

# SUSTAINABLE PORT OF SPAIN TRINIDAD AND TOBAGO

## ACTION PLAN







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## About the Emerging and Sustainable Action Plan for Port of Spain

The Emerging and Sustainable Cities Initiative (ESCI) in Port of Spain (POS) was developed using a multi-disciplinary approach among the government of the Republic of Trinidad and Tobago (GORTT), the city of Port of Spain Corporation and the Inter-American Development Bank (IDB), led by His Excellency The Honorable Minister Mr. Winston Dookeran, His Worship Louis Lee Sing, Mayor of the City of Port of Spain, and Ms. Michelle Cross Fenty, IDB Representative in the Republic of Trinidad and Tobago.

The application of the ESCI approach/methodology was facilitated by a team led by IDB specialists both at headquarters and in country who were responsible for the preparation of products and convening sectorial technical discussions with government stakeholders on critical sustainable city agenda items, namely water and sanitation, solid waste, energy, transportation, mitigation and adaptation to climate change, vulnerability to natural disasters, air quality and noise, education, health, employment and competitiveness, connectivity, land use and housing, inequality, urban poverty, security, governability and fiscal sustainability.

In total, a team of more than 40 professionals from both the IDB and Government conducted the ESCI exercise for almost one year.

### **For the Government of the Republic of Trinidad and Tobago:**

The Honorable Wiston Dookeran, Minister of Finance. Ministry of Finance: Mr. Phillip Marshall, Advisor to the Minister of Finance; Ms. Michelle Durham-Kissoon, Asst. Director, Macro Fiscal Unit; Ministry of Public Utilities: Mr. Hollis Hinds, Director, Policy and Research; Public Transport Service Corporation: Ms. Onika Morris-Alleyne, Manager, Service Planning, Scheduling & Research; Ministry of Planning and The Economy: Ms. Marie Hinds, Senior Land Use Planner; East Port of Spain Development Company Ltd: Dr. Deborah Thomas, Managing Director; Citizens Security Program: Mr. Gregory Sloane-Seale, Program Coordinator; National Infrastructure Development Company (NIDCO): Ms Khafi Weekes and others; Water and Sewerage Authority.

### **For the City of Port of Spain:**

His Worship, Alderman Louis Lee Sing, Mayor of the City of Port of Spain. Port of Spain Cooperation: Ms. Winifred David, Chief Executive Officer.

### **For the IDB:**

Ellis Juan, ESCI's General Coordinator; Carolina Barco, Patricia Torres and Horacio Terraza, Sector Coordinators; Gabriel Nagy (FMM/CTT) Team Leader;





Fernando Bretas (INE/WSA); Evan Cayetano (WSA/CTT); Benjamin Santa Maria (ICS/CTT); Cassandra Rogers (RND/CBA); Carlos Mojica (INE/TSP ); Gerard Alleng (INE/SECC); (Natasha Marzolf (INE/ENE) and Yolanda Galaz (INE/WSA); Dana King (IfD/ICS); Ian Ho a Shu (SPH/CTT), Dale James (CCB/CTT) and Luis Manuel Espinosa Colmenares ESCI consultant.

Also Caribbean Network for Urban and Land Management: Dr. Asad Mohammed, Director; and Planning Consultant: Janine Xavier.

All key stakeholders participated in the discussions during various stages of the development of the plan and expressed their concurrence with the approach and ESCI concept. Without their efforts and dedication this product would not have been possible.







## Executive Summary



**To help emerging mid-size cities address these challenges, the Inter-American Development Bank (IDB) developed the Emerging and Sustainable Cities Initiative (ESCI) which provides technical expertise to Caribbean governments and assists them with refining and implementing their urban development plans by while addressing sustainability challenges in a structured and integrated manner.**

Latin America and the Caribbean (LAC) constitute the region with the highest degree of urbanization on the planet. The percentage of urban population doubled in the second half of the twentieth century, from 41% in 1950 to over 75% at present, and it is expected that by 2050 this percentage will increase to 89%. Simultaneously, the region experienced a significant concentration of economic activity in its cities. Today, approximately 55% of the region's GDP is produced from within the urban centers.

To help emerging mid-size cities address these challenges, the Inter-American Development Bank (IDB) developed the Emerging and Sustainable Cities Initiative (ESCI) which provides technical expertise to Caribbean governments and assists them with refining and implementing their urban development plans by while addressing sustainability challenges in a structured and integrated manner. In brief, the ESCI concept represents a new approach – one that identifies a city's most pressing sustainability challenges via a rapid diagnostic assessment, based upon a core set of 60 indicators. The assessment produces highly pragmatic, tactical solutions which can be implemented within a short time frame (in four months or less) to yield results which:

- address the city's most pressing sustainability challenges;
- encourage an integrated, cross-disciplinary approach, proven to be critical for long-term urban development sustainability;
- ensure the incorporation of concerns raised by a range of important stakeholders and
- achieve development of a "sustainable city"<sup>1</sup>

Utilizing a traffic light rating criteria<sup>2</sup> which depicts varying stages of sustainability (red = below minimum levels, yellow = requires improvement, green = sustainable), the diagnostic assessment showed that although Port of Spain achieved a green or yellow rating in some of the areas, many other key areas received a red rating. These included the areas of managing growth and protecting the environment, vulnerability, appropriate urban infrastructure and facilities (including drainage), waste management, public safety, urban mobility, economic development, participatory planning and enforcement, and heritage and culture.

<sup>1</sup> "Sustainable City" is defined as one that offers a high quality of life for its inhabitants, minimizes their impact on the natural environment and has a local, fiscal and administrative government capacity to maintain its economic growth and perform its duties with urban citizen participation.

<sup>2</sup> Developed jointly by POS authorities, private sector stakeholders and the IDB

During subsequent meetings it was clear to both the GORTT, POS authorities and the ESCI team that the biggest challenge to sustainable development of greater POS and the country as a whole lay in those neighborhoods that are fastest growing, more densely populated, congested, vulnerable to natural disasters and have more economic disparity. While these challenges are common throughout the city, they were most prominently concentrated in three (3) communities: Port of Spain East, Gonzales and Belmont.

The purpose of this report is to present an Action Plan outlining several strategic and integrated interventions tailored toward the sustainable development of an Integrated Urban Development Area (IUDA<sup>3</sup>) comprising the communities of Port of Spain East, Belmont and Gonzales (see tables 1 and 2). The report also aims to provide a common basis to jump start key activities, in keeping with the GORTT's strategic vision and national priorities for the development of Port of Spain.

The action plan is built around the implementation of three (3) strategic and integrated interventions described below:

- A. Environment and Infrastructure** - Protecting watersheds (Chinapoo community), environmentally sensitive areas (protected areas), and urban upgrading
- Settlements upgrading and urban beautification
  - Improving public safety/security

- Better and universal mobility
- Water Supply improvement
- Drainage rehabilitation and flood control
- Solid Waste Management
- Climate change adaptation (Emergency response and contingency fund)

**B. Cultural Heritage Restoration** – Preservation of heritage sites

- Renovation of Fort Picton
- Urban upgrading and beatification

**C. Social and Economic Development** – Empowering communities and local economic development plans scheduled for the medium and long-term years of implementation

- Engaging local businesses
- Job creation
- Training

In the short-term (2012-2013), actions are required to firm up the project methodology through activities focused on building in accountability and quality control, culminating in the first stages of implementation of the Action Plan.

In the medium term (2014-2016), projects that focus on promoting economic development and training are to be undertaken.



<sup>3</sup> Please note that the area defined as East POS in relation to the mandate of the East POS Dev Co was specified by Cabinet Minute and extends into the area of jurisdiction of the San Juan/Laventille Regional Corporation. Fort Picton is located outside the jurisdiction of the POS City Corporation



**It is expected that after eight years of 'treatment' and intervention, the city will be on the path toward a sustainable future, in line with the Latin American and Caribbean standards.**



These projects will aim to address key thematic areas: environmental degradation, urban inequality, citizens and security, urban mobility, conservation of historic sites and drainage.

The final section of this document includes a detailed description of each of the projects. The total investment under the SEC initiative is estimated at **US\$196,496,000** (see table 2) of which **US\$50,351,000** is to be funded from other IADB investment streams, **US\$2,600,000** is to be funded provided by local bodies - WASA and NIDCO - and **US\$143,545,000** will come from multiple sources (resource mobilization annex), where the Bank will help the government mobilize the funding.

Efforts will continue to be made to ensure sustained communication between and among the citizens of POS throughout this programme. This approach aims to foster a strong sense of community ownership of the project and is expected to result in the sustainable transformation of the quality of life in the city. It is expected that after eight years of 'treatment' and intervention, the city will be on the path toward a sustainable future, in line with the Latin American and Caribbean standards.

To implement ESCI's integrated Action Plan an organized effort will be required from the major stakeholders: the National Government and the Municipality of Port of Spain. It is critical to successful implementation, on each of the

phases, to set up the right institutional arrangements and organization to execute the activities in coordination with the Bank. The identification of the fitting executing agency and the appointment of a project management coordinator will be the first activity (during the planning process of the project cycle) of the ESCI Action Plan. Some projects require additional research regarding impact, as well as cost benefit analyses, environmental and social assessments and feasibility studies. A rough estimate of the total cost of pre-investment is **US\$3,585,000**. It is expected that the whole planning and initiation process can be concluded within the first year, as shown in Table 2.

The role of the Bank in the execution of the Action Plan will include:

- 1 Direct financing of (some or part) of the project.
- 2 Provision of assistance to the Government to mobilize additional project funding.
- 3 Provision of technical expertise gained from the implementation of similar projects in the region under the ESCI or under the Bank's regular financial instruments. This may include the sharing of experience and best practices gained from the Citizens and Security programs in Latin America.



The ESCI Platform has been set within context of the GORTT's seven pillars for sustainable development as initially expressed in the Manifesto of the People's Partnership and further articulated in the Medium Term Policy Framework 2011-2014. Further, the ESCI is aligned with the plans of the

Economic Development Board (EDB) and the Council for Competitiveness and Innovation (CCI) and will develop new socio-economic spaces in five regions of Trinidad and Tobago; the Strategic Regional Development Planning Framework for Port of Spain City Corporation; the Country Planning Act of 1969 and the 1975 Ministry of Planning and Development Publication: Planning for Development, the National Framework for the Preparation of Regional, Sub-regional and Local Area Plan.









## What is a Sustainable City

**The Sustainable Concept.** As mentioned earlier, ESCI defines a sustainable city as one that offers a high quality of life for its inhabitants, minimizes their impact on the natural environment and has a local, fiscal and administrative government capacity to maintain its economic growth and perform its duties with urban citizen participation.

For many emerging and sustainable cities, achieving economic growth while at the same time, protecting the earth's vital resources continues to be a challenge, particularly, in the face of our current unsustainable global economy where more than one billion people are excluded from economic progress and the earth's environment is suffering terrible damage from human activity.

It is recognised that the sustainable development bottom up approach should help cities achieve more effective and efficient local institutional frameworks; more reliable monitoring of local population's health and wellbeing; and more effective and efficient local governance. We do know that better technology, more data, more knowledge and experience and greater awareness should allow us to make the necessary changes at the local level and secure

a sustainable path. It is at the local level where it matters and where we can make a significant difference. Secondly, cities increasingly depend on their natural landscapes to provide food and recreation, capture and store water and energy, absorb wastes, and satisfy many other needs. Protecting and enhancing ecological assets—the natural capital—is a priority when managing 'sustainable' urban growth.

To meet these challenges, the IDB's ESCI employs a multi-disciplinary approach to promote environmental sustainability and improve the quality of life in intermediate-sized cities in Latin America and the Caribbean. This initiative provides a set of tools to: (i) identify key bottlenecks that cities face in sustainable development; (ii) weigh and prioritize identified problems to guide investment decisions; (iii) determine solutions and their feasibility (including institutional capacity and local funding sources); and (iv) track progress, closing sustainability gaps and reaching goals.

The initiative emphasizes city improvements across three dimensions: environment and climate change, urban development and fiscal governance.

**It is recognised that the sustainable development bottom up approach should help cities achieve more effective and efficient local institutional frameworks;**





'Environment and climate change' focuses on environmental management (including disaster risk management) and local pollution control, climate change mitigation and adaptation measures.

The 'urban development' dimension includes a city's urban footprint, social inequality, transportation network, economic competitiveness, and security. 'Fiscal sustainability' addresses the ability of local governments to manage expenditures and investments as well as encourage civic participation. A city-based approach is thus very place specific, with a focus on enabling and empowering local leadership and local ecologies.

## Step 1 Diagnosis and Priorities

The purpose of this diagnostic phase of the methodology is to produce a clear snapshot of the city, showing what they are doing well and in which areas morework is needed to become more sustainable. This evaluation is done through a system of indicators and rating criteria.

In order to gather the necessary information and to ensure that the city leadership buys into the diagnostic results, it was first necessary to engage the stakeholders of the city. The most pressing sustainability challenges found to affect POS are summarized in the table below:

### PILLAR 1 Environment

- Poor growth management putting significant
- pressure on natural resources and sensitive environmental areas.
- Inadequately managed water resources and infrastructure.
- Poor energy efficiency and lack of renewable energy sources.
- Limited ability to cope with natural disasters (including frequent flooding) and consequences of climate change.
- Poorly managed watersheds.
- Vulnerability to flooding and landslides.

### PILLAR 2 Urban

- High rates of serious crime and consequently poor citizen perceptions of safety.
- Limited mobility obstructing economic development.
- Inadequate access to basic services and community infrastructure hindering quality of life in informal settlements on the city's periphery.
- Urban decay and dereliction.
- High unemployment and low income.

### Pillar 3 Fiscal/ governance

- Limited and limited control of, resources for city operations.
- Lack of clarity on responsibilities between central and local government.
- Inadequate transparency of the activities of city corporations, relevant central government bodies and public utilities.
- Lack of community participation and involvement.



			Port of Spain		
Environmental Sustainability			Urban Sustainability		Governance Sustainability
	Protected areas		Urban degradation		Funding sources
	High vulnerability flooding		Manage growth		Per. based budgeting
	Noise		High land use density		Contractual debts
	Emergency response		Urban mobility		Competitive local economy
	Watershed degradation		Community facilities		Informal sector integration
	Natural disaster risk		Energy		Land use planning
	Climate change		Safe transport		Transparency
			Public safety		Auditing
			High unemployment		Modern management
			Water supply		Contingent liabilities
					Tax base
					Quality of spending
	<div> <div></div> Performs sustainably           <div></div> Sustainability gap needs improvement           <div></div> Below minimum sustainability         </div>				

## Sustainable POS: Vision

A sustainable Port of Spain is one that offers a good quality of life for its inhabitants, minimizes its adverse impact on the natural environment and has a local, fiscal and administrative government capacity to maintain economic growth and perform its duties with urban citizen participation.

...To establish POS as the most efficient, professional, aesthetically, and eco-friendly city in the Caribbean. (A Vision for Port of Spain: The Next 100 Years)







## Sustainable POS: Action Plan

After a joint exercise between the Ministry of Finance, City of Port of Spain Corporation and the bank's team, it was agreed that ESCI efforts on sustainability should focus on the areas of East Port of Spain, Belmont, and Gonzales. In summary, these three communities are the most dense; they are less integrated, poorer, display high crime rates and are the most vulnerable. ESCI's preliminary analysis confirmed the evident deficiencies, inequalities, scarcities and vulnerability of these three communities.

The poor quality of life and availability of few economic opportunities are evident. This evidence reinforces the need for transformation and redevelopment. However, it is notable that with a population of over 49,000 (Ministry of Local Government, 2000) in a densely populated area, the potentials are also evident. This area of Port of Spain is the most diverse and valuable in terms of its physical, cultural and human assets. The challenge posed to ESCI is to realize the potential of the area in order to achieve a sustainable transformation.

The ESCI Action Plan for POS, which encompasses the wider Port of Spain area, including East Port of Spain, calls for a focus on 1) projects at the local level, targeting the high

concentration of population and poverty, both of which place severe pressure on the environment, and 2) strong policies that will address the costs of high density populations. Evidence suggests that clean water and safe streets do not come easy and cheap. In Port of Spain, as in any city in the world, creating a healthy, attractive and sustainable city requires sound strategies, a strong focus, large financial investments and often heavy-handed governmental intervention.

The restoration of Fort Picton is a core element in the development of the East Port of Spain area. The restoration of the site, in addition to other complimentary investments by the GORTT to create opportunities for commercial activities in the area, would provide the catalyst for transforming the area into a thriving cultural economic hub and tourist attraction. The restoration of Fort Picton will be the first phase of a bank-funded multi-million dollar project in East Port of Spain. The first phase (see table 2) will be funded in part from resources from existing underperforming loans. The restoration of Fort Picton could be launched soon.

Under each of the pillars, the team identified three (3) strategic and integrated interventions targeted at the areas of East Port of Spain, Belmont, and Gonzales.

**In Port of Spain, as in any city in the world, creating a healthy, attractive and sustainable city requires sound strategies, a strong focus, large financial investments and often heavy-handed governmental intervention.**





For the immediate term, the themes include: environmental degradation, urban inequality, citizens and security, urban mobility, conservation of historic sites, and drainage. For each of the pillars a number of activities are proposed as described below:

POS aspiration implies projects and activities to be implemented and financed under three tentative horizons, as shown in Table 1 below. The first horizon – Y1 and Y2 of the Action Plan – includes clarifying priorities, mobilizing resources, setting institutional arrangements and capabilities and investing in activities aimed at protecting the environment and improving the quality of life of the area's population. These activities are geared toward setting the necessary foundations for a more sustainable City of the Port of Spain and an improved, more appropriate business environment – a precursor to economic development. One such intervention could be improving the physical conditions and security in the area before the ESCI initiative invests further in economic development.

The activities in the medium term will consolidate the natural and physical environment so that the Action Plan can start promoting better economic opportunities in the area by improving the business environment. Business and job opportunities in the area cannot flourish if there is no access to basic services and security. Improvements to living conditions will allow low and medium income

households to invest less in basic needs and consume more business products and services.

The longer-term scenario calls for a consolidation of the foundations for sustainable development and promotes investment on large integrated projects contributing to long-term sustainable development (including fiscal sustainability) in the areas of East Port Of Spain, Belmont, and Gonzales and in the wider POS area.

It is important to emphasize that the execution of some of the activities included in the Action Plan (see table 2) will be carried out within the context of and utilizing the resources from existing approved operations which include:

- 1 Placed based revitalization actions focusing on Gonzales and other areas of East Port of Spain to be executed in the context of the Neighborhood Upgrading Program (TT-L1016)
- 2 Citizen security activities, which also target the East Port of Spain areas, will be supported by the Citizen Security Program (LO-1965/OC-TT) which has been approved for US\$24.5 million
- 3 The impact of climate change<sup>4</sup> on the water and sanitation infrastructures will be financed by the Technical Cooperation Climate Change Adaptation in Water Resources, case studies (RG-T1974)

<sup>4</sup> Note: Trinidad and Tobago will be the pilot for sea level rise

- 4 The development of a baseline of Risk Management Index (RMI) for the City of Port of Spain, as a tool to measure and monitor risk management performance will be financed by the Technical Cooperation Improving Comprehensive Disaster Risk Management (ATN/OC-12349-TT).

The final section of this chapter includes a detailed description of each of the activities included in each of the scenarios. The total investment under the SEC initiative is estimated at **US\$196,496,000** of which **US\$143,545,000** is unfunded as of 2012 and **US\$52,951,000** is funded under different IADB projects.

Table 2 at the end of this chapter lists more than twenty four activities and details the proposed implementation schedule. Each activity is grouped under a local plan and contributes to one or all of the strategies set up for POS. The expected outputs for each activity are solid, tangible deliverables expected to illustrate sustainable trends by the 8th year of the implementation of SEC in the areas of Port of Spain East, Gonzales, and Belmont.

As part of the pre-investment activities, the bank will furnish a proposal for raising the necessary funding for the completion of the Action Plan over the period 2012-2015. Based on preliminary estimates, the plan calls for a total investment of US 200 MM for the four year period.

It is estimated that current bank operations not yet disbursed could be re-focused and provide around US 50 MM of financing. The GORTT would explore the possibility that the remaining US 150 MM could be included in the Country Lending Program (2013-2015), and look for other sources for the remainder (e.g., budget based and others). This situation provides the Bank with a great opportunity to mainstream the Emerging and Sustainable Cities Initiative (ESCI) in the country-lending program.





### Table 1

HORIZONS	Short term: Y1 (2012-2013) – Y2	Medium term: Y3 – Y4 – Y5	Long term: Y6 – Y7 – Y8+
VISION	Clear priorities to protect the environment, improve the quality of life and set the foundation for an appropriate business environment	Small integrated projects promoting economic development and training	Large integrated projects contributing to long term sustainable development
Environment and Infrastructure  Cultural Heritage Restoration	<ul style="list-style-type: none"> <li>• Water supply improvement</li> <li>• Drainage rehabilitation and flood control</li> <li>• Solid waste management</li> <li>• (Emergency response and contingency)</li> <li>• Settlements upgrading and urban beautification</li> <li>• Improving public safety/security</li> <li>• Better and universal mobility</li> <li>• Expanded settlements upgrading and regularization</li> <li>• Expanded security projects</li> <li>• Renovation of Fort Picton</li> <li>• Urban upgrade and beautification</li> </ul>	<ul style="list-style-type: none"> <li>• Settlements upgrading</li> <li>• Disaster risk management Phase 1</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded water projects</li> <li>• Expanded drainage projects</li> <li>• Disaster risk management Phase 2</li> </ul>
Social and Economic Development		<ul style="list-style-type: none"> <li>• Incentives</li> <li>• Cash transfers</li> <li>• Microloans</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• PRODEV</li> <li>• Fiscal and decentralization projects</li> </ul>

Table 2

STRATEGIC LINE	PROJECTS AND ACTIVITIES	INVESTMENT (US\$ thousands)				KEY STAKEHOLDER	TIMEFRAME							
		Pre	Unfunded Investment	Founded investment IADB others	Resource mobilization		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8
Methodology Actions	Prioritization				IADB MoF POS Corporation	MoF MoLG MoPE EDB POS Corporation EPOSDC								
	Resource mobilization													
	Leverage expertise – project preparation													
	Institutional arrangements													
	Institutional strengthening													
	Cabinet approval of SEC projects													
	Launching Initiative in POS													
Environment and Infrastructure	Water supply Improvements				IADB POS Corporation MoWT WASA NIDCO TTL1016 IADB-CSP POS Corporation T&TEC	MoWT MoHE MoE MoCD MoSD MONS EMA POS Corporation EPOSDC HDC WASA NIDCO T&TEC								
	Drainage rehabilitation and flood control													
	Solid waste management													
	Disaster risk management phase 1													
	Disaster risk management phase 2													
	Expanded water projects													
	Expanded drainage projects													
	Emergency response and contingency fund		TBD											
	Settlements upgrading, regularization and urban beautification	50	10,000											
	Improving public safety/security	50		351										
	Better mobility	225	9,000											
	Expanded settlements upgrading and regularization		50,000	50,000										
	Expanded security projects	235	2,445											
	Expanded transportation projects	610	31,000											
Cultural Heritage Restoration	Renovation of Fort Picton	100	6,000											
Social and Economic Development	Economic benefit/incentives for relocation or retention of business and hiring local skill	20	2,010		IADB MIF POS Corporation	MoF MoPE MoLG								
	Cash transfers	20	2,010											
	Microloans	20	2,010											
	Develop apprenticeship programs and business training	20	2,010											
	Business support and incubators units	20	2,010											
	PRODEV	50	TBD											
	Fiscal and decentralization projects	325	16,050											
TOTAL SEC Initiative		3,585	143,545	52,951	196,496									







## Sustainable POS: Project Descriptions

### Short and medium term settlements upgrading and renovation fort picton

The Ministry of Housing and the Environment (MHE) has placed the land regularization and neighborhood upgrading as a high priority. For the wider POS area, the MHE and the Land Settlements Agency (LSA) are currently implementing TT-L1016, the Neighborhood Upgrading Program. The program so far will invest in 25 locations that have already been identified - none of which are in East Port of Spain.

If the MHE and LSA agree, a short-term intervention in East Port Of Spain could replace one of the 25 locations already identified. This will allow for an immediate intervention. Private consultancies have been working for years on the regularization of a squatting project in Port of Spain.

The set of activities under this project will ensure provision of appropriate services such as a good provision of water, sewage, sanitation, drainage, solid waste collection, all-weather access roads and electricity and will prevent the occupation of environmentally risky areas such as hillsides and flood areas prone to flooding. The project will support regularization and physical upgrading as well as risk-reduction measures in the area.

Funding for these activities will be drawn from the IDB-financed Neighborhood Upgrading Program. Complementary infrastructure upgrades could be financed under existing sectorial loans.

#### **drainage and flood control**

The Ministry of Works and Infrastructure and the Drainage Division has positioned the mitigation of flooding as a high priority owing to its necessity for national security and continued growth. For the wider Port of Spain, the Drainage Division has contracted Genivar





to assess the drainage needs of Port of Spain and to design solutions to improve the general drainage infrastructure and in so doing alleviate flooding in Port of Spain. Genivar has already submitted first drafts of the Port of Spain Flood Alleviation Program (POS\_FAP). The program so far consists of 9 packages that include a combination of water detention areas, underground drains, bridges, and sea defenses. These packages are in various stages of development. Package 9 – the Port of Spain Detention Pond– is already completed and the Drainage Division recently received notification from Genivar of intentions to revise some aspects of the program.

For East Port of Spain, this area is drained through the Beetham Estate. To appease the flooding in this area, it is critical to de-water the Beetham. The water in and around the Beetham Estate is often stagnant, not allowing sufficient flow through to the wetlands and eventually to the sea. This would alleviate the flooding and provide improvement in the quality of life for residents through the removal of a swamp and improvement in traffic flow.

As these are engineering works, the dewatering of the Beetham will be immediate upon completion and the impact will be evident in the short term. Funding for these activities will have to be secured by the GORTT. At the moment the GORTT is financing the studies undertaken by Genivar.

## Community mobilization and crime prevention

To address security issues in the East Port of Spain area, the ESCI will leverage financing and expertise from the Citizen Security Program (CSP) to fund a range of rapid impact projects. The objective of the rapid impact projects is to provide crime and violence reduction measures within a short time frame to immediately strengthen community cohesion, connect residents to social services, and improve police ability to receive citizen complaints. It could be expanded to include community policing, lighting and removal of abandoned vehicles, and clearing of vacant lots.

The following projects were developed in collaboration with the Ministry of National Security and the CSP:

- a **Strengthen community based, multi-service centers.** In conjunction with the EPOS and Making Life Important Program, the CSP will rehabilitate ten (10) recreational facilities<sup>5</sup> in East Port of Spain. Currently, these recreational facilities are unable to meet the demand for community gathering spaces and organized recreational activities.
- b **Community Violence Prevention Services.** The CSP will strengthen partnerships between police and community youth through delivery of ten (10) life skills training/youth development projects to be offered by the police youth clubs<sup>6</sup>.

<sup>5</sup> The SEC initiative will establish clearly defined standards for facilities that ensure that necessary facilities are included to make the facility visually attractive and functional for men and women and visiting and home teams and can be used both day and night and during the dry and rainy seasons.

<sup>6</sup> The SEC initiative will seek to establish police youth clubs in other communities. EPOSDC held a community design workshop in Beverly Hills last week and the community specifically requested the establishment of a PYC there.

- c **Mobilization of Communities.** The CSP will develop and implement a range of community programs for adults and youth in order to better engage the community in peaceful activities. These will include increasing the number of available green spaces and organized recreational activities and implementing after-school and homework supervision programs, parent outreaches, and micro-entrepreneurship programs.
- d **Support to TTPS.** The CSP will finance the rehabilitation of the Belmont and Morvant police stations to improve public/police interface. Particular focus will be given to public reception areas, including in the victim support units.

Funding for these activities will be drawn from the IDB-financed Citizen Security Program. Complementary violence prevention activities to strengthen the capacity of TTPS and MNS to gather and analyze crime data in EPOS as well as other POS communities will be financed under the existing CSP program.

### Better and universal mobility

Transport infrastructure in East Port of Spain is in a subpar state of repair. Streets and sidewalks are not providing an adequate level of service due to continuous maintenance and the lack of drainage capacity. However transport infrastructure is critical as it provides regional connectivity through the

transit networks and local accessibility to shops and other services in the area. The majority of the inhabitants still use public transportation (as opposed to the rest of the car-dependent city residents) in the form of buses, taxis and maxi-taxis. Mobility is hindered due to unregulated and under-enforced on-street parking. In East POS, sidewalks play a role, facilitating spaces for community interactions and connectivity to public transport stops.

An urban mobility program for East POS would address local infrastructure needs while ensuring regional connectivity with the CBD and other areas of POS. A short term goal is the improvement of the local mobility conditions while a medium term goal is a sustained usage of public transportation. This program would consist of five areas requiring improvement: (a) Non-motorized infrastructure in order to improve the state of pedestrian and bicycle infrastructure, providing inclusive design standards for the disabled and the handicapped; (b) Local transport infrastructure to rehabilitate pavements in local streets, ensuring incorporation of adequate drainage and maintenance mechanisms; (c) A parking system to ensure continuous traffic flow while revising existing on-street regulations, off-street facilities and enforcement mechanisms and (d) Public transportation: improving the quality of service in terms of travel times, safety, coverage, reliability and comfort.





A high-quality transit service is critical to ensure the sustainability of transport in the city, potentially requiring capital investments in dedicated infrastructure and/or vehicles such as (e) Inter-modal facilities, to ensure a safe and seamless transfer between transport modes (pedestrian-transit, car-transit, etc.); street lighting; street furniture; bus shelters that provide protection from the weather; taxi stands where appropriate, and landscaping. Funding for these activities will be composed of local funds (TBD) and private sector funds.

## **Waste management**

For solid waste management activities of the ESCI Action Plan it is recommended that the strategy to be employed is holistic in its approach. This means that the strategy will encompass a series of projects and programs that will deal either specifically with garbage collection (direct approach) or with sensitizing residents to the various issues relating to waste collection (indirect approach). The direct approach is concerned with improving the garbage collection process in East Port of Spain. This will include improving the types of waste receptacles used and their placement in the city. The location of the communal bins is also important and critical for those areas where the collection trucks cannot travel due to the narrow nature of the streets.

Critical to the sustainability of any solid waste management activities is the active involvement of the residents and local community organizations. However, this goes hand in hand with the need for residents to be assured of a regular collection schedule and any commitments regarding recycling.

The indirect approach proposes strategies that will improve the community's capacity to reduce the amount of garbage being generated. It also seeks to change the mindset of residents by discouraging negative waste disposal practices and assisting in increasing their appreciation of their community. The strategies will include educational programs on appropriate waste minimization and disposal strategies, the launch of a recycling program, and beautification of formal and informal waste disposal sites as far as possible.

The short-term solution is the establishment of a project to address the solid waste disposal problems in East Port of Spain. Such a project can be implemented through collaboration among the residents, local community organizations and the POS Corporation. The medium-term solution is to sustain a community effort to maintain a solid waste management system for the community.



## Water supply improvement

For improvement in water supply and sanitation, much work is to be done if all residents of East Port of Spain are to have pipe borne water and proper sewerage facilities in every home. The topography of the area is a stumbling block for the water and Sewerage Authority (WASA) to get work done. The cost of such projects would be phenomenal to WASA and as such there is a need for proper analysis before any work can begin. The recommendations are: (i) that WASA work with the City of Port of Spain and other appropriate stakeholders to bring water to all households and businesses, where resources permit; (ii) that an interim solution for the provision of water to all households in East Port of Spain is the development of standing water pipe features in each household that does not

currently have regular access to potable water; and (iii) that such water pipes be based on designs that community improvement planning group members undertook in conjunction with professional urban designers and members of WASA and the City of Port of Spain administration.

The short-term solutions include preparation of a plan for standpipes and their installation.

The medium-term solution includes a plan to address the water and sanitation needs of East Port of Spain.







## Empowering communities and local economic development and culture

The objective of this plan is to expand the level of sustainable economic and business activities within the targeted communities. Local economic development models focus on co-ordination of the key actors and stakeholders to facilitate joint agreements, secure resourcing and direct the implementation of activities that can deliver the best impact to the community while emphasizing cost effectiveness and sustainability. In many cases this may involve the streamlining and more efficient targeting of existing programs provided by public and private actors rather than creating new initiatives. For example, there is already a national system of cash transfers, small business training and support programs, youth development and employment programs, micro finance and other initiatives to support economic development, which if properly focused and coordinated could be more effective in the targeted communities. Efficient coordination of local economic development efforts can mobilize available resources, create synergies and enhance the likelihood of achieving the desired impact.

To facilitate economic development, job creation and investment in the target communities, proactive and meaningful engagement of the business sector is critical to agree on the following: 1) the types of new business activities that can be located in the target communities

based on existing advantages (e.g. proximity to port facilities, markets, labor pool, etc.); 2) The incentives (financial and non-financial) that can be offered to encourage the siting of new business; 3) The mitigation of existing risks and disadvantages (e.g. crime, business amenities, access issues, etc.) which stymie the conduction of business in the targeted communities and 4) The contribution of the local communities to labor requirements, security, and the success of new business ventures.

A second area of activity is to support creation and expansion of microenterprises that can respond to particular market needs in the community. There is a wide range of business training, business support and micro-financing programs currently in place that can be adapted (as necessary) and targeted to the needs of existing and potential micro-entrepreneurs in the area.

A third element of local economic development addresses the development of human capital in the communities. Initiatives which address those areas which have high numbers of at risk unemployed youth, NGOs such as SERVOL which provide job, life skills training and development that have been specifically targeted to the needs of both at risk youth are to be assessed as well as the business sector which provides employment opportunities.

There are also a range of other NGOs engaged currently in the delivery of programs (in areas such as counseling, money management, self-esteem, drug and substance abuse, parenting, family planning, etc.) which also support human capital development and specifically the employment of high risk youth.

The fourth and final major focus of local economic development will be to deliver training and other resources to catalyze, build and establish effective and sustainable partnerships and co-ordination of all relevant local actors (business owners, local government agencies, national government, NGOs, communities and development institutions) to proactively identify and agree economic development priorities, secure resources, participate and manage interventions implementation of the agreed actions, and measure results.

## **Sustainable POS: Monitoring and Supervision of the Action Plan**

The sustainability monitoring system in the cities will allow for tracking progress on the commitments and targets defined in the Plans of Action. Similarly, it is intended to measure changes in the quality of life, achievements and compliance of the above goals and policies and programs that each city is developing, with particular emphasis on those related to climate change adaptation and mitigation. Additionally, the monitoring aims to generate a minimum of standardized measures to allow comparability between cities in the region.

Finally, building a sustainable city requires continuous efforts and as such, citizens should be encouraged to support and formally evaluate the processes that have an impact on the present and future of their city.

The ESCI promotes the strengthening of a public monitoring system allowing citizens to generate reports on the progress of SEC measuring the cities performance on various areas critical to its sustainability.

One of the most important purposes of the implementation of this system is to strengthen a culture of accountability and encourage active citizen participation in order to promote transparency and efficiency in public administration and encourage resource allocation towards priority sectors for the sustained development of the city.

The monitoring system looks to generate updates on the progress in the activities of the Action Plan and their impact on the main problems and needs affecting the sustainability of the city, ensuring objectivity and impartiality in the monitoring exercise. The system will comprise four elements:

- Measurement of the results of the execution of activities in the Action Plan,
- Analysis of indicators - technical results,
- Monitoring progress on actions related to climate change, and

**Building a sustainable city requires continuous efforts and as such, citizens should be encouraged to support and formally evaluate the processes that have an impact on the present and future of their city.**



- Analysis of the perception of citizens. Within the next steps of the initiative the city is to identify and engage strategic partners in the city and the country to collaboratively develop and promote this system of monitoring and tracking.
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## Sustainable POS: Implementation arrangements and Coordination

**Institutional Arrangements.** To implement SEC's integrated Action Plan an organized effort will be required from the major stakeholders: The National Government and the Municipality of Port of Spain. Critical to the successful implementation of each of the phases is the establishment of the correct institutional arrangements and the organization of the execution of the activities in coordination with the Bank. The identification of the fitting executing agency and the appointment of a project management coordinator will be the first activity (during the planning process of the project cycle) of the ESCI Action Plan. It is expected that the whole planning and initiation process can be concluded within the first year.

The SEC's Action Plan Phase One (within the project cycle), focuses on strengthening the

institutional framework and setting up the appropriate implementation arrangements to ensure successful implementation of the Action Plan, avoiding overlap and ensuring proper coordination among stakeholders while at the same time establishing effective communication with the target communities, while avoiding duplication of efforts and costs. A dedicated effort to prepare a POS ESCI, detailed project description, budget and results matrix, which is required for any IDB operation will have to be engaged. The key recommendations for Phase One include the following:

- Create a multidisciplinary Project Management and Coordination Unit (ESCI-PCC)** responsible for overall coordination of the entire ESCI Action Plan and all project management program including planning, implementation, quality control, monitoring and evaluation, communications, procurement, HR resources, and contract administration. The ESCI-PCC will facilitate stakeholders' consultation. The PCC will be chaired by the Ministry of Finance and include other relevant ministries as members. The PCC will be co-chaired by a representative of City of Port of Spain Corporation and East Port of Spain Development Company acting as Secretariat.
- The ESCI-PCC** will include representatives of the construction industry, finance industry and civil society involved in the program who will provide program oversight, facilitate stakeholder consultation and oversee operational coordination (this will include someone from the media).

- c **Designation of the Integrated Urban Development Area (IUDA)**, which includes Port of Spain East, Belmont and Gonzales<sup>7</sup>.
- d **Design and empower Executing Agency for the ESCI investment portion of the Action Plan** and prepare a Development Order for East Port of Spain, in accordance with the provisions of the Town and Country Planning Act, Section 9(1). There are many public institutions involved in the program's execution and public procurement processes have proven cumbersome and time consuming in Trinidad. Minister suggested that a bank - MOF team works during the next weeks in developing a proposal for institutional arrangements that are innovative, and that enable the outsourcing of the execution of ESCI projects to private sector and/or academic institutions. A Bank team will initiate work in this regard.
- e **Establish clear "Rules of Engagement" to the ESCI Action Plan** and resources, clarifying roles, responsibilities and relationship of and between the following agencies: (i) Ministry of Housing and the Environment; (ii) Ministry of Works and Infrastructure; (iii) Ministry of Local Government; (iv) Ministry of Planning and The Economy (including the Economic Development Board); (v) Ministry of Education; (vi) Ministry of Community Development; (vii) Ministry of the People and Social Development; (viii) Ministry of National Security; (ix) Housing Development Corporation; (x) Urban Development Corporation; (xi) Land Settlements Agency; (xii) Environmental Management Company; (xiii) Solid Waste Management Authority; (xiv) Water and Sewerage Authority; (xv) Trinidad and Tobago Electric Company; (xvi) other relevant agencies, CBOs and NGOs.
- f **Adopt an inter-sectorial approach** to project preparation, delivery, and supervision that includes representatives of all relevant public sector agencies and public or private stakeholders.
- g **Community Participation.** Best practice suggests that active community participation and involvement at all stages of the project's cycle is a critical success factor. Community support and involvement is an essential pre-requisite for successful implementation of the ESCI Action Plan. Provisions should be made for at least: (i) community contracting and employment opportunities using the Bank's and ESCI's resources; (ii) a community relations strategy to provide a framework for community collaboration in conceptualizing and operationalizing the implementation process as well as space to file complaints, abuses and cases of corruption and provide a fair environment for conflict resolution and arbitration.

<sup>7</sup> It is necessary to establish that conditions in Belmont and Gonzales justify CDA designation in these communities. If Upper Belmont and Upper Gonzales are included, a stronger case can be made. However, both those additions may extend beyond the boundary of the POS Corporation. In the East POS Dev Co's Plan, CDA status was proposed for areas with more fundamental and extensive conditions of urban decay and dereliction.





**Social Marketing.** Communication, dissemination and citizen participation are key cross-cutting activities critical to the success of the SEC implementation. In this regard, a communications and awareness plan should be developed which will include strategies to engage in media advertising, website development, community work, the conduct of contests and prize giving activities and provide information and education to people through direct marketing (door to door).

**Monitoring.** A preferred option is that the monitoring system will be designed and maintained with the assistance of local academic institutions and interested stakeholders based on agreed indicators which will be monitored over future years and allow for the generation of performance reports. The initiative will support the establishment of this system with the allocation of resources specifically intended to finance this activity.

This continued effort of informing the citizens of POS is expected to result in a sustainable transformation in the quality of life of the citizenry of the city. It is expected that after eight years of 'treatment' and intervention the city will be on the path toward a sustainable future in line with the Latin American and the Caribbean standards.



## Information About This Document

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