Sea Lots	515	1,859	3.61
<b>Total</b>	<b>18,292</b>	<b>64,408</b>	<b>3.52</b>

Central Statistics Office, 2000

## ADMINISTRATION OF PORT OF SPAIN

The greater Port of Spain area falls within the jurisdiction of the Port of Spain City Corporation, as well as that of the Diego Martin Regional Corporation to the west and the San Juan-Laventille Regional Corporation to the north and east.

These corporations are embodied in the Municipal Corporations Act No. 21 of 1990, as amended, and follow a structure of governance in which the mayor heads the Port of Spain City Corporation and a chairman heads each regional corporation. These are considered autonomous bodies; however, their administrative responsibilities fall under the Ministry of Local Government and are ultimately linked to the central government. The corporations are accountable to parliament, as financial and budgetary matters are directed to the Ministry of Local Government and then to parliament.

Many issues and projects that are of great concern to the city do not begin and end at the administrative boundary. For instance, issues such as transportation, crime prevention, environmental care, and employment transcend administrative boundaries and need to be considered more holistically if they are to be improved for the benefit of local residents.

## POPULATION

The population of Port of Spain grew very rapidly during the first half of the 20th century. The population peaked at about 94,000 in 1960 and then declined for the next 30 years. Reasons for the decline include the perception that Port of Spain is congested and crime-ridden, the encroachment of businesses into residential areas, an increase in the availability of developable land outside the city, an increase in the availability of and reliance on automobiles, and a lifestyle preference for single family housing with a yard.

During the 1990s, an improvement in the national economy, lifestyle changes and an increase in migration from other islands stemmed this decline. The official population figures for Port of Spain are 45,915 and 49,031 for 1990 and 2000 respectively, indicating a modest growth of 3,116 over that period. The highest growth rates were reported in three lower-income communities: Belmont, East Port of Spain and Sea Lots.

## URBAN PLANNING

Land development falls under the Ministry of Planning, Economic and Social Restructuring, and Gender Affairs and is executed through the Town and Country

Planning Act, Chapter 35:01. The Town and Country Planning Division is the division of the ministry with responsibility for land use and development management and control.

Several plans have been produced by the Town and Country Planning Division to guide development in the city, including the 1960s Central Business District Plan and the 1987 Port of Spain Land Use Plan. Since then, there have been a number of plans produced by other non-governmental entities, including Halcrow and Genivar. However, such documents have no formal status and their legitimacy is not widely recognized.

In 2009, the Ministry of Local Government embarked on a process of preparing regional development plans for the 14 municipal corporations in Trinidad. While these plans have not yet been formally adopted, they nevertheless represent the most up-to-date development plans for their areas and provide complete coverage for Trinidad.

## THE ECONOMIC SITUATION

Port of Spain is the financial capital of the country, with most government offices located within the central business district. It is also a major shopping destination, both locally and regionally, employing a large proportion of the population in its retail sector. The port activities are important to both the local and regional economy, with linkages throughout the Caribbean.

## URBAN POVERTY

For the purposes of this study, the informal settlements and slum communities within the administrative boundaries of Port of Spain are retained, and the additional communities of Waterhole, Fondes Amandes, Dibe/Belle Vue and Upper St James have been added due to their development over time and their characteristics. The statistics for the poorest areas looked at for this study show approximately 67 percent of the residential population living in substandard conditions with limited basic urban services. Other parameters used in the estimation included the quality of the building stock, structure stability and income levels. The rapid growth of these settlements has not been matched by the expansion of infrastructure. As such, the majority of settlements lack proper water and sanitation systems.

## INFRASTRUCTURE AND BASIC URBAN SERVICES

The infrastructure in Port of Spain is largely outdated and poorly maintained. Part of the problem is a lack of

coordination among government agencies charged with infrastructure planning, development, operation and maintenance.

Furthermore, existing infrastructure was not designed to support major new developments such as the Port of Spain International Waterfront Centre and the Government Campus Plaza. Large new investments are needed to accommodate these projects, as well as development projects currently under consideration and future ones.

## DRAINAGE

Port of Spain is subject to frequent flooding, especially in low-lying areas near the seafront. Central Port of Spain receives surface water runoff from a very large area. While the river corridors of the Maraval and St Ann's Rivers have been modified to accommodate this runoff, flooding still occurs after periods of heavy rainfall. The worst-affected places are the low-lying areas near Independence Square and Wrightson Road, some of which are below high tide levels.

The problems with the drainage system include the limited number of box culverts and street-side drains. The capacity of the network is further reduced by sediment and debris carried by the Maraval and St Ann's Rivers. It is estimated that 30 percent of the existing outfalls are clogged with sediment deposits. Poor construction practices in the area directly contribute to the levels of sedimentation and debris in the rivers.

## WATER

Two water networks serve the downtown area of Port of Spain: the Water and Sewage Authority operates one to provide potable water for residential, commercial and industrial consumption, and the other carries saltwater to be used in the event of a fire. These networks are not up to current standards, are not well maintained, and do not have the capacity to accommodate new development projects.

## SANITATION AND REFUSE COLLECTION

Central Port of Spain is served by a sanitary sewer network. The sewage moves in local sewers to collectors and then on to a wastewater treatment plant that is located east of the city. Though the treatment plant is a new facility, the distribution network is outdated and requires major reconstruction or rehabilitation to accommodate existing and new development. The plant is also affected by industrial waste illegally deposited into the system.



## PUBLIC TRANSPORT

Port of Spain is the most important national transportation pole. Figures from 2007 estimated that some 260,000 vehicles entered the city each day, carrying roughly 600,000 persons. The city has heavy traffic on all major roads and highways, severe traffic congestion at peak hours, constantly elevated levels of traffic throughout the day in the central business district, lack of enforcement of traffic laws, and a fragmented public transport system, with both private and public operators.

The Comprehensive National Transport Study in 2005 showed low public transport usage. This reflects a general shift to private transport and limited access to public transport outside urban areas. Within urban centres such as Port of Spain, public transport is more accessible.

Private car ownership is encouraged by the importation of affordable foreign used cars. As car ownership grows, use of public transportation is declining: 40 percent of trips in 2004 were made using public transport, compared with 60 percent in 1996. Reasons for the decline include a lack of commitment to providing a functional and efficient public transport network, a lack of public transport priority infrastructure in the Port of Spain region other than the Priority Bus Route, and declining public confidence in the public transport system, with its unreliable operation, delays, lack of park-and-ride facilities, and lack of access to certain areas.

## STREET LIGHTING

The provision of street lighting within the city is the responsibility of the Trinidad and Tobago Electricity Commission. However, some areas such as the informal settlements are not provided with adequate street lighting. The existing street lighting in these areas may be illegal or ad hoc and may not meet minimum requirements. Such deficiencies add to the perceived lack of safety in these areas.

## SOURCES OF ENERGY

The current electricity system is in poor condition and subject to frequent service interruptions. Accordingly, the Trinidad and Tobago Electricity Commission has embarked on a major reconstruction programme.

Trinidad and Tobago is one of the world's most important natural gas producers. Gas consumption in Port of Spain is primarily related to electricity production at the power plant located on Wrightson Road. There is no piped gas distribution network, and instead trucks are used to deliver gas cylinders to customers. This service is especially important in outlying areas, including the informal settlements. Government discussions on alternative energy to date have not proved to be fruitful.

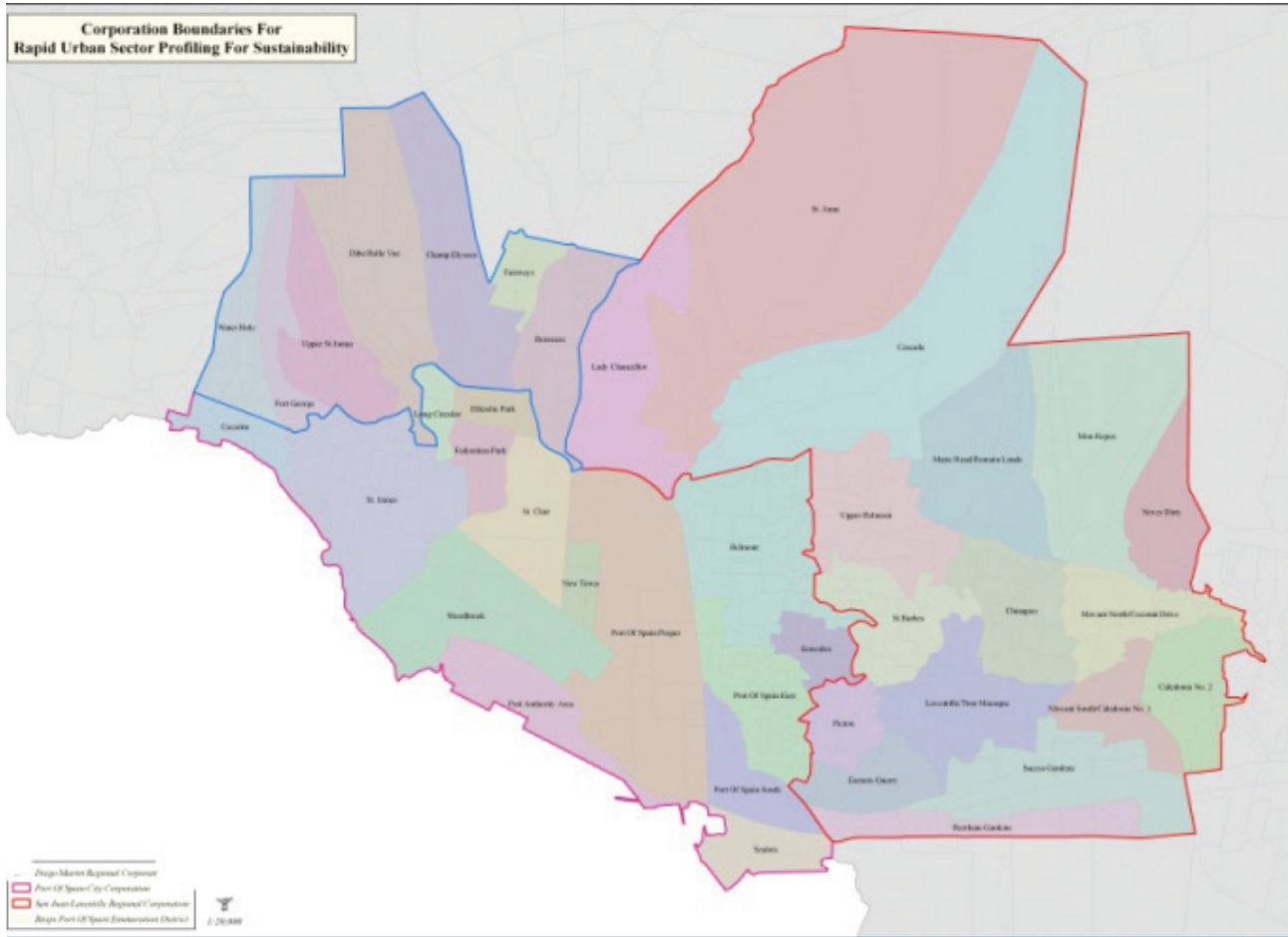
## HEALTH

The study area is served by numerous health facilities and one major hospital – the Port of Spain General Hospital, which is relatively well equipped. However, demand for efficiency in terms of speed and quality has led to the establishment of several private hospitals, which are expensive and thus exclude the poor. The government provides free prescription drugs for critical diseases throughout the nation, and this assists low-income earners and pensioners.

## EDUCATION

Port of Spain is home to a disproportionate share of facilities and amenities for social and community life, concentrated in the city's core. As a result of the decline in population between 1960 and 1990, Port of Spain has an oversupply of most community facilities, including schools. In its 1987 plan, the Town and Country Planning Division estimated that if the population trend continued, the oversupply of primary and secondary school places in 1995 would be 8,468 and 6,757 respectively.

# GOVERNANCE



Port of Spain comprises several planning regions: (i) the City of Port of Spain and (ii) greater Port of Spain. The City of Port of Spain is administered by the Port of Spain City Corporation, while greater Port of Spain is run by three regional corporations: Port of Spain City

Corporation San Juan-Laventille Regional Corporation and Diego Martin Regional Corporation. The following table shows the responsibilities and related densities:

CORPORATION	AREA (HECTARES)	POPULATION DENSITY	LAND USE PATTERN	MAIN URBAN CENTRES
Port of Spain City Corporation	1,345	48,514 36.1	Urban (relatively high density commercial and residential uses)	City of Port of Spain
Diego Martin Regional Corporation	12,753	105,120* 8.2	Largely residential; Northern Range Forest	Maraval, Diego Martin, Carenage
San Juan-Laventille Regional Corporation	22,039	164,545* 7.5	East-west urban corridor; agriculture; Caroni Swamp; Northern Range Forest	Morvant, Laventille, Barataria, San Juan

## RESOURCE MOBILIZATION

- Corporations prepare an annual budget and submit it to the Ministry of Local Government and the Minister of Finance. These include budget projections, a training plan, a roll-out plan for the current year, and an achievements report for the past year.
- More authority needs to be given to the municipal corporations to efficiently carry out tasks. Greater financial autonomy from central government will decrease the dependence on it and increase the efficiency of local government.
- Collection of revenue is limited to user charges, building permits and other licences and fees.
- There has been no collection of land and business taxes for the past two years pending clarification of the taxation regime, and there is currently no system in place for local tax collection.

## PERFORMANCE AND ACCOUNTABILITY

- There is an organization plan for the Port of Spain City Corporation for better serving its citizenry, but this is an internal document. There is work in progress to develop a vision for the city. This is spearheaded by the Port of Spain City Corporation and is a participatory process, involving a wide range of interest groups.
- There is no statement or charter specific to the Port of Spain City Corporation that acknowledges citizens' right of access to basic urban services. However, the Municipal Corporations Act 21 of 1990 clearly sets out the responsibilities of local government bodies, of which the Port of Spain City Corporation is one, in terms of the provision of services.
- The Port of Spain City Corporation has 12 local councillors, who are democratically elected. The majority party then elects four aldermen, who then select a mayor from among them.
- The Port of Spain City Corporation does not advertise tenders that are within the chief executive officer's purview or dealt with by the Central Tenders Committee. Those done under the Central Tender Board (central government) are published. Lists of those awarded contracts are not published at any level of government. However, the opening of tenders is done publicly, and information is thus available to interested parties.
- Money received by the Port of Spain City Corporation is for the implementation of its work plan. As such, there is no budget that citizens can access directly. There has been a practice of individuals coming

to the mayor to ask for assistance, but the practice varies depending on the individual in office. The current mayor refers individuals to the relevant agency for assistance.

- There is no independent audit of the Port of Spain City Corporation; audits of all government agencies and entities are done by the auditor general.
- The ombudsman function is independent of the Port of Spain City Corporation.

## POVERTY ALLEVIATION AND SOCIAL EMPOWERMENT ISSUES

- Of the 12 councillors of the Port of Spain City Corporation, four are male and the remaining eight are female. Of the four aldermen, there is one female. The chief executive officer of the Port of Spain City Corporation is female.
- The Port of Spain City Corporation does not directly provide services such as the provision of water to the urban poor. The services have a standard price; there is no facility by which the urban poor pay lower rates for such services.
- The Port of Spain City Corporation does not have a crime prevention strategy; this is a Trinidad and Tobago Police Service function. At the corporation level, however, matters that arise as part of the execution of the corporation's responsibilities are dealt with by the corporation.

## INSTITUTIONAL SET-UP

- There are no known mechanisms at the municipal level that specifically deal with women's representation. Women's representation in urban governance within the Port of Spain City Corporation is considered to be more than equal.
- Any training for the empowerment of women at the municipal level would be done by the relevant central government ministry as opposed to the Port of Spain City Corporation.
- Planning and budgeting at the Port of Spain City Corporation level is done by the elected councillors.

## CAPACITY BUILDING AND TRAINING

- The current administration of the Port of Spain City Corporation goes out to the various administrative districts every two or three months. This is not an institutional requirement, but rather a preference of the current administration.

- Greater education of citizens about their role is needed. At present, citizens are quick to complain but do not see their role or responsibility in taking action to solve existing challenges. This is felt to be a critical area that requires improvement.
- A key capacity gap is considered to be the current deficiencies in involving and engaging stakeholder organizations in planning and decision making at the level of urban governance. This should be mandatory for municipal corporations.
- Similarly, transparency of local budgets, tendering, and procurement should be an institutional requirement rather than a preference (or not, as the case may be) of the administration in power.

#### AGREED PRIORITIES

- Improved revenue collection.
- Increased training opportunities for staff.
- Improved technical capacity of staff members.
- Capacity building for civic leaders, with emphasis on transparency and accountability.
- Public forum.



## SLUMS, SHELTER, LAND, AND TENURE



Within the study area, the issues within the communities displaying slum characteristics include the following: lack of secure tenure; inadequate access to basic services and utilities; poor quality housing in terms of durability, adequacy, and design; inaccessibility; non-adherence to building codes; and displacement and relocation issues.

### REGULATIONS, LEGISLATION AND POLICY

- There is no specific legislation at either the city or national level addressing land rights for the poor.
- While the poor are not specifically factored into any land use plan or zoning guidelines, the Land Settlement Agency was established to address the issue of squatting on state land and to promote access to land for those without proper legal access.
- While gender is not considered to be an issue, the Land Settlement Agency studies have found that women head many households in poorer communities.

- In terms of the constraints faced by the poor in securing land rights, the Land Settlement Agency Act addresses security of tenure. At TTD 5 per square foot, the Land Settlement Agency land prices are considered to be reasonable.
- The development standards required by the Town and Country Planning Division do not take into account the realities of informal settlements, which by nature have evolved without regard to such standards. This provides a major challenge to the regularization of such settlements.
- Land management issues in Port of Spain include the juxtaposition of private and state land, which have different land management rights and regimes.

### TENURE

Current informal estimates by the Land Settlement Agency suggest that one-sixth of the national population are squatters. This is reflected in the following table:

	Owned	Squatted	Rented	Leased	Rent Free	Don't Know/ other	TOTAL
<b>Population</b>	6,156	2,556	3,725	1,624	248	671	14,980

Source: Central Statistics Office Census, 2000

- The Land Settlement Agency Act 25 of 1998 protects those who squatted on state land prior to 1 January 1998 from eviction. The Land Settlement Agency wants to review the act and incorporate a date which protects more recent squatters.
- Security of tenure is not considered to be as much of an issue in urban areas as in rural areas. Those in urban areas tend to be more concerned with infrastructure provision, whereas in rural areas tenure security is valued for inheritance purposes.
- The act does not give rights to demolish structures, and removal of squatters has to be done through the Commissioner of State Lands.
- Any eviction or demolition is subject to legislation that requires adhering to processes which include the serving of notices.
- Once squatters are protected under the Act based on their date of occupation, it is required that they be offered alternative accommodation if they must be removed.
- Legal advice is limited and access to it minimal. While there is legal aid, awareness of the facility is lacking.
- The process by which squatter sites are regularized (the end result of which is an individual lease) is highly bureaucratic, complicated and time-consuming.
- Information on land ownership is informal and often unclear.
- Within squatter settlements, the Certificate of Comfort does not guarantee tenure but is the most common informal arrangement.

#### PROVISION OF SHELTER AND SERVICES

- The Land Settlement Agency is conducting a site profiling exercise in all areas where there is squatting on state land. This involves collecting socio-economic data on households, as well as Geographic Information System and Global Positioning System spatial referencing. Once completed, it will provide information on a range of criteria, including the proportion of people living on precarious sites. The study is also expected to provide information on access to urban services in squatter areas.

- It is currently estimated that there are some 300 squatting sites nationally, consisting of approximately 50,000 squatters.

#### RESOURCE MOBILIZATION

- The Land Settlement Agency funding comes from the national government, from both the national budget and the Inter-American Development Bank, and is geared towards social programmes for lower-income levels of the population.
- There are also grants from the Inter-American Development Bank for home upgrading for those in specific low-income brackets. These grants are available through the Ministry of Housing and the Environment and the Ministry of the People and Social Development.
- If squatters obtain security of tenure, it can be used as collateral for accessing funding.
- The Land Settlement Agency is looking at reintroducing a microenterprise element into its operations, the objective of which is to support squatters to move out of poverty.

#### INSTITUTIONAL SET-UP

- The Land Settlement Agency has a key role in the provision of services in squatting communities, as part of a mandate that involves the physical upgrade of communities.
- The Land Settlement Agency works in partnership with entities such as UN-Habitat and Habitat for Humanity in seeking to fulfil this mandate.
- The site profiling exercise will be used to inform recommendations on reviewing and updating the parent legislation.
- The number of entities involved in land regularization and the poor collaboration among them makes for a process that is neither efficient nor streamlined. Furthermore, there are often conflicts between the guidelines and policies under which the various entities operate.

## CAPACITY BUILDING AND TRAINING

- Priorities for the Land Settlement Agency include the establishment of settlement committees at each listed site, which will incorporate training at the local level.
- Improvements that could be made in squatter communities include those related to social issues such as crime, underage pregnancy and health. Education is an area that also needs improvement. The political will to address these areas also needs improvement.
- Community-based organizations try to mobilize resources for upgrading unplanned settlements through development projects. The resources include corporation revenue (generated from levies and rates), as well as financial support from local and international donors and the private sector.

## AGREED PRIORITIES

- Clean-up of the land administration fraternity.
- Identification of land fit for residential purposes.
- A moratorium on all new squatting developments, supported by the development and enforcement of proper containment action plans.
- A review of the squatter regularization programmes to determine why the approach is not working, with remedial action as needed.
- The establishment of a land development inter-agency committee for approving large residential developments.
- Rationalizing unplanned settlements in the city.
- Squatter upgrading in regularized unplanned settlements in the city.
- Improved provision of water, sanitation and basic road infrastructure in unplanned settlements.
- Improved credit facilities for self-employed men and women in the informal sector, e.g. microfinance.



## BASIC URBAN SERVICES



Significant variations exist in infrastructure provision and adequacy throughout the study area. The following table indicates some basic urban service levels among dwellings in the study area.

### KEY ISSUES

- The often haphazard layout of informal settlements, with narrow roadways and pedestrian steps, presents a challenge for utility providers who must access such areas. The close proximity of dwellings impedes proper waste disposal and the ability to retrofit infrastructure. In addition, worker's safety remains a major concern in many areas.
- Households in the poorer areas often access services by tapping straight into utility lines. This is both illegal and dangerous.
- Corporations collect solid waste from city residents and then disposed of it at the Beetham landfill site.
- The Water and Sewerage Authority deals with wastewater management.

- To date, there have been no formal studies or surveys on access to basic urban services.

### RESOURCE MOBILIZATION

- The Port of Spain City Corporation derives financial resources to execute its duties from its annual budget provided by the central government.
- A number of service provision issues stem from the informal nature of the slums and informal settlements. As many residents of such areas cannot produce evidence of the legality of their tenure, their ability to access legal and formal service contracts is restricted.
- A sizeable labour force exists within squatter and slum communities. Their involvement in programmes to upgrade basic urban services in these areas can contribute not only to addressing the service issues, but also to providing employment.



## INSTITUTIONAL SET-UP

- The laws regulating the provision of services include the following:
  - a. Water and Sewerage Act, Chapter 54:40
  - b. Trinidad and Tobago Electricity Commission Act, Chapter 57:40
  - c. Public Health Act, Chapter 12:04
  - d. Municipal Corporations Act 1990
- The corporations provide services (e.g. solid waste management, local disease control such as mosquito spraying and road and drainage system maintenance) throughout the study area, though the financial and human resources are limited.
- Utilities are provided by the relevant bodies, e.g. the Water and Sewerage Authority and Trinidad and Tobago Electricity Commission.
- In terms of public–private partnerships, the Port of Spain City Corporation is responsible for solid waste management, but for the actual garbage collection in certain parts of the city, the corporation collaborates with private contractors.

## CAPACITY BUILDING AND TRAINING

- With respect to capacity building, the main areas for the Port of Spain City Corporation relate to human resources and fleet management.
- The Port of Spain City Corporation is understaffed; indeed, staff levels remain largely unchanged since the 1980s, in spite of the growing city serviced by the corporation.
- The corporation's fleet of vehicles is aging, while budgetary restrictions limit the acquisition of new vehicles and the service and maintenance of the existing ones.

- The annual staff training budget within the Port of Spain City Corporation is currently approximately TTD 200,000 for a staff of over 2,300.
- The Port of Spain City Corporation is conducting an ongoing education drive among residents, in the interests of encouraging the population to practice greater levels of civic responsibility, and in so doing, collaborate with the corporation in the management of the city.
- The Port of Spain City Corporation's objectives for slum improvement are as follows:
  - Elimination of pit latrines and establishment of proper toilet facilities,
  - Development of a proper and reliable garbage disposal mechanism inclusive of recycling,
  - Address the issue of homelessness and street dwellers.

### AGREED PRIORITIES

- Strengthening institutional capacity.
- Identifying communities in need.
- Needs assessment.
- Improved coordination and communication among committees, stakeholders and statutory bodies.
- Involving community-based organizations and NGOs in providing solutions for improving the provision of basic urban services.

## INCLUSIVE AND SAFER CITIES



Crime is a major issue within the study area. The most common serious crimes reported for Port of Spain for the year 2009 were as follows: robberies (1,055); burglaries and break-ins (703); general larceny (676); motor vehicle larceny (228); violent assault (154); and murder (127). Within Port of Spain, the police stations reporting the highest number of serious crimes for 2009 were the following: Besson Street (1,234); Central (843); St James (789); and Belmont (563). These stations serve the areas of East Port of Spain, the East Dry River, Waterhole, Upper Belmont, and Fondes Amandes. The breakdown by type of serious crime for these stations is consistent with the trend for the city as a whole.

The low detection rate for serious crimes is a factor that contributes to their prevalence. Of the 3,313 serious crimes reported in the city in 2009, only 388 were detected (11.7 percent). A similar situation is seen within the police divisions, with Besson Street detecting only 143 of the 1,234 reported serious crimes in 2009 (11.5 percent).

### KEY ISSUES

- Regarding crime levels, there is a lack of confidence in the Trinidad and Tobago Police Service. There are perceptions that there are too many police in administrative roles as opposed to “on the street”, that the police are colluding with criminals, and that the judicial system is not fair to the working class.
- The root causes of crime relate to poverty, unemployment and gang activity.
- The most unsafe parts of the city are considered to be the city centre and the poorer communities.
- Those most at risk of being victims of crime include business owners, high-profile individuals and the poorer class.
- The Trinidad and Tobago Police Service is responsible for ensuring the safety of residents and property, and those citizens who can afford to do so generally retain the services of private security firms and have house alarms.

- There is no known crime victimization survey or safety assessment for the city.
- The process of identifying priorities for policing is largely reactive, in response to reports from citizens.
- Within the Port of Spain City Corporation, security is dealt with via the City Police Department. Additionally, there is a security committee at the political level of the corporation.
- Women's needs are not considered separately but rather as part of the overall needs.
- In terms of the needs of the youth, there is a dedicated childline set up and manned by the City Police Department.
- There are infrequent public consultations held between the Trinidad and Tobago Police Service and the communities.
- The Trinidad and Tobago Police Service does not work with the Port of Spain City Corporation unless asked to do so by the councillors.

### RESOURCE MOBILIZATION

- The Trinidad and Tobago Police Service budget comes from the Ministry of National Security.
- In terms of the management of resources, the Trinidad and Tobago Police Service is mandated to conduct audits in many areas of its activities on a regular basis, be it weekly, monthly, quarterly, half-yearly, or annually. Such audits include an assessment of whether reports are being completed and complied with, whether disciplinary actions are being taken, and whether taxes are being reported and accounted for.

### INSTITUTIONAL SET-UP

- The role the Port of Spain City Corporation plays in the provision of safety and security services is directly connected to its resources, staff and equipment.
- The Port of Spain City Corporation does not directly respond to urban safety and security issues or fight crime.
- The Trinidad and Tobago Police Service is responsible for general safety and security, including providing street-level security, detecting crime and reducing fear of crime.

- The Trinidad and Tobago Police Service coordinates the response to urban safety and security issues.
- The Municipal Corporation Act sets out the responsibilities of the Port of Spain City Corporation regarding the provision of safety and security services, while the Trinidad and Tobago Police Service is guided by national laws and policies.

### CAPACITY BUILDING AND TRAINING

- Training in safety and security is not a focus of the Port of Spain City Corporation, and, as such, training tends to be ad hoc.
- The Trinidad and Tobago Police Service may be offered training opportunities through various international agencies, but places are often limited.
- Urban safety in the city centre could be improved by having better trained police officers adhering to improved standards.
- Safety could be improved by a greater police presence, a better relationship between the Trinidad and Tobago Police Service and the communities, and more involvement of the police in youth affairs.

#### BEST PRACTICE

##### **East Port of Spain Development Company**

In 2005, the Prime Minister acknowledged that Laventille and its environs were among the most depressed areas in the country, characterized by high rates of crime and unemployment and with many of its residents living in substandard conditions. The area was declared a Special Development Zone, and the East Port of Spain Development Company was established to develop the zone in East Port of Spain and improve the economic, social, and physical environment. The emerging East Port of Spain's Strategic Development Plan was developed through extensive stakeholder consultations and the necessary technical work. This approach is ensuring 'buy-in' to the plan and the process and hence promising a more successful outcome.

## AGREED PRIORITIES

- Upgrading of physical facilities in situ.
- Introduction of a programme of lighting, garbage disposal and maintenance of basic utility services.
- Employment of residents in infrastructural improvement activities.
- Encouragement of residents to invest in the area via small loans.
- Education programmes relevant to the community.
- Consistent community policing.
- Enforcement of laws.
- Development of a well-trained community police network.
- Programmes marketing public civility and education in ethical behaviour.
- Teaching of civics from the primary school level.



## LOCAL ECONOMIC DEVELOPMENT



### LOCAL ECONOMIC DYNAMICS

There is no known local economic development strategy for Port of Spain. In terms of supporting economic development, the role of the Port of Spain City Corporation relates to issuing licences for vendors and ancillary support in terms of garbage collection.

Within the study area, the poor are discriminated against in the allocation of jobs because of where they live, i.e. if they have an address from “the slums”, they are automatically and unjustifiably labelled as untrustworthy. In addition, some of the unskilled jobs that are available in the city tend to be shift and night work. In such cases, transportation can be a constraint for people living in the slum areas, as moving in and out of these areas in the dark is unsafe. Those in the slum areas also face difficulties improving their skills while working full time, as there is nowhere to study – homes are cramped and noisy, and the public library is only open during the day.

Employment opportunities in the downtown area have been declining over the last ten years, as trade and jobs are lost to shopping malls. Service jobs have meanwhile declined due to crime and parking challenges. Port

activities have also decreased, as the focus has shifted south to Port Lisas.

Growth areas include the following:

- Community-based Environmental Protection and Enhancement Programme, although there are not many projects in Port of Spain,
- Private security services, though labour often comes from outside the city,
- Landscaping of the city’s parks and green areas,
- The informal sector.

The city benefited in recent years from an upsurge in construction of public buildings, but the contracts were given to overseas firms; as a result, the labour was also largely foreign. In terms of competitive advantage, Port of Spain remains the preferred location for the headquarters of the central government and its ministries, as well as major private corporations. The city is a major transportation hub and remains the dominant national centre.

## CONCERNS

- The main economic issues facing the city are crime, job losses, and a substantial daytime population increase that reduces the ability of the Port of Spain City Corporation to keep the city clean and increases congestion.
- The Industrial Court of Trinidad and Tobago is in Port of Spain and, while subject to dated legislation, it functions effectively. However, aggrieved employees (e.g. those asserting their rights regarding termination of employment) must first know and understand the law, and their cases must be put forward by a union or a lawyer. In many instances, poorer people either do not know about this avenue or do not have much trust in it. Furthermore, their lack of education can impede their ability to clearly communicate their situation and the relevant chain of events.
- Assistance to businesses is largely limited to standard insurance. Entities such as the National Entrepreneurship Development Company provide start-up support to small businesses, while the Business Development Company Limited deals with bigger companies.
- The informal sector largely comprises different types of vendors: small-scale manufacturers and sellers of leather bags and shoes, traditional nut and snack vendors, night-time food vendors in areas such as Independence Square and the Queens Park Savannah, clothes vendors on Charlotte Street, and small vendors who lease land privately (making them legal but temporary).
- In terms of job opportunities for the disabled and vulnerable, the Blind Welfare Association on Duke and Edward Streets provides training for blind persons in skills such as basketry and chair-making, as well as an outlet for the display and sale of these products. Holy Name Convent has a training school that includes programmes for sewing, the products of which are then offered for sale.
- While the level of unemployment in the study area for the year 2000 was approximately 20 percent, this masks the spatial variation of employment and economic activity across the city. In East Port of Spain, data from 2000 had 11.6 percent of the population as unemployed. This does not reveal the pockets of higher unemployment in areas such as Marie Road/Romain Lands (33 percent), Mon Repos (20 percent) and Beetham (19 percent).

- The 2000 census further revealed that the working-age population within the slum areas is significant, and this reality could be better utilized in order to maximize local economic development within Port of Spain.

## EXISTING PROGRAMMES

- Municipal regulations such as health regulations have the power to shut down business establishments in the interests of promoting safe and healthy practices.
- Income-generating activities within Port of Spain are hindered by the high rents in the city.
- To date, the central government has coordinated most of the organized informal sector activity.

## ONGOING PROJECTS

### BUSINESS IMPROVEMENT DISTRICTS – EAST PORT OF SPAIN DEVELOPMENT COMPANY

Economic sustainability is essential to the successful regeneration of East Port of Spain. Business Improvement Districts are proposed in a number of areas to facilitate economic activity, job creation and investment. A series of targeted actions and a package of appropriate incentives will attract new businesses into East Port of Spain and encourage private sector participation to stimulate economic growth, reduce unemployment and alleviate poverty.

### INSTITUTIONAL SET-UP

- Where they occur, public–private partnerships have been largely successful. The Port of Spain Downtown Carnival does not get a large budget from the Port of Spain City Corporation but is supported by the corporation and sponsored in large part by corporate citizens. This supports a range of events which enhance the vibrancy of the area and benefit the small vendors. Bmobile is a regular sponsor of public concerts.
- Throughout the year, many of the city's parks and roundabouts are sponsored and maintained by corporate citizens.
- The Brian Lara Promenade is one of downtown Port of Spain's landmarks and is a public–private partnership.

## LEAKAGE AND MARKET ANALYSIS

- In terms of leakage, the low-income city dwellers tend to spend their money in the city itself. Those in the higher-income brackets tend to shop in the malls around the city and overseas.
- There are not considered to be many business opportunities for providing local businesses with goods and services, as the price differential between local goods and imports is too great.
- There could be greater income circulation within the city if crime was reduced, city centre shops had longer opening hours and social infrastructure in the downtown area was improved.
- Capacity building and training.
- Training on key issues could improve the local economy.
- Improving the city's infrastructure.
- Lengthening the hours of operation of the downtown shops.
- Better management of parking so as to reduce the growing congestion.

## AGREED PRIORITIES

- Upgrading infrastructure and generating short-term construction jobs and other forms of employment.
- Access to business management training and funding.
- Access to amenities such as secure storage space for goods.
- Values and attitudes campaign to help instil values conducive to economic development.
- Audit of the skills base of the local population.



## DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT



Trinidad and Tobago is vulnerable to the effects of natural disasters and the consequences of climate change. Coastal cities such as Port of Spain are particularly at risk, as a number of areas have been developed on reclaimed land and, as such, are likely to be among the first to be affected by rising sea levels.

### KEY ISSUES

- At the municipal level, there is no formal policy or regulation related to urban disaster risks.
- Hazard response is at three levels: Level 1 hazards are handled by the city corporation; Level 2 hazards are handled by a grouping of affected city or regional corporations and Level 3 hazards are national and handled by the Office of Disaster Preparedness and Management.
- Within the city, the main disaster risks relate to flooding, landslides, building collapse, and fire.
- Flooding has been an annual occurrence, but the Port of Spain City Corporation, with the Ministry of Works and Transport, has been carrying out ongoing mitigation works to clear drains, dredge rivers, and install a temporary floodgate at the Maraval River. These works were effective at reducing the incidence of flooding in 2011.
- Urban disaster risks are greatest in parts of East Dry River, Belmont and Laventille. In such areas, where unplanned development has taken place and infrastructure is deficient, the risk is considerably greater than in other areas.
- The prevalence of pit latrines increases the risk of pollution and the contamination of soil and watercourses.
- The underlying causes of the environmental problems in the Port of Spain communities are attributed to inadequate spatial planning, unemployment and poverty.
- The city has poor management practices and faces a variety of challenges, including a high rate of waste generation (solid and liquid) and inadequate water, sanitation and drainage systems, which often lead to flooding.
- There is an egress plan for the city, which was completed in December 2010. This addresses measures for dealing with a daily transient population of up to 350,000 people. The development of the plan was a participatory process involving a wide range of stakeholders.
- Resources for disaster management operations at the local municipal level are largely dependent on state funding.

## LEGISLATIVE FRAMEWORK

- The Caribbean Disaster Emergency Management Agency (formerly the Caribbean Disaster Emergency Response Agency) is the central disaster management organization in the region. Its role includes the coordination and mobilization of emergency disaster relief for member states, awareness campaigns and promoting a sustainable disaster response capability.
- The Office of Disaster Preparedness and Management was established by the cabinet in January 2005 and replaced the National Emergency Management Agency. It is responsible for protecting public health and safety, restoring essential government services, and providing emergency relief to those severely affected by hazards at the national level.
- The Office of Disaster Preparedness and Management coordinates a wide network of responders.
- The previous government administration undertook local government reform, part of which spoke to a greater prominence for disaster management at the local government level. As such, a specific unit was set up in the Ministry of Local Government to provide disaster management oversight for municipal corporations.
- Within the municipal corporations, including the Port of Spain City Corporation, disaster management units have been set up.
- A number of other agencies and entities are involved in the provision of services related to disaster management, including the defence force, fire service and police service. The activities of each of these are spelled out in specific legislation.
- In terms of collaboration, the disaster management units within the corporations have committees that meet on a monthly basis and include stakeholders. At the national level, the Office of Disaster Preparedness and Management also has regular meetings which are attended by the disaster management coordinators from the corporations.
- The disaster management units within the corporations can legally make claims on the Ministry of Finance to enable their activities to be carried out. However, the budgets are largely considered to be inadequate for the required duties.
- Implementation of activities to regulate urban disaster risk is often hindered by a lack of awareness, insufficient finances, resistance, and poor enforcement of laws and legislation.

- Dissemination of information about disaster risk is handled by the Office of Disaster Preparedness and Management at the national level and by the corporations at the local level.
- The Port of Spain City Corporation is currently partnering with the International Committee of the Red Cross to do local training in the East Dry River area on emergency response; the International Committee of the Red Cross will provide equipment and training, and the Port of Spain City Corporation will provide, through the assistance of the local councillors, secure areas for the storage of the equipment.

## CAPACITY BUILDING AND TRAINING

- The Caribbean Disaster Emergency Management Agency will source funding for regional activities, thus offering resources to member countries through its national offices.
- If training is needed in specific areas, the Port of Spain City Corporation could approach the Office of Disaster Preparedness and Management and the Caribbean Disaster Emergency Management Agency to either provide the resources or sponsor the training as needed.
- As with other international agencies, the United States Office of Foreign Disaster Assistance's regional office in Costa Rica has an annual training programme which is accessible through the Caribbean Disaster Emergency Management Agency.
- In terms of the local political leadership within the Port of Spain City Corporation, the current administration is very proactive about establishing a proper unit to handle the disaster management affairs of the corporation. Furthermore, there is a local councillor with specific responsibility for disaster management. At the monthly Port of Spain City Corporation council meetings, there is a specific segment to address disaster management, and it is a formal part of the council's monthly agenda.
- The Port of Spain City Corporation has formally committed funding to establish a dedicated building to house the Disaster Management Unit and the Emergency Operations Centre.
- The Port of Spain City Corporation has sent personnel to Chile to assess and learn from its earthquake response system.



## AGREED PRIORITIES

- Relocating at-risk settlements to safe areas.
- Increasing access to education within communities.
- Short-term provision of amenities in certain communities to improve the quality of life, e.g. public showers and toilets, community bins, day care, playgrounds and parks, and small business opportunities such as catering and tailoring.
- Different housing solutions for lower-income groups.
- Improvement of natural resource management in the city, particularly regarding open spaces, recreation grounds, and the East Dry River.
- Assisting in identifying solutions for the problem of flooding.
- Environmental awareness and training campaigns.
- Improving coordination on environmental matters among corporations, government agencies and the private sector.
- Involving non-governmental and community-based organizations in environmental management at the community level.
- Controlling deforestation through law enforcement and community participation.

## GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>Development plans exist for the city.</p> <p>Corporations have been established by an Act of Parliament and have clear functions, including the formulation of by-laws.</p>	<p>Inadequate resource management.</p> <p>Lack of participation of civil society in planning and budgeting.</p> <p>Poor implementation of development plans.</p> <p>Limited resources for basic service delivery.</p> <p>Lack of coordination among stakeholders.</p> <p>Outdated policies.</p> <p>Lack of transparency.</p> <p>Poor performance measurement systems.</p>	<p>Capacity-building programmes and staff retention strategies.</p> <p>Projects for short-term implementation.</p> <p>Defining new resource mobilization strategies.</p> <p>Introduction of geographic information systems and information technology networks.</p> <p>Existence of detailed human resource requirements to address shortfalls.</p> <p>Support for capacity building.</p>	<p>Stakeholders' lack of confidence in the management of resources.</p> <p>Ongoing unregulated development has contributed to increased urban poverty.</p> <p>Political interference by the central government.</p> <p>Failure of the central government to establish realistic budgets.</p>	<p>Improved partnerships between the public and private sectors.</p> <p>Capacity building for leaders and all statutory authorities, with an emphasis on transparency.</p> <p>Capacity building for technical staff.</p> <p>Improved local governance.</p> <p>Implementation of policies.</p> <p>Development of local area action plans.</p>

## SLUMS, SHELTER, LAND, AND TENURE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>Coordination of development programmes at the community level through stakeholder groups.</p> <p>Role of non-governmental and community-based organizations.</p> <p>Development plans exist.</p> <p>Communities are willing to develop their settlements.</p>	<p>Poor water supply.</p> <p>Poor sanitation.</p> <p>Lack of security of tenure.</p> <p>Poor housing in terms of durability, adequacy and typology (design).</p> <p>Lack of safety and protection within communities.</p> <p>Problems of accessibility.</p> <p>Non-adherence to building codes.</p> <p>Lack of area-specific building codes.</p> <p>Unsustainable livelihoods.</p> <p>Displacement and relocation issues.</p>	<p>Availability of sites for redevelopment.</p> <p>There is a need for quality housing close to the city.</p> <p>Developing design guidelines and incorporating crime prevention features.</p> <p>Potential for law enforcement.</p> <p>Capacity-building and resource mobilization programmes.</p> <p>Improved legislation.</p> <p>Empowerment of communities through letters of comfort.</p> <p>Community participation in controlling development through committees and other community-based organizations.</p>	<p>Physical development without commensurate investment in and commitment to economic and social regeneration.</p> <p>Central government retains control.</p> <p>Land grabbing.</p> <p>Illiteracy and poverty hinders effective community participation.</p> <p>Limited basic service provision.</p>	<p>Regularizing or relocating unplanned settlements where suitable in Port of Spain.</p> <p>Improved level of service provision.</p> <p>Enactment of a development-promoting mechanism.</p> <p>Strengthening of monitoring procedures to address key issues.</p> <p>Regularizing tenure.</p> <p>Improvement of public-private partnerships.</p> <p>Employment opportunities.</p> <p>Information gathering.</p> <p>Computerization.</p> <p>Implementation of geographic information system technology.</p>

## BASIC URBAN SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Existing legislative framework.	<p>Resource management.</p> <p>Unavailability of physical and human resources.</p> <p>Safety for service providers in areas of high criminal activity.</p> <p>Irregularity of tenure.</p> <p>Inadequate physical infrastructure.</p> <p>Indiscriminate disposal of solid waste.</p>	<p>Developing quality service provision planning for the region.</p> <p>Strengthening institutional capacity.</p> <p>Development of administrative databases.</p>	<p>Lack of a coordinated vision for the city.</p> <p>Lack of baseline data to define the number of communities in the city.</p> <p>Undermining of regularization programmes.</p>	<p>Improvement of basic trunk infrastructure.</p> <p>Improved access to basic urban services.</p> <p>Capacity building within each entity responsible for service provision.</p> <p>Preparation of a feasibility study for the city.</p> <p>Involvement of stakeholders and residents to identify and resolve challenges.</p> <p>Expansion of the water distribution system.</p>



## INCLUSIVE AND SAFER CITIES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>The strategic location of the greater Port of Spain area means that the area and its issues attract much attention.</p> <p>East Port of Spain has been formally recognized as being in need of specific comprehensive action.</p> <p>The regional plans prepared under the Ministry of Local Government initiative in 2009/2010 provide an up-to-date picture of the wider area.</p>	<p>Inadequate physical and social infrastructure.</p> <p>High rates of unemployment.</p> <p>Prevalence of gangs and gang-related violence.</p> <p>High crime rate.</p> <p>Low detection rates for serious crimes.</p> <p>Disproportionate impact of poverty, unemployment and crime on the youth, especially males.</p> <p>No one body has the responsibility for ensuring inclusion and safety in the informal settlements.</p>	<p>Greater coordination of existing and ongoing social programmes.</p> <p>Applying lessons from the ongoing East Port of Spain experience to initiatives and interventions in areas outside East Port of Spain.</p>	<p>Struggles for turf, control and power threaten the safety and stability of the area.</p> <p>The prevalence of serious crime acts as a deterrent to action and intervention by external bodies and agencies.</p> <p>Failure to reduce crime.</p> <p>Stigma and discrimination against residents of the informal settlements.</p> <p>Promotion of and reliance on political patronage.</p>	<p>Upgrading of physical facilities in situ.</p> <p>Programme for lighting, garbage disposal and maintenance of basic utility services.</p> <p>Creation of employment through infrastructural improvement programmes.</p> <p>Encouraging residents to invest in the area via small loans.</p> <p>Education programmes relevant to the community.</p> <p>Consistent, well-trained community policing service.</p> <p>Enforcement of laws.</p> <p>Programmes promoting public civility on radio and television.</p> <p>Teaching of civics from the primary school level.</p> <p>Programmes providing education in ethical behaviour.</p>

# LOCAL ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>Proximity to employment opportunities in the capital city.</p> <p>Valuable human capital, in particular the large working-age population.</p>	<p>Inadequate physical infrastructure and the level of crime deters businesses and private investors from establishing economic activities in certain areas.</p> <p>Low levels of education prevent residents from finding employment.</p> <p>Unequal access to employment and services.</p> <p>High rates of unemployment.</p> <p>Low levels of economic activity.</p> <p>Economic alienation.</p> <p>Lack of accountability.</p>	<p>Proximity to the central business district of Port of Spain presents opportunities for commercial development and economic activities.</p> <p>Large labour pool.</p> <p>Economic development utilizing the local resource base.</p> <p>Availability of sites for redevelopment.</p> <p>Prevalence of the informal sector within the area illustrates the creativity and resilience of the resident population.</p> <p>Establishment of Business Improvement Districts in East Port of Spain could be replicated in other areas.</p>	<p>Physical development by public and private sector agencies without commensurate involvement in and commitment to economic and social regeneration.</p> <p>Outdated land use planning policies and development standards which are not flexible enough to allow for home-based and creative industries.</p> <p>Stigma and discrimination against certain people and communities.</p>	<p>Infrastructure upgrading, generating short-term construction jobs and other forms of employment.</p> <p>Access to business management training and funding.</p> <p>Access to amenities such as secure storage space for goods.</p> <p>Values and attitudes campaign to help instil values conducive to economic development.</p> <p>Audit of the skills base of the local population.</p>

# DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>Natural resources.</p> <p>A wealth of historical sites and attractions.</p> <p>Scenic views of the city, the Gulf of Paria and beyond.</p> <p>Appreciation of the importance of environmental management.</p>	<p>Poor housing and living conditions in some areas.</p> <p>Environmental degradation, especially in the hillside areas, watersheds, watercourses, and wetlands.</p> <p>Flooding and landslides.</p> <p>Poor land use and environmental practices.</p> <p>Development on flood-prone and reclaimed land.</p> <p>Indiscriminate disposal of solid waste and garbage.</p> <p>Poor management of the urban environment.</p>	<p>Tourism potential based on the history and culture of the city.</p> <p>Prioritizing environmental management issues in the city through sensitization programmes.</p> <p>Creating legislation to make the coordination of the disaster management unit committees a part of formal governance structures.</p>	<p>The effects of climate change and sea level rise are likely to be felt most in the informal settlements in low-lying and reclaimed areas such as Sea Lots.</p> <p>Lack of proactive and localized plans for disaster management.</p> <p>Inadequate coordination among stakeholders and environmental management bodies.</p>	<p>A national building code and design codes that address various risks.</p> <p>Relocating at-risk settlements to safe areas.</p> <p>Improving natural resource management in the city, such as the management of open spaces, recreation grounds and the East Dry River.</p> <p>Assisting in identifying solutions for the problem of flooding.</p> <p>Undertaking environmental awareness and training campaigns.</p> <p>Improving coordination on environmental matters.</p> <p>Involving community-based and non-governmental organizations in environmental management at the community level.</p> <p>Controlling deforestation through law enforcement and community participation.</p>





## BIBLIOGRAPHY:

Acierno, A. and A. Mazza (2009), *Urban Safety and Public Space: The Case of Naples*, Faculty of Architecture, University of Naples Federico II, Naples.

Bureau of Democracy, Human Rights, and Labour (2008), *2008 Human Rights Report: Trinidad and Tobago*, US Department of State.

Commonwealth Secretariat (2009), *Commonwealth Health Ministers' Update 2009*.

East Port of Spain Development Company Limited (2007), *East Port of Spain Strategic Development Plan: Part 1*, Port of Spain.

East Port of Spain Development Company Limited (2007), *East Port of Spain Strategic Development Plan: Part 2*, Port of Spain.

Environmental Management Authority (2010), *Mission Statement*, Ministry of Housing and the Environment, [www.mphe.gov.tt](http://www.mphe.gov.tt)

Frontin, G. (2000), *Land Use Policy and Administration Project: Profiles of Local Government Institutions*, Ministry of Agriculture, Port of Spain.

Genivar (2007), *Urban Master Plan for Central Port of Spain*, preliminary for discussion.

Government of the Republic of Trinidad and Tobago (1961), *Central Tenders Board Regulations: Chapter 71:91 of the Laws of Trinidad and Tobago*, Ministry of Legal Affairs, Port of Spain.

Government of the Republic of Trinidad and Tobago (1969), *Town and Country Planning Act: Chapter 35:01 of the Laws of Trinidad and Tobago*, Ministry of Legal Affairs, Port of Spain.

Government of the Republic of Trinidad and Tobago (1977), *Ombudsman Act: Chapter 2:52 of the Laws of Trinidad and Tobago*, Ministry of Legal Affairs, Port of Spain.

Government of the Republic of Trinidad and Tobago (1982), *National Physical Development Plan*, Town and Country Planning Division, Ministry of Planning and Development, Port of Spain.

Government of the Republic of Trinidad and Tobago (1987), *Port of Spain Land Use Plan*, Town and Country Planning Division, Ministry of Planning and Development, Port of Spain.

Government of the Republic of Trinidad and Tobago (1990), *Municipal Corporations Act: Chapter 25:04 of the Laws of Trinidad and Tobago*, Ministry of Legal Affairs, Port of Spain.

Government of the Republic of Trinidad and Tobago (1991), *The Domestic Violence Act*, Ministry of Legal Affairs, Port of Spain.

Government of the Republic of Trinidad and Tobago (1998), *Land Settlements Act: Act Number 25 of the Laws of Trinidad and Tobago*, Ministry of Legal Affairs, Port of Spain.

Government of the Republic of Trinidad and Tobago (2000), *Representation of the People's Act: Chapter 2:01 of the Laws of Trinidad and Tobago*, Ministry of Legal Affairs, Port of Spain.

Government of the Republic of Trinidad and Tobago (2000), *Trinidad and Tobago Population Census 2000*, Central Statistics Office, Ministry of Planning and Development, Port of Spain.

Government of the Republic of Trinidad and Tobago (2004/2005), *Annual Statistical Report 2004–2005*, Ministry of Housing, Port of Spain.

Government of the Republic of Trinidad and Tobago (2007), *National Gender Policy*, Gender Affairs Division, Ministry of Community Development and Gender Affairs, Port of Spain.

Government of the Republic of Trinidad and Tobago (2009), *Budget Statement 2009/2010*, Ministry of Finance, Port of Spain.

Government of the Republic of Trinidad and Tobago (2009), *Draft Hillside Development Policy for Trinidad and Tobago*, Town and Country Planning Division, Ministry of Planning and Sustainable Development, Port of Spain.

Government of the Republic of Trinidad and Tobago (2010), *About Us*, Office of Disaster Preparedness and Management, Ministry of National Security, [www.odpm.gov.tt](http://www.odpm.gov.tt)

Port of Spain Corporation, *Strategic Plan 2004–2008*, Port of Spain.

The Interplan Group (2009), *First Draft Development Plan: A Strategic Regional Planning Framework for Port of Spain City Corporation*, working document.

The Interplan Group (2009), *Spatial Development Plan for Port of Spain: Situation Report 2*.

UN-Habitat (2003), *Slums of the World: The Face of Urban Poverty in the New Millennium*, Global Urban Observatory.

United Nations Development Programme (2010), *Crisis Prevention, Recovery, and Risk Reduction*, [www.undp.org.tt](http://www.undp.org.tt)

Urban Development Corporation of Trinidad and Tobago (2000), *Greater Port of Spain Local Area Plan*, Halcrow Group (Trinidad and Tobago Ltd.).

# PORT OF SPAIN CITY CONSULTATION

## ATTENDANCE LIST

### NAME AND ORGANIZATION

Everson Beeda	Land Settlement Agency
Chi Kimose	Ministry of the People and Social Development
Keith Davidson	Ministry of Works and Infrastructure – Programme for Upgrading Roads Efficiency
Gerald A Collins	Ministry of Works and Infrastructure – Drainage Division
Shirley Christian	Maharaj, Ministry of Planning and Sustainable Development – Central Statistical Office
Hermian Smart Findley	Ministry of Planning and Sustainable Development – Gender Affairs Division
Sheryl Anne Haynes	Ministry of Planning and Sustainable Development – Town and Country Planning Division
Sarah Briggs	Ministry of Housing and the Environment
Floyd Bushell	Ministry of the People and Social Development
Etienne Mendez	Ministry of Community Development
Janine Xavier	Ministry of Local Government – Regional Planning Unit
Bishnu Ragoonath	University of the West Indies
Dr Charisse Griffith-Charles	University of the West Indies
Dellarue Howard	University of the West Indies Rapporteur
Winifred David	Port of Spain City Corporation
Candice Da Breu-Rennie	Port of Spain City Corporation – Engineers Department
Damian Ramdin	Port of Spain City Corporation
Jamal Martin	San Juan-Laventille Regional Corporation
Bernard Cropper	Diego Martin Regional Corporation
Tracey Wilson	Trinidad and Tobago Society of Planners
Timothy Moolleedhar	Trinidad and Tobago Society of Planners
Semia Wesenhagen	The Interplan Group
Heidi Hosein	The Interplan Group
Niron Carrington,	The Interplan Group
Shivdi Singh	The Interplan Group
Margaret McDowall-Thompson	EMBA Limited
Arnim Cozier	Trinidad and Tobago Society of Planners
Cynthia Piper	Woodbrook Residents Association
Cynthia Milan	East Port of Spain Council of Community Organizations
Trevor McMeo	East Port of Spain Council of Community Organizations
Beverly Gonzales	Port of Spain South
Monica Paul-Mclean	European Delegation Trinidad and Tobago
Linus Rogers	Telecommunications Services of Trinidad and Tobago
Nigel Bobb	Trinidad and Tobago Electricity Commission
Gerard Ramcharansingh	Office of Disaster Preparedness and Management
Angelique Balbosa-Philip	Trinidad and Tobago National Petroleum Marketing Company Limited
Karomana Daaga	National Library and Information System Authority – Heritage Library Division
Leiselle Maraj	Newsday

## **PORT OF SPAIN URBAN PROFILE**

The Port of Spain Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. The urban profiling is being implemented in 30 ACP (Africa, Caribbean and Pacific) countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

HS Number: HS/087/12E

ISBN Number (Series): 978-92-1-132023-7

ISBN Number (Volume): 978-92-1-132502-7



**UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME**

P.O Box 30030 - 00100, Nairobi, Kenya

Tel: +254-20-7623120

Fax: +254-20-7623426/7 (Central Office)

[infohabitat@unhabitat.org](mailto:infohabitat@unhabitat.org)

[www.unhabitat.org/publications](http://www.unhabitat.org/publications)