



CARIBBEAN LOCAL ECONOMIC DEVELOPMENT PROGRAMME

SAN JUAN LAVENTILLE REGIONAL CORPORATION

TRINIDAD AND TOBAGO

LOCAL AREA ECONOMIC PROFILE



TABLE OF CONTENTS

<u>ACKNOWLEDGEMENTS</u>	7
<u>1.0 LOCAL ECONOMIC DEVELOPMENT</u>	8
<u>2.0 AREA INFORMATION AND DEMOGRAPHICS</u>	8
2.1 LOCATION AND BACKGROUND	8
2.2 GEOGRAPHY	10
2.3 SIZE	10
2.4 DEMOGRAPHICS	10
2.5 ETHNIC COMPOSITION	12
2.6 UTILITIES	13
2.7 LOCAL GOVERNMENT SYSTEM	13
2.8 LOCAL GOVERNMENT BUDGET	15
<u>3.0 LAND USE AND RESOURCES</u>	18
3.1 LAND USE	18
3.2 NATURAL RESOURCES	19
3.3 HUMAN RESOURCES	19
<u>4.0 THE AREA ECONOMY</u>	20
4.1 INTRODUCTION	20
4.2 EMPLOYMENT	20
4.3 HOUSEHOLD INCOMES	21
4.4 ECONOMIC ACTIVITY	22
4.5 CLUSTERS AND VALUE CHAINS	22

4.6	POTENTIALFOR DEVELOPMENT	23
<u>5.0</u>	<u>MSME PROFILE</u>	<u>24</u>
5.1	MSME SURVEY	24
5.1.1	MSME COUNT	25
5.1.3	MAIN BUSINESS ACTIVITIES	27
5.1.4	MSME SUPPORT SERVICES	29
5.1.5	MSME SUPPORT INSTITUIONS	30
5.1.6	SOURCES OF FUNDING	34
5.1.7	EMPLOYMENT	34
5.1.8	EXPORTS	34
5.1.9	INCOME GENERATED	34
5.1.10	CHALLENGES	35
5.2	MSME POLICY, LEGISLATIVE AND REGULATORY ENVIRONMENT	35
5.3	OTHER FACTORS THAT IMPACT ON MSME ACTIVITY	36
5.3.1	INFRASTRUCTURE FOR TRANSPORT AND COMMUNICATION	36
5.4	SOCIAL INFRASTRUCTURE	38
5.5	ENVIRONMENTAL PROTECTION	39
5.6	NATURAL HAZARDS	39
5.7	ENVIRONMENTAL DEGRADATION	40
5.8	PROTECTED AREAS	41
<u>6.0</u>	<u>LOCAL ECONOMIC DEVELOPMENT</u>	<u>41</u>
6.1	INTRODUCTION	41
6.2	LOCAL GOVERNMENT STRCUTURE AND APPROACH TO LED	41

6.3	LOCAL DEVELOPMENT PLANNING	43
<u>7.0</u>	<u>SAN JUAN LAVENTILLE LED ISSUES AND OPPORTUNITIES</u>	<u>44</u>
7.1	ISSUES	44
7.2	OPPORTUNITIES	45
<u>8.0</u>	<u>RECOMMENDATIONS FOR CARILED PARTICIPATION</u>	<u>45</u>
8.1	BETHAM LANDFILL RECYCLING PROJECT	45
8.2	MSME BUSINESS ASSISTANCE AND TRAINING	46
8.3	CARONI BIRD SANCTUARY	46
8.4	RECIPROCAL EXCHANGES	46
<u>9.0</u>	<u>TOOLS USED</u>	<u>48</u>
9.1	MSME SURVEY	48
9.2	TRUST IN GOVERNANCE	54
9.3	LAEP PROFILE QUESTIONNAIRE	56
<u>10.0</u>	<u>SOURCES OF INFORMATION</u>	<u>58</u>
10.1	PERSONS INTERVIEWED	58
10.2	SECONDARY RESOURCES	58
10.3	WEBSITES: ♣	59

Figure 2: Summary of Municipal Human Development Indicators	9
Figure 3: Overall Ranking on the Human Development Index	11
Figure 4: Ethnic Breakdown of Population	13
Figure 5: SJLRC Budget Allocations	16
Figure 6: Land Use.....	19
Figure 7: Household Income Per Capita.....	21
Figure 9: The Croisee.....	24
Figure 11: Hindu Festival of Phagwah (Holi).....	25
Figure 12: Legal Status of MSMEs	26
Figure 13: Length of Operation of MSMEs.....	26
Figure 14: Main Business Activities	27
Figure 15: Santa Cruz Green Market.....	28
Figure 17 Internet use for business related purpose	38
Figure 18: Hazard Impact 2006-2011	39
Figure 19: Flood Susceptibility.....	40
Figure 20: Landslide Susceptibility	40
Figure 21: The Caroni Swamp and Bird Sanctuary	41

Table 1: San Juan Laventille Communities.....	9
Table 2 SJ/LRC Population Growth 2000-2011.....	12
Table 3: San Juan Laventille Age Indicators.....	12
Table 4: Ethnic Breakdown of Population.....	13
Table 5: Municipal Responsibilities.....	15
Table 6: Proposed Development Programme Estimates 2013-2014.....	17
Table 7 SJ/LRC Land Use Class.....	19
Table 8: Types of Business Support Services Sought by MSMEs	29
Table 9: Principal Source of Funds for MSMEs	34
Table 10 Issues / Challenges	35

ACKNOWLEDGEMENTS

The preparation of this report benefited from a range of persons to whom a debt of gratitude is due:

- Mr. Richard Forward, Ontario, Canada volunteered through the Federation of Canadian Municipalities. Richard brought his wide-ranging expertise and experience to bear during a two-week mission to Trinidad and Tobago. Richard's mission report has been substantively incorporated into this report.
- Ms. Nafeesa Mohammed, Chairman of the San Juan Laventille Regional Corporation has wholeheartedly embraced the idea of Local Economic Development and in particular has recognised the potential value that can be added by CARILED to his Council's development work.
- The Chief Executive Officer and other members of staff of the San Juan Laventille Regional Corporation shared their insight and greatly facilitated the gathering of information.
- The staff of the Ministry of Local Government, especially the Director of Regional Planning, Mr. Rodney Ramlogan, were extremely supportive and provided very valuable guidance.
- Representatives from a number of government ministries and other agencies facilitated the preparation of the Profile. Special thanks are due to The Ministry of Gender, Youth and Child Development and the Environmental Management Authority (EMA).
- Ms. Antoinette Blackman and Mr. Kerry Lucio were responsible for preparing the first drafts of this profile.
- A team of enumerators including Mr. Kerry Lucio, Mr. Ruthger Fraser, Mr. Christophe Henry, Mr. Garnet Woods, Mr. Randy Medina, Mr. Ryan Ross and Mr. Michael Pierre, Mr. Garnett Woods, Ms. Sidelle Wooding, Ms. Gabrielle Rawlins and Ms. Rica Marie Saunders administered the survey instrument to the micro, small and medium sized enterprises in the municipal corporation.

1.0 LOCAL ECONOMIC DEVELOPMENT

“The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation” World Bank 2006:1

To build a strong local economy it is essential to:

- i. Understand the unique local conditions that either enhance or reduce the potential for local economic development.
- ii. Have a collaborative process involving local government, private sector and civil society.

This profile sets the background against which local economic development planning will take place in the San Juan Laventille Regional Corporation.

2.0 AREA INFORMATION AND DEMOGRAPHICS

2.1 LOCATION AND BACKGROUND

The San Juan/Laventille Regional Corporation (SJ/LRC) was established by the Municipal Corporations Act No. 21 of 1990 of the Laws of Trinidad and Tobago. The Corporation covers a largely undeveloped area of the Northern Range as well as densely settled foothills and plains¹

Figure 1: Location of San Juan Laventille Regional Corporation



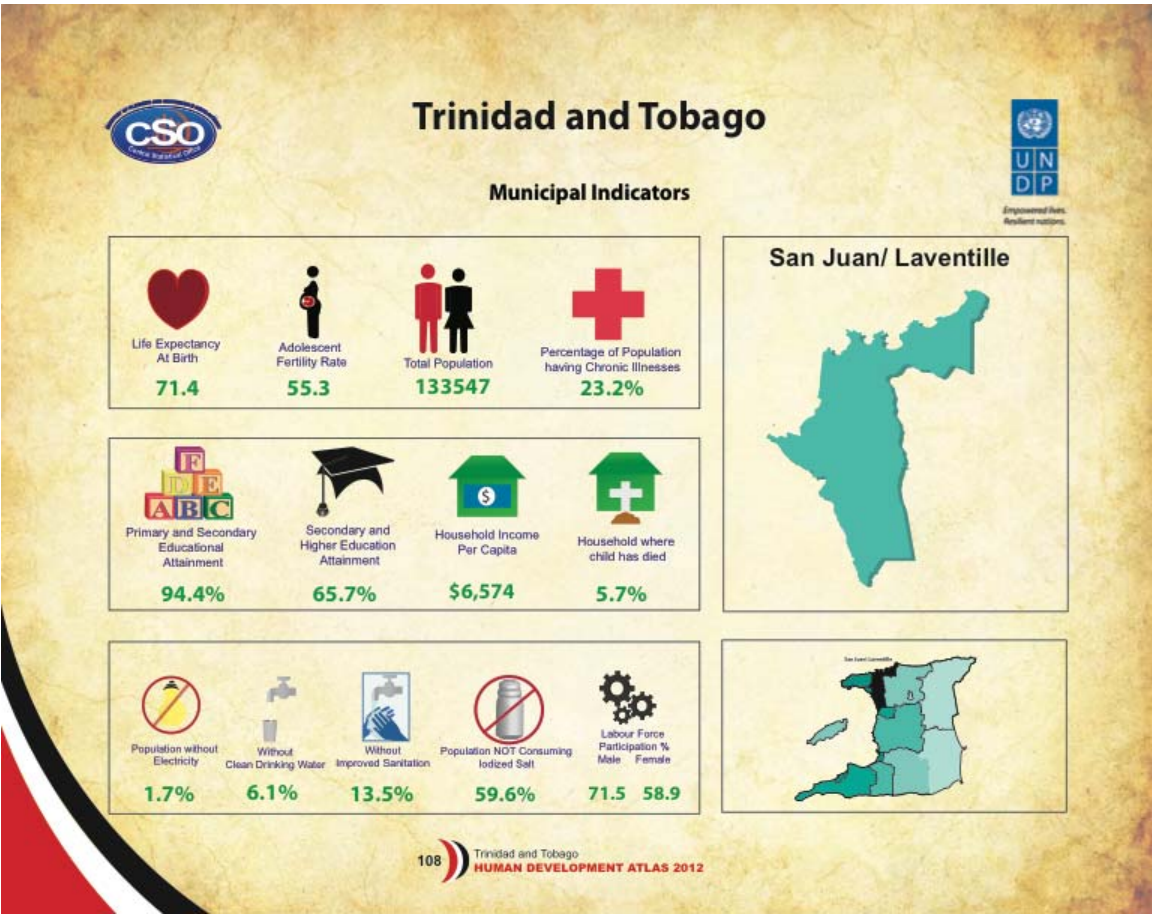
SJ/LRC is bounded by the City of Port of Spain, and the Diego Martin Regional Corporation to the west; the Tunapuna/ Piarco Regional Corporation to the east, the Caribbean Sea to the north and the Borough of Chaguanas to the south. SJ/LRC also includes the Caroni Swamp in the south.

Most of the Corporation's population is concentrated

¹Final Draft Development Plan: A Strategic Planning Framework for Metropolitan Port of Spain

along and around the East-West corridor. The area is known to have produced numerous sporting, cultural, musical and political icons. The only acoustic instrument invented in the 20th century, the steel pan, was invented in Laventille. Laventille, however, also has some of the highest crime rates in Trinidad and Tobago.²

Figure 2: Summary of Municipal Human Development Indicators



Source: Trinidad and Tobago Human Development Index Atlas

The corporation includes the following 20 communities, distributed among five major sub-areas:

Table 1: San Juan Laventille Communities

Major Sub-area	Communities
Laventille/East Port	Morvant, St. Barb’s, Chinapoo, /Success Village,

²Final Draft Development Plan: A Strategic Planning Framework for Metropolitan Port of Spain

Major Sub-area	Communities
of Spain	TrouMacaque, Laventille
East-West Corridor	San Juan, Febeau Village, Bourg Mulatresse, Barataria, Aranguez, Petit Bourg, Champ Fleurs, Mt. Lambert
Greater Port of Spain	St. Ann's, Cascade
Northern Range Interior	Santa Cruz
North Coast	Maracas, La Fillette, Las Cuevas, portion of Blanchiseusse

Source: Trinidad and Tobago Human Development Index Atlas

These communities are very diverse with a mix of urban, suburban, and rural; some are predominantly of one ethnic group some are more mixed; upper middle class and economically depressed; some mainly commercial and others purely residential.

2.2 GEOGRAPHY

San Juan/ Laventille Regional Corporation covers a land area of 220.4 km²³. Within its boundaries lie several major environmental focal points:

1. The North Coast
2. The large Protected Reserve of the Northern Range
3. The Protected Caroni Swamp and Bird Sanctuary
4. The Beetham Landfill.

The region also contains major rivers and their watersheds.

2.3 SIZE

San Juan/ Laventille Regional Corporation covers a land area of 220.4 km². The population density is only seven (7) persons per hectare. San Juan/Laventille is ranked 7th in terms of population density. This low population density is as a result of large protected areas, approximately seventy percent (70%).

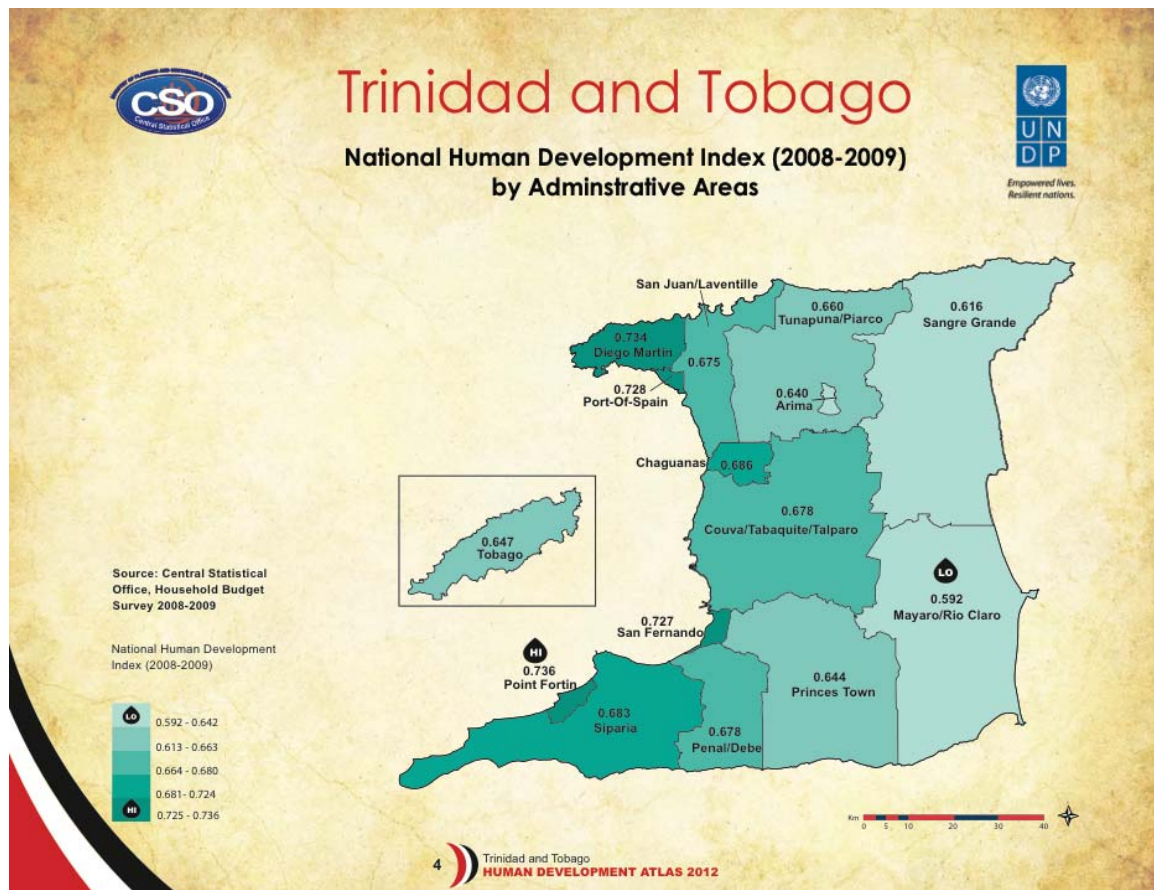
2.4 DEMOGRAPHICS

The population of San Juan/ Laventille Regional Corporation stands at 157,258 of which 77,878 are males and 79,379 are females⁴. The Central Statistical Office Census data for 2000-2011

³Central Statistical Office, Human Development Atlas, 2008-2009

reported no change in the population growth of the San Juan/ Laventille Regional Corporation while the national growth rate was 0.5 per annum. The adolescent fertility rate in SJ/LRC (2010) is among the country's highest. SJ/LRC also has the second highest rate of female-headed households among municipalities.

Figure 3: Overall Ranking on the Human Development Index



Source: Central Statistical Office, Human Development Index, 2012

The Multidimensional Poverty Index (MPI) identifies multiple deprivations at the individual level in:

- i. Health- Child Mortality & Nutrition
- ii. Education – Years of Schooling & School Attendance
- iii. Standard of living – Asset Ownership, Dirt Floor, Electricity, Water, Sanitation & Cooking Fuel

⁴ Trinidad and Tobago 2011 Population and Housing Census Demographic Report

The MPI score of 0.019 indicates a high incidence and high intensity of poverty and ranks San Juan/ Laventille within the 2nd highest tier among the national population.

Table 2 SJ/LRC Population Growth 2000-2011

Municipality	Total Population		Population Growth per Annum
	2000	2011	
Trinidad & Tobago	1,262,366	1,328,019	0.5
San Juan/ Laventille	157,295	157,258	0.0

Source: Trinidad and Tobago 2011 Population and Housing Census Demographic Report

The region, owing to its relatively high Adolescent Fertility Rate of **55.3** has a dependency ratio well above the 2011 national average while the median age as well as the proportion of aged persons is close to the national average. The aging index of 33.4 describes an old population but a high adolescent fertility rate in the region can explain an index significantly lower than the national average.

Table 3: San Juan Laventille Age Indicators

Municipality/Parish	Census Year	Median Age	Age Dependency Ratio	Proportion of Aged Persons	Aging Index
Trinidad and Tobago	2011	32.6	41.9	9.0	43.5
San Juan/Laventille	2011	31.8	45.2	9.4	33.4

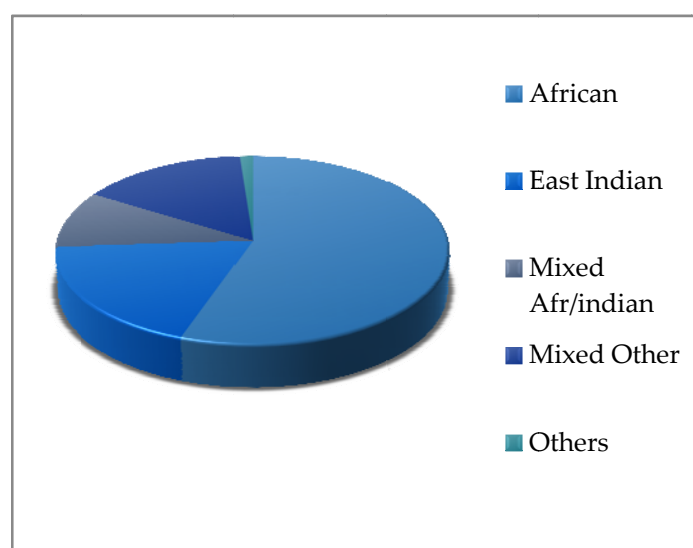
Source: Trinidad and Tobago 2011 Population and Housing Census Demographic Report

2.5 ETHNIC COMPOSITION

For Trinidad and Tobago as a whole, East Indians and Africans make up the two largest ethnic groups accounting for 35.43% and 34.22% of the population (2011), respectively. In SJ/LRC the African ethnic group accounts for 52.7% of the population and East Indian 17.7%.

Table 4: Ethnic Breakdown of Population

Ethnic Group	Total	Percentage
Total Population	157,021	100
African	82,679	59.5
Caucasian	869	...
Chinese	500	...
East Indian	27,762	11.5
Indigenous	118	...
Mixed - African/East Indian	14,581	8.9
Mixed - Other	22,491	9.1
Other Ethnic Group	468	...
Not Stated	2,115	10.5

Figure 4: Ethnic Breakdown of Population

Source: Trinidad and Tobago 2011 Population and Housing Census Demographic Report

2.6 UTILITIES

According to the Central Statistical Office in 2006, 1.7% of the population was without an electricity supply; while 6.1% was with a supply of clean drinking water and 13.5% did not have improved sanitation. This last indicator was the highest in the country.

2.7 LOCAL GOVERNMENT SYSTEM

The framework of the current Trinidad and Tobago local government system was put in place in the late 1950s. The essential element of this framework is that local government bodies operate within very limited areas of autonomy as an extension of the central government. Every change in Government in the country since independence had brought a stated intention to reform local government in terms of giving more and wider autonomy so that these bodies could respond more effectively to citizens' needs. According to a White Paper on Local Government Reform, which was released in 2009, there has been a "plethora" of commissions and committees, which have presented reports. However, there has not been fundamental change".

In the White Paper, the then Government recognized "that the current Local Government system is inefficient, ineffective and unable to cope with the changing dynamics of the various Municipalities and that responsibilities are duplicated by other ministries and departments".

Since 2005, the Government has taken as the benchmark for local government reform, among other things, the **Aberdeen Agenda** emerging from the Commonwealth Local Government Forum (CLGF) 2005, which subscribed to good practices for local democracy and good

governance such as accountability, transparency, equitable service delivery and continuous capacity development and the **Auckland Accord**, 2007 which emphasized the need for promoting development through local leadership.

At present, the San Juan Laventille is one of fourteen municipal corporations making up the local government system in Trinidad and Tobago. Municipal corporations do not have an independent revenue base and depend entirely on the central government for allocations from the national budget⁵. The areas within which municipal corporations function are largely administrative and tend not to be strategic. Planning in Trinidad and Tobago is done almost exclusively at the national level. Although there was an effort to develop municipal spatial development plans. But it must be noted that these plans were limited to spatial development and not broader socio-economic issues. Even so the terms of reference for each plan and the aspect of the management of the development of the plans were managed by the Ministry of Local Government.

In the current system, local government agencies have some responsibilities for public health, including dumps and landfills; property development; municipal security; parks and playgrounds. In Table 5, the sharing of these responsibilities is shown with the attendant duplication and lack of autonomy for locally-driven economic development.

As identified in the San Juan/Laventille Business/Operational Plan 2012-2014, the administration of the municipality is structured around the following nine (9) business units:

1. Office of the Chairman and Council
2. Office of the CEO and Administration
3. Finance
4. Human Resources/Personnel
5. Legal
6. Public Health
7. Disaster Management
8. Engineering (building inspectorate, roads, works supervision, transport, garage and workshop)
9. Inspectorate (roads).

In general, the White Paper recognised a need to decentralize power and authority from Central Government and to expand the functional base of local government authorities while giving

⁵One source of revenue for municipal corporations was the land tax. However, the collection of land taxes has been suspended as the central government reviews the overall revenue administration of the country.

them greater financial autonomy as a means for more effective service delivery; and the encouragement of greater citizen participation and involvement in Local Government Affairs.

Table 5: Municipal Responsibilities

Area of Responsibility	Municipal Corporation Autonomy	Other Government Agencies
Public Health	<ul style="list-style-type: none"> • Issuing of food badges • Registration of food premises – hotels, restaurants, bars, supermarkets and shops • Provision of public rest rooms • Rodents, insect vector and vermin control • Cleaning of septic tanks and cesspits • Garbage collection 	<ul style="list-style-type: none"> • Ministry of Health
Property Development	<ul style="list-style-type: none"> • Building and land development control 	<ul style="list-style-type: none"> • Town and Country Planning Division • Ministry of Health • Ministry of Works and Infrastructure
Recreation and Public Facilities	<ul style="list-style-type: none"> • Maintenance of recreation grounds, stages, squares and parks 	<ul style="list-style-type: none"> • Ministry of Sport and Youth Affairs
Community services	<ul style="list-style-type: none"> • Maintenance of public markets • Provision and maintenance of parks and sporting facilities • Control of public stages, recreation grounds and parks 	<ul style="list-style-type: none"> • Ministry of Sport and Youth Affairs
Cemeteries and Burial Grounds	<ul style="list-style-type: none"> • Provision and maintenance of public cemeteries and burial grounds 	<ul style="list-style-type: none"> •
Disaster Management	<ul style="list-style-type: none"> • Disaster preparedness and management 	<ul style="list-style-type: none"> • Office of Disaster Preparedness and Management
Roads, drains and other physical infrastructure	<ul style="list-style-type: none"> • Maintenance of drains and minor water courses • Maintenance of secondary roads, bridges and culverts • Maintenance of street signs 	<ul style="list-style-type: none"> • Ministry of Works and Infrastructure

2.8 LOCAL GOVERNMENT BUDGET

The Borough's budget has two components – a recurrent budget and a development budget.

The recurrent budget meets the operational costs of the corporation, including personnel. The development budget is supposed to build the capacity of the municipality to meet future needs.

Figure 5: SJLRC Budget Allocations

Project Description	2011	2012	2013
Drainage and Irrigation Programme	19,118,659	19,100,000	15,300,000
Development of Recreational Facilities	2,896,171	4,000,000	5,000,000
Development of Cemeteries and Cremation Facilities		300,000	500,000
Construction of Markets and Abattoirs	9,621,945	340,00	1,500,000
Local Roads and Bridges Programme	2,823,329	4,500,000	4,000,000
Local Government Building Programme	1,300,000	4,960,000	1,000,000
Procurement of Motor Vehicles and Equipment	1,097,222	1,000,000	1,000,000
Disaster Preparedness	387,950	300,000	300,000
Establishment of Spatial Development Plan		2,000,000	1,000,000

The local government prepares two funding documents: one for recurrent items and one for developmental items. The recurrent items are typically known as Operating Budgets and developmental items that can be considered capital items:

- Collection and disposal of garbage
- Cleaning of cesspits and septic tanks
- Construction and maintenance of roads
- Provision and maintenance of minor water courses
- Provision, maintenance and control of public cemeteries and cremation facilities
- Provision, maintenance and control of public recreation grounds, parks, and squares
- Provision, maintenance and regulation of public retail markets and slaughter houses
- Inspection of buildings and building sites
- Approval of building and housing plans
- Cleaning of public spaces
- Insect vector, rodent and canine control
- Disaster management
- Distribution of truck borne water in the dry season to areas without pipes
- Assessment and collection of land and building taxes
- Establishing municipal bylaws and policies
- Enforcing municipal bylaws through the municipal police

At a Special Statutory Meeting of Council held on April 22, 2013, the Draft Development Programme estimated budget (provided below) was presented to the Council of SJ/LRC for approval and for submission to Central Government Agencies. During the meeting, it was mentioned that the SJ/LRC was recognized by the Central Government for its leadership role regarding budget development in terms of using trending data to set new budget requests. The funding request for programmes in SJ/LRC in the Draft Development Programme 2013/2014 is

listed in Table 6.

Table 6: Proposed Development Programme Estimates 2013-2014

Programme	2014	2015	2016
Drainage and Irrigation	\$44,405,000	\$31,340,000	\$29,100,000
Development of Recreational Facilities	\$29,000,000	\$6,800,000	\$1,700,000
Development of Cemeteries and Crematoriums	\$6,500,000		
Construction of Markets and Abattoirs	\$70,605,000	\$43,350,000	\$41,700,000
Local Government Building Programme	\$20,504,310.25		
Procurement of Major Vehicle and Equipment	\$12,120,000		
Disaster Preparedness	\$6,100,000		
Establishment of Spatial Development Plan	\$15,948,000		
Total	\$232,127,210.25	\$81,490,000	\$72,500,000

Source: SJ/LRC Draft Development Programme Estimates for 2013/2014

The programme outlined above in Table 12, is estimated at \$232,127,210, the development programme allocation for SJ/LRC last year was merely a fraction of that estimate at \$19,000,000. Additionally, it was suggested that additional funds be allocated for improvements for the Caroni Bird Sanctuary.

3.0 LAND USE AND RESOURCES

3.1 LAND USE

Photo 1: Caroni Swamp and Bird Sanctuary



San Juan was established on a site called Aricagua, named after a river in the environs. It was established on the hill, above the river. San Juan is a historic town. It contains 12 of the 35 buildings identified by the East Port of Spain (EPOS) Strategic Development Plan Situation Assessment in an inventory of heritage sites.

The majority of SJL is undeveloped with 76% as Forest Reserve and 9% as Agricultural lands. The developed

areas are mostly Residential (12%) while Commercial, Industrial and Institutional account for 1% each of the land use.

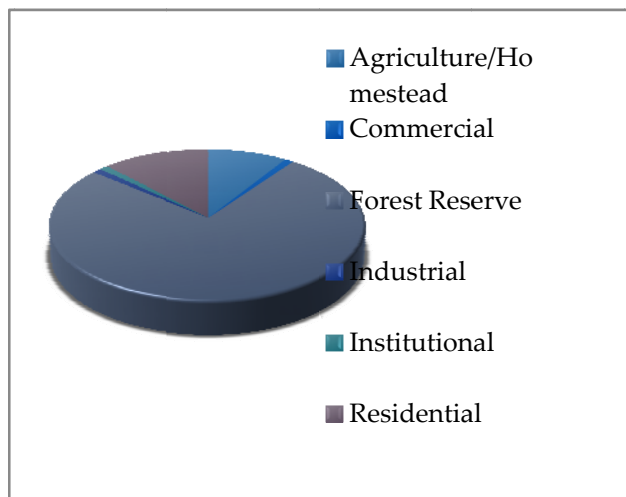
Areas such as the Caroni Swamp, the North Coast and Northern Range and the Beetham Landfill provide an opportunity for major tourism (eco and sport) as well as compost and renewable energy opportunities. Proper planning for use of these lands is critical to the development of sustainable livelihoods in the region. The SJ/LRC has developed several Land Use Strategies to facilitate the implementation of its Development Concept.⁶

⁶Final Draft Development Plan: A Strategic Planning

Table 7 SJ/LRC Land Use Class

Land Use Class	Area (sq. km.)	Percent (%)
Agriculture/Homestead	20.18	9
Commercial	2.19	1
Forest Reserve	180.21	76
Industrial	2.99	1
Institutional	2.07	1
Recreational/Open Space	1.00	0
Residential	27.43	12
Total	236.07	100

Figure 6: Land Use



Source: Final Draft Development Plan: A Strategic Planning Framework for Metropolitan Port of Spain

3.2 NATURAL RESOURCES

Photo 2: Santa Cruz Cocoa



The main natural resource of the SJL is its land, which includes the extensive wetlands of the Caroni Swamp and its bird sanctuary, the forests of the Northern Range, the fertile lands of the Caroni Plain, the Santa Cruz Valley and north coast. SJL also has a number of stone quarries from which building material is extracted.

The beaches on the north coast of the Region – Maracas, Tyrico and Las Cuevas – are among the most beautiful and pristine in the country.

3.3 HUMAN RESOURCES

San Juan/ Laventillehas attained a relatively high primary and secondary educational rate, 94.4% (2008-2009) among the population between ages 6-16, placing the region in the 2nd highest tier

nationwide. Female attainment was slight higher than male at 94.9% and 94.1% respectively. The secondary and higher educational attainment was 65.7%⁷.

Within the municipality, it has been the expressed policy to develop certified technicians and craftsmen for the industrial community.

4.0 THE AREA ECONOMY

4.1 INTRODUCTION

The San Juan/Laventille Strategic Goals and Objectives, as outlined in the 2012-2014 Business/Operational Plan identifies the following sectors for growth: agriculture, tourism, manufacturing, retail, finance, food and beverage, and the creative arts.

As can be expected, in a Region as large as SJL the economic activity in the SJL is quite diverse. There is a mixture of large, medium and small and micro enterprises. Activities range from large-scale manufacturing (such as the Angostura/Fernandes Complex, Carib Brewery, Lever Brothers and West Indian Tobacco), a wide variety of services (including financial and educational services), commercial wholesale and retail and agriculture.

Within recent years, there has been a steady development and growth of manufacturing industries and other businesses.

Although there is high quality agricultural lands are available in Aranguez, Bamboo No. 1, Santa Cruz and along the North Coast settlements of La Fillette and Blanchisseuse, agriculture has not been a major contributor to the Gross Domestic Product (GDP) nor employment within the region.

Between 1990 and 2000 establishments within the region grew by 15% whilst the number of employees from the region grew by 20%. The national averages were 23% and 29%, respectively, over the same period. The largest growth was experienced in the Non-Financial Services Sector accounting for approximately 33% growth in establishments.

4.2 EMPLOYMENT

The labour force participation rate of 66% in San Juan/ Laventille is slightly higher than the 62% national rate. Detailed employment data for the Region was not available. However, the most

⁷Central Statistical Office, Human Development Atlas, 2008-2009

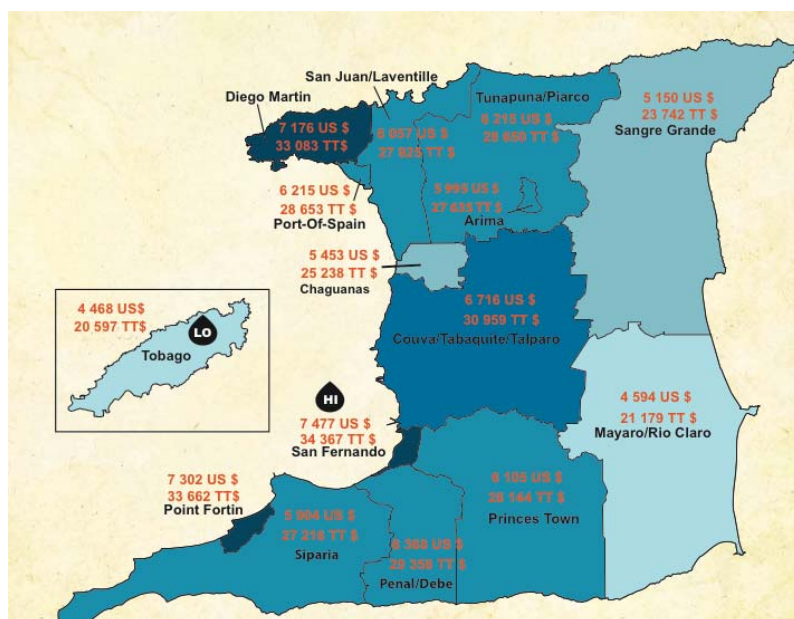
recent information indicated that the unemployment rate in SJL was higher than the national rate.

The Central Statistical Office Human Development Atlas 2012 again puts San Juan/ Laventille in the 2nd highest ranking category (0.335) for Gender Inequality among the nation. With respect to Gender Inequality and the Labour Force Participation, males enjoy 71.5% while their female counterparts enjoy only 56.8% participation rate⁸.

4.3 HOUSEHOLD INCOMES

The San Juan/ Laventille average monthly income (2000) was reported to be TT\$3,924.00 while the national average stood at TT\$4,417.94⁹. According to the Human Development Atlas 2012 SJ/LRC household income per capita per year 2008-2009 was TT\$29,925.00 (US\$6,057.00) which puts the region in the middle income category relative to Trinidad and Tobago.

Figure 7: Household Income Per Capita



Source: Trinidad and Tobago Human Development Index Atlas

⁸CSO's HDI Atlas

⁹Final Draft Development Plan: A Strategic Planning Framework for Metropolitan Port of Spain

4.4 ECONOMIC ACTIVITY

San Juan is a major commercial centre. The existing commercial structure appears to be thriving, despite the lack of modern retail units and disorganised parking and traffic arrangements. The entire area offers a good mix of commercial amenities and social facilities. Retail shops and commercial banks, schools, churches and residences are all in near proximity.

4.5 CLUSTERS AND VALUE CHAINS

The diversity of the geography and economy of SJL present several opportunities for integrated local economic development.

The San Juan Market

Figure 8: San Juan Market Under Construction



The San Juan Market has the potential to be an economic magnet for small and micro businesses. The market is the location for the retail of fresh produce from the northern agriculture areas of Santa Cruz and the southern areas in Aranguez. The market is owned and managed by the corporation and houses agricultural and

livestock vendors offering a variety of agricultural products. There are currently between 75- 100 vendors operating out of this building and numerous other agro vendors and other retail outlets spilled over into streets and private outlets alike.

North Coast Tourism Cluster and Value Chain

Photo 3: Maracas Beach by Night



MaraNorth Coast Agro and Beach Tourism Cluster

The north coast area of SJL is the location of the best beaches in Trinidad. Related to these beaches a culinary aspect has developed which marries

the location's activity as a fishing region. Bake and shark, and now other delights have become associated with the area and have even been featured on international television and other media. Some of the food sellers have taken their activity even further and have started packaging condiments.

Maracas Beach is undoubtedly the most popular for tourists and locals alike and is the focal point of activity. The area hosts numerous vending booths providing local delicacies. Given the popularity of the beach, they cater to the leisure tourist as well as the business tourist and offer their services every day of the week. Kayaks and Beach Chair rental services are also provided. There is also a hotel and fish depot.

There are opportunities to further deepen the integration of tourism (beach and culinary) with fishing and agriculture.

The Beetham/ Laventille Light Industrial Estate

Quite a few major industrial operations take place on a stretch of land running east to west between Laventille on the north and Beetham on the South. Among them are distilleries, construction material merchant wholesalers, hand and edge tool manufacturing, stationary and office supplies merchant wholesalers to name a few.

4.6 POTENTIALFOR DEVELOPMENT

The Renaissance of the Croisee is a state funded multi-million dollar project. It includes the construction of a modern Market and Mall facility and a pilot recycling project expected to generate a new business environment and create new business opportunities for individuals and

Figure 9: The Croisee



revenue for further development of the corporation. Plans are currently being developed to transform the Croisee into a city centre that will involve the pedestrianisation of certain areas including the construction of an overhead pathway. Great emphasis will be placed on making areas that are green, clean and safe¹⁰.

The visitors to the **North Coast** are so significant that they substantially transform the day-time population during weekends and peak-holiday periods. This indicates that the North Coast, though less developed and popular, can with proper planning and marketing, rival other such eco-destinations on the island. Sustainable livelihoods can be derived from demand for vacation accommodations and many other “stay to get away” local tourism activities and services.

5.0 MSME PROFILE

5.1 MSME SURVEY

Securing a workable sample frame proved to be difficult. Records of Companies' Registry are not kept by size. Moreover, many companies register and either never operate or close and the records are not updated. A listing secured from the San Juan Laventille Regional Corporation, while helpful was not complete. The best alternative was the use of the Telecommunications Services of Trinidad and Tobago telephone directory and visual confirmation.

¹⁰http://www.investinthecommonwealth.com/?page_id=608

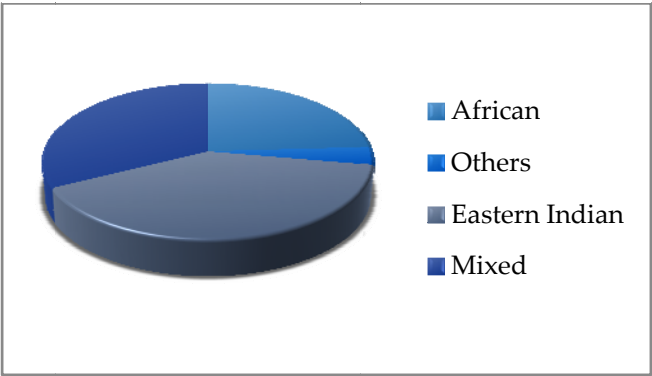
It was also difficult to secure appointments for interviewsA self-selected sample of 110 MSMEs was taken.

5.1.1 MSME COUNT

Women were involved to a lesser extent than men in the MSMEs that were interviewed. Most of the owners i.e. 61 of 110 were male (56.5%) and 18 owners (16.7%) were female. 29.9% of the MSME's were headed by a team of both male and female (mostly husband and wife). 60.2% of respondents were Over 35 years of age while just 39.8% can be identified as youth participation being Under 35 years of age.

The Ministry of Labour and Small and Micro Enterprises Development recently initiated the Women’s Entrepreneurship Resource Centre (WERC). This centre is geared towards increasing opportunities for employment and self-employment for women and girls.

Figure 10: MSME Ownership by Ethnicity

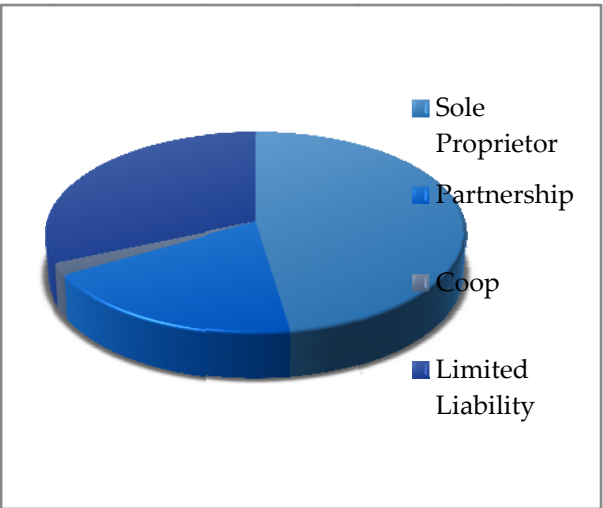


Of the respondents, 39.8% of the MSMEs were owned by East Indians; 32.4% were identified as Mixed. Respondents of African descent amounted to 24.1%.

Figure 11: Hindu Festival of Phagwah (Holi)

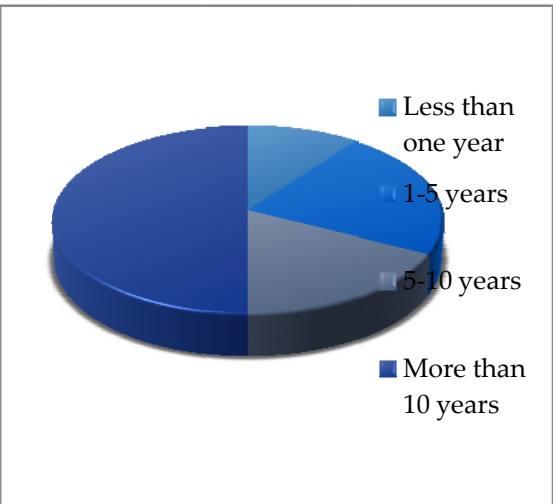


Figure 12: Legal Status of MSMEs



Thirty percent of the MSMEs surveyed were registered as limited liability companies; 45.5% were sole proprietorships; 18 percent were partnerships and just under 2 percent were cooperatives.

Figure 13: Length of Operation of MSMEs



Almost half of the businesses surveyed (49.1%) have been in operation for more than ten years. Ten percent have been in operation for less than a year; while 22% and 17% were in operation for 1-5 years and 5-10 years respectively.

5.1.3 MAIN BUSINESS ACTIVITIES

Retail and distribution accounted for some 35% of the sample, followed by services and food and beverage.

Figure 14: Main Business Activities

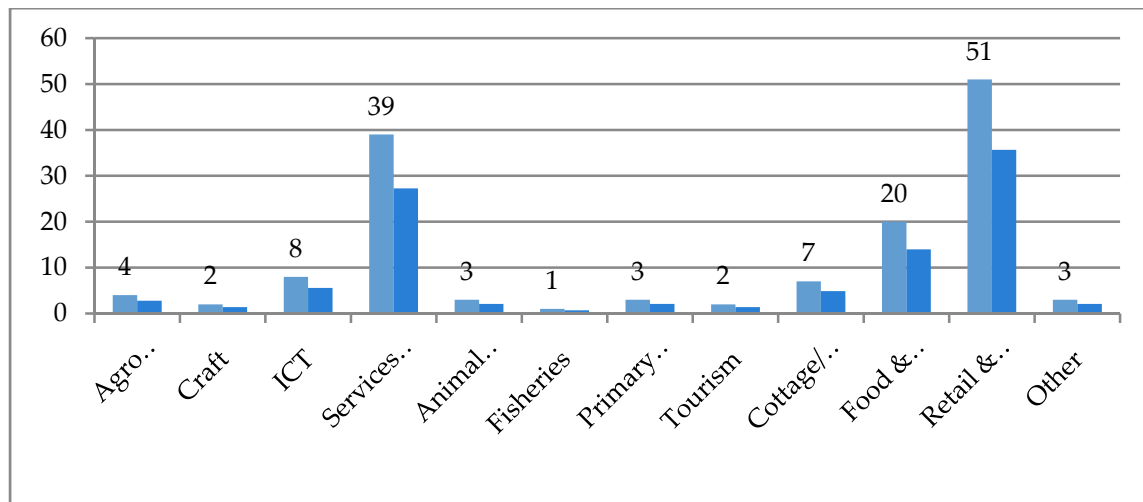
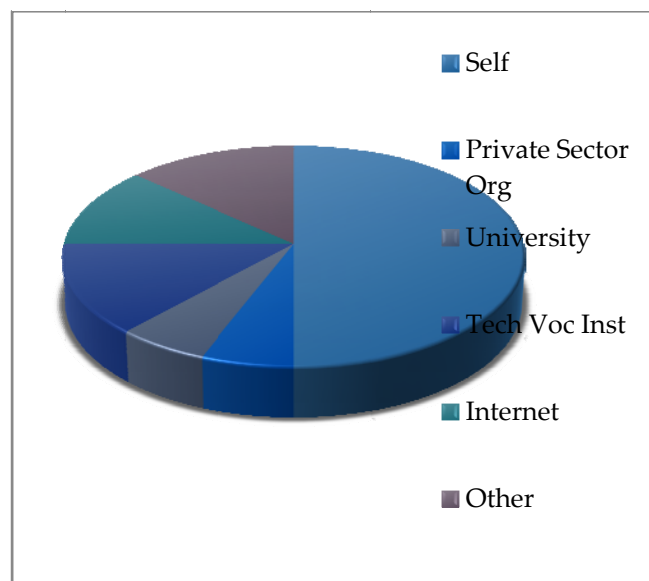


Figure 15: Santa Cruz Green Market



5.1.4 MSME SUPPORT SERVICES

Figure 16: Sources of Business Support Services



Sixty-three percent of respondents indicated that they sought business support services. Of those seeking support services, almost half relied on their own resources; thirteen percent depended on the internet and 6% on private sector organisations.

Table 8: Types of Business Support Services Sought by MSMEs

Support Received	Percentage	Count
Skills Training	32	23
Mentoring	14	10
Management Training	12	9
ICT Training	8	6
Market Information	7	5
Product Development	6	4
Book-keeping	6	4
Quality Management	5	4
Labelling/ Packaging	4	3
Business Plan Preparation	3	2
Agri Extension Services	3	2

The support most often sought was skills training. Other areas, which were identified as important were mentoring and management training, ICT Training, market information, product development and bookkeeping.

The assistance most often sought and not received were financial support, management training and skill training.

5.1.5 MSME SUPPORT INSTITUTIONS

San Juan Laventille Regional Corporation

Regional Corporation has considerable facilitative potential. The Corporation is the first stop for many approvals and permits, which MSMEs require for starting and operating businesses. Given the Chairman and the Council's positive orientation to LED, the ground is fertile for a more robust focus on LED. The Corporation should explore, within its resources, how it can reorient its interaction with the MSME community to facilitate business expansion and retention

The Ministry of Local Government and Small and Micro Industry Development

The Ministry of Labour has implemented the Fair Share Program and Micro-enterprise Development that allows registers businesses up to \$1.5 million, with the opportunity to receive preferential arrangements for public sector contracts up to \$1 million. This addresses the issue of the size, structure and available resources of SMEs and creates the opportunity for SMEs to have greater access to public sector contracts.

Ministry of People and Social Development

Micro-enterprise and Training Grant (MEG) - This program was developed through the Ministry of People and Social Development to provide financial assistance to the underprivileged to support the establishment of micro enterprises. The grants range from \$5,000 - \$15,000 TTD.

The Ministry of the People and Social Development has established several programmes that can provide funds to MSME's and individuals looking to start/enhance businesses such as the Poverty Reduction Division's Regional Micro Project Fund (RMPF). Under the RMPF approximately six hundred and fifteen micro projects were completed by community groups. The initiative has been expanded to include the Micro Enterprise and Training Grant (MEG), the Micro Enterprise Loan (MEL). The MEG makes available to individuals, grants of up to 5,000.00 dollars as startup funds for micro business enterprises or to enhance the operations of ongoing micro businesses. The MEG also provides opportunities for individuals to pursue training to improve their chances of gaining employment or establishing micro businesses.

The Micro Enterprise Loan (MEL) makes available a block of funds to community groups for the sole purpose of disbursing micro loans of up to \$10,000.00 to individuals in the community to conduct micro businesses.¹¹

NEDCO

¹¹<http://www.news.gov.tt/index.php?news=2301>

The National Entrepreneurship Development Company was established in 2002 as the implementing agency for the Government's policy on small and micro enterprise development. NEDCO is wholly owned by the Government of Trinidad and Tobago. The services offered by NEDCO are:

- Funding – loans in three categories
 - I – Up to \$50,000
 - II - \$50,001 to \$100,000
 - III - \$100,001 to \$250,000
- Training – NEDCO offers standard training modules as well as training in needs-based areas. The standard training modules are in the following areas:
 - Characteristics of Successful Entrepreneurs
 - Opportunity Identification
 - Strategies for Success
 - Basic Business Skills
 - Effective Management Techniques
 - Business Planning
 - Record Keeping & Cash Management
 - Marketing for SMEs
 - Importing & Exporting
 - Stock Control & Promotion
 - Why Entrepreneurship?
 - Total Quality Management.
 - A to Z of Running a Small Business
- Business advisory services – The main advisory service offered is business plan development
- Business Incubation – The National Integrated Business System (IBIS) mix of business development support, infrastructure and operational and financial support to assist the micro and small enterprises by providing assistance in the areas of mentoring, start-up procedures, infrastructural support, Information Technology, operational support, financing and opportunities for access to markets in one location.
- Promotion – NEDCO facilitates participation in marketing and distribution initiatives such as NEDCO's annual Trade Fair and NEDCO Day at it local centres.

NEDCO has a network of local centres. While there is not a centre within the boundaries of SJL there are two centres in close proximity in Port of Spain at 9 Queen Street & Chacon Street and in Tunapuna at 135 Eastern Main Road

San Juan Business Association

The San Juan Business Association was formed in 1990 immediately after the attempted coup of that year. The business community within the area was particularly hard hit through looting.

The initial focus was placed on making a dent on the crime situation, particularly in the Croisee. The SJBA was instrumental in raising funds for the construction of the San Juan Police Sub Station in the Croisee and for the repair of police vehicles allocated to the area.

Credit Unions

There are five credit unions with offices in San Juan Laventille:

ANSA McAl Employees Credit Union Society Limited,
Gordon Street Extension,
Mount Hope.

Eastern Credit Union Cooperative Society Limited
13 Second Street
San Juan

Lever Brothers Credit Union Cooperative Society Limited
Eastern main Road
Champs Fleurs

Muslim Credit Union
59 Eastern main Road
Silvermill
San Juan

Trinidad and Tobago Police Service Credit Union Cooperative Society Limited
61 Tenth Street
Barataria

The National Energy Skills Centre

The National Energy Skills Centre (NESC) is a non-profit foundation established in 1997 by the Government of Trinidad and Tobago in partnership with major industrial enterprises.

The NESC's training prepares graduates for employment in the construction and maintenance trades across all sectors of industry in Trinidad and Tobago. While the company was originally established to meet the needs of the Energy Sector, it now offers multi-sector training, opening doors for graduates to a variety of employment opportunities.

NESC offers more than 20 different programmes grouped under four headings:

- 4- year apprenticeship training
- Industry-specific programmes

- Welding courses
- Short courses

The NESC programmes could be a valuable source of skilled workers for the development of the municipality.

NESC has a nine training campuses and one, the Laventille Technology and Continuing Education Campus, is located in San Juan Laventille on the Eastern Main Road. The Laventille campus offers three programmes:

- Automotive Service Technician
- Sound Recording and Music Production
- Information Communication Technology Short Courses

Youth Training and Employment Partnership Programme

The Youth Training and Employment Partnership Programme (YTEPP) Limited is a training organization with a focus on Technical Vocational Education and Training (TVET) throughout Trinidad and Tobago. The company plays a strategic role in addressing the issues of youth unemployment as well as retrenched and displaced citizens. YTEPP Limited offers a diverse range of vocational courses in 12 occupational areas. Training is conducted in six-month, nine-month and 10-month cycles. The Programme is open to eligible persons who are interested in entrepreneurship or acquiring Level I and II (pre-craft and craft) technical vocational training.

YTEPP has three centres in SJL at the Malick Secondary School, Coconut Drive, Morvant, the Barataria South Secondary School, Third Avenue Extension, Barataria and at Irving Street, Petit Bouge offering course in the following areas:

- Graphic Design
- Events Decorating
- Plumbing
- Small Parts and Simple Tool Making
- Hotel Room Attendant
- Patient Care Assistant
- Small Business Management
- Tailoring

The Ministry of Food Production

The Ministry of Food Production offers extension and other services to farmers and fisherfolk. The Ministry provides training and awareness interventions for the general public and for youth.

In spite of all of the Business Support products and services available for SMEs in Trinidad, there is an obvious gap in the level of awareness of these programs. Periodic networking and knowledge sharing events to bring together successful small entrepreneurs to share information and learn from each other with the objective of inspiring others can be explored. It will also provide the opportunity for local organizations and support agencies to showcase their expertise, service and programs to existing and aspiring entrepreneurs. This is an initiative CARILED can support in collaboration with the other stakeholder agencies and the Regional Corporations.

5.1.6 SOURCES OF FUNDING

Table 9: Principal Source of Funds for MSMEs

Principal source of funds	Percent
Family Savings	42.4
Commercial Bank	37.3
Credit Union	5.9
Other	5.9
NEDCO	4.2
Micro Finance	2.5
Development Bank	1.7
NGO	0.0

The principal source of funds for respondents was family savings with 42.4% of respondents so indicating. Commercial banks accounting for funding for 37.3% of the businesses surveyed; credit unions for 6% and NEDCO for 4.2%. This pattern is fairly consistent throughout the municipal corporations studied.

5.1.7 EMPLOYMENT

- Average number of establishments

5.1.8 EXPORTS

Eight per cent of respondents exported and for 2% indicated that their primary market was international. The international markets identified were CARICOM and the United States.

5.1.9 INCOME GENERATED

Monthly revenues from the MSMEs interviewed range between \$TT1,750.00 per month to \$TT500,000.00 per month, indicating wide variations between the smaller and larger MSMEs and also the varied economic activity occurring between Blanchisseuse and San Juan . The economic activity generated by the businesses in this area was significant.

5.1.10 CHALLENGES

Table 10 Issues / Challenges

Issues	Percent
Crime	67.6
Energy costs	64.7
Access to credit	56.8
Marketing	55.5
Market	55.0
Government regulations	54.7
Traffic congestion	54.7
Parking	53.8
Business support services	51.6

Respondents were asked to indicate the impact of a range of challenges that could negatively affect their businesses. The issue identified most frequently as having a negative impact on business was crime. More than 67% of respondent listed this issue. Crime was followed by energy costs, access to credit, marketing, market access, government regulation, traffic congestion and parking and the absence of reliable business support services.

5.2 MSME POLICY, LEGISLATIVE AND REGULATORY ENVIRONMENT

In an address entitled "A Future for SME's in Trinidad and Tobago" the Honorable Winston Dookeran, former Minister of Finance articulated and espoused what he described as a "fundamental philosophical change". The role of the entrepreneur was now put at the front burner of budgetary policy. MSME's were identified as a major pillar of growth creation. According to Mr. Dookeran, approximately 18,000 SME's are operating in Trinidad and Tobago employing about 200,000 persons or close to 35% of the workforce and contributing near to 20% of the GDP¹².

In the context of economic downturn, a key element of the diversification strategy of the Government is the development of the Small Business Development sector¹³. In keeping with the government's commitment to develop the sector, resources of \$13.5 million have been allocated to continue the development of small business, assist entrepreneurs and promote the development of industry and manufacturing through the following institutions:

- i. Business Development Company (BDC)
- ii. National Entrepreneurship Development Company (NEDCO)

¹²A Future of SME's

¹³<http://www.finance.gov.tt/content/sp3.pdf>

- iii. The Venture Capital (Amendment) Act, 13 of 2005 seeks to increase activity in the venture capital industry in Trinidad and Tobago
- iv. Entrepreneurial Training Institute Incubation Centre (ETIIC)
- v. Enterprise Development Division (EDD) a policy unit with a mandate to examine and give guidance on the potential for entrepreneurial development
- vi. Fair Share Policy and Programme (FSP) is geared towards developing SMEs by facilitating their growth into larger businesses. In essence under the this Programme, government reserves ten percent (10%) of all public sector contracts up to one million dollars (\$1M) for qualifying SMEs and co-operatives
- vii. Business Expansion and Industrial Reengineering Programme (BEIRP) in which the government will assist domestic firms to be reengineered with greater state of the art technologies and processes, to expand their capacity to innovate and produce more sophisticated, value-added products for the international market place.

5.3 OTHER FACTORS THAT IMPACT ON MSME ACTIVITY

5.3.1 INFRASTRUCTURE FOR TRANSPORT AND COMMUNICATION

The main business areas San Juan Laventille Regional Corporation is well served with infrastructure – road transportation, electricity, telecommunications, and water. Within the main business districts of Barataria, San Juan, Aranguez and El Socorro traffic congestion and parking are challenges.

One of the two main arterial east-west routes, the Eastern Main Road, goes through San Juan and Barataria towns of Barataria and San Juan are all served by the three major east-west transport routes: the Eastern Main Road, the Priority Bus Route and the Churchill Roosevelt Highway. These routes link the towns together and connect them to the capital city of Port of Spain. The Piarco International Airport is located adjacent to the plan area. In addition, the major north/south road, the Uriah Butler Highway, connects to the Churchill Roosevelt Highway just south of San Juan and forms part of the eastern boundary. San Juan is at the hub of the national transport network. The region generates a significant amount of daily commuting traffic as a result of the varied land use and activity along the urban conurbation.

Roads in San Juan/ Laventille can be classified into three categories: Primary Arterial, Minor Arterial and Collector. Collector roads circulate traffic within the municipality while Arterial Roads circulate traffic within as well as through the municipality and link the municipality with the surrounding regional transportation networks.

The primary arterial roads that link San Juan/ Laventille with the city of P.O.S are the Churchill Roosevelt Highway, Beetham Highway and Wrightson Road. The minor arterial roads that link SJ/LRC with P.O.S are Saddle Road and the Lady Young Road.

The National ICT vision is to create a dynamic knowledge-based society, driven by the innovative use of ICTs to enhance the social, economic and cultural development of the people of Trinidad and Tobago¹⁴.

Based on the Market and Opinion Research International (MORI) ii Household Survey of 2010, ICT penetration stood at 93% of all households that were equipped with mobile phones, 42% with computers, and 30% with Internet access at home.

An analysis into the current state of ICT development with impact on MSME's in Trinidad and Tobago revealed the following:

- i. Establishment of the e-Business Roundtable to drive ICT transformation in the private sector and electronic interaction with the Government
- ii. Set up of smeXchange, an online marketplace to facilitate transactions amongst Small and Medium Enterprises
- iii. Liberalization of the telecommunications sector
- iv. Establishment of the Telecommunications Authority (TATT)
- v. Concession to new telecom sector brands (more than 325K fixed lines, more than 1.6M mobile subscribers)
- vi. Delivery of award winning *ttconnect*, the vehicle for multi-channel Government services delivery
- vii. The National ICT Business and Innovation Symposium
- viii. TTBizLink service which facilitates online interaction between businesses and Government agencies responsible for trade. TTBizLink allows companies and individuals to apply for various permits and licenses, register businesses and conduct other trade related activities via a single document online.

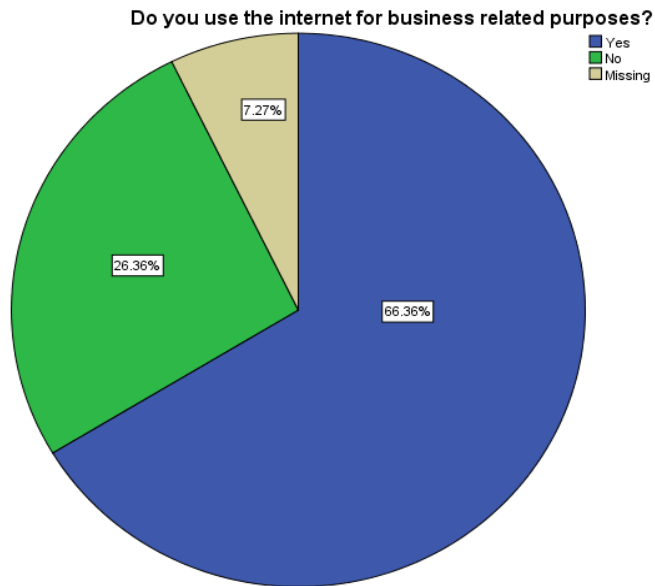
Sentiments from the WEF – GITR 2010/11 Executive Opinion Survey and Survey of the Trinidad and Tobago eBusiness Roundtable indicated that while companies saw themselves as aggressive in embracing new technology, and while ICT technologies were widely available to local businesses, the extent of Internet use by businesses was perceived to be moderate for Business-to-Business (B2B), or Business-to-Consumer (B2C) transactions¹⁵. Notably, Trinidad and Tobago ranked 97th out of 133 countries in this area in the GITR list.

Among the survey respondents 66.36% admitted to using the internet for business while 26.36% did not have use the internet for their business.

¹⁴National ICT Plan

¹⁵The World Economic Forum Global Information Technology Report 2010-2011

Figure 17 Internet use for business related purpose



5.4 SOCIAL INFRASTRUCTURE

Citizen Safety

There are eight police stations, including the Divisional Headquarters for the North Eastern Police Division, in the San Juan Laventille Regional Corporation. Crime remains an important issue and is seen as one of the main threats to the development of the Region. Crime was cited as the primary concern by owners of MSMEs. There are three fire stations in the SJLRC.

Education Facilities

Ninety-four percent of the residents of SJL have at least a primary school education. There are 39 primary schools and 15 secondary. In addition there are several private institutions offering technical and tertiary level academic instruction; the largest of these is the School of Business and Computer Studies which offers external degrees at the bachelors and masters levels from United Kingdom universities. The St. Augustine Campus of the University of the West Indies is within three miles of the eastern boundary of SJL and the teaching hospital is within the boundaries of San Juan Laventille.

Health Facilities

The country's premier health institution, The Eric Williams Medical Sciences Complex together with the Mount Hope Women's Hospital and the St. Ann's Hospital (Mental Health) are all located within SJL. There are also 9 District Health Centre in the municipality.

Cultural and Sporting Facilities

There are 68 recreational grounds/hard courts/play parks in the San Juan Laventille Regional Corporation.

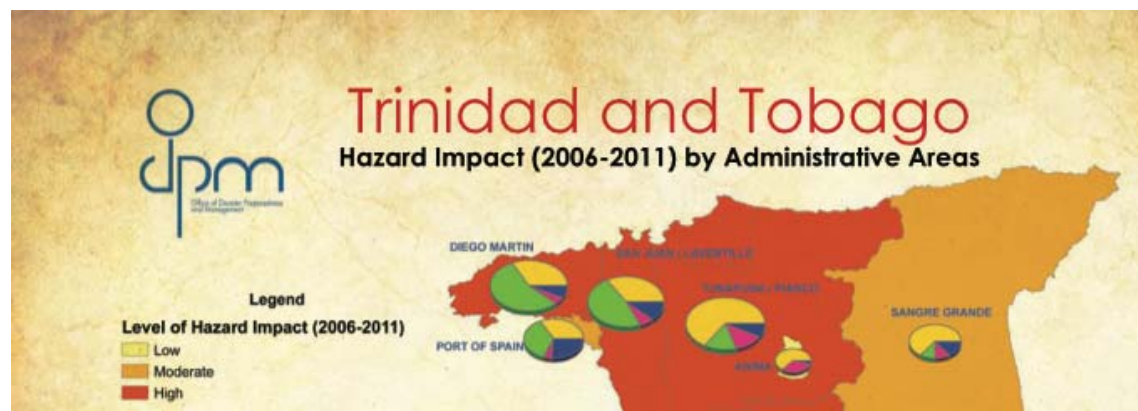
5.5 ENVIRONMENTAL PROTECTION

Environmental protection for all of Trinidad and Tobago falls under the purview of the Environmental Management Authority and municipal corporations have only limited responsibility mainly for solid waste management; public health issues related to insect vector, canine and rodent control; environmental issues related to land and building development within the guidelines of the Town and Country Planning Division.

5.6 NATURAL HAZARDS

The Office of Disaster Preparedness and Management (ODPM) in its analysis of hazard impact for 2006-2011 ranks SJLRC's susceptibility to natural hazards as high. The most prevalent hazards in San Juan Laventille are flood and landslides.

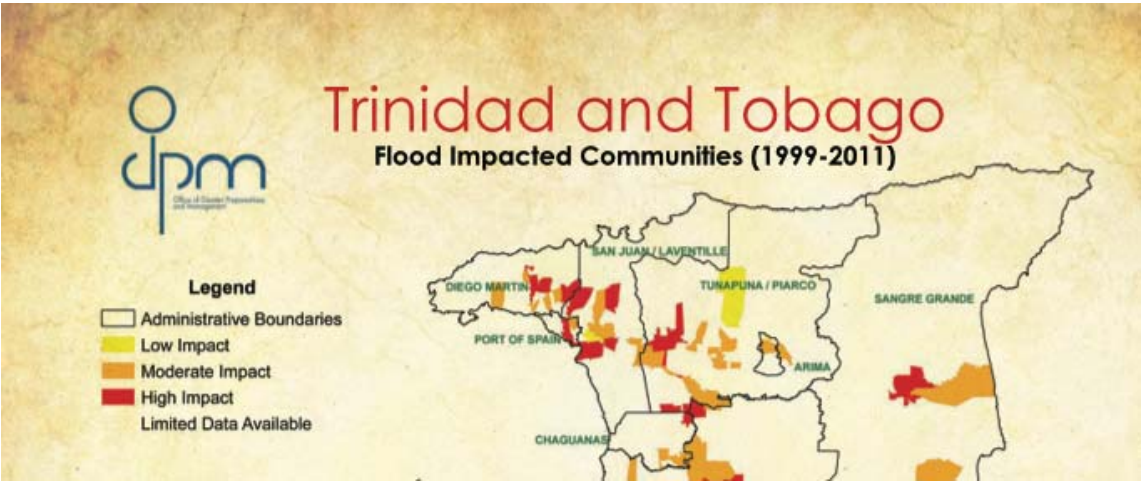
Figure 18: Hazard Impact 2006-2011



Source: Trinidad and Tobago Human Development Index Atlas

There are areas of high and moderate flood susceptibility within SJL in the west and in the centre of the Region.

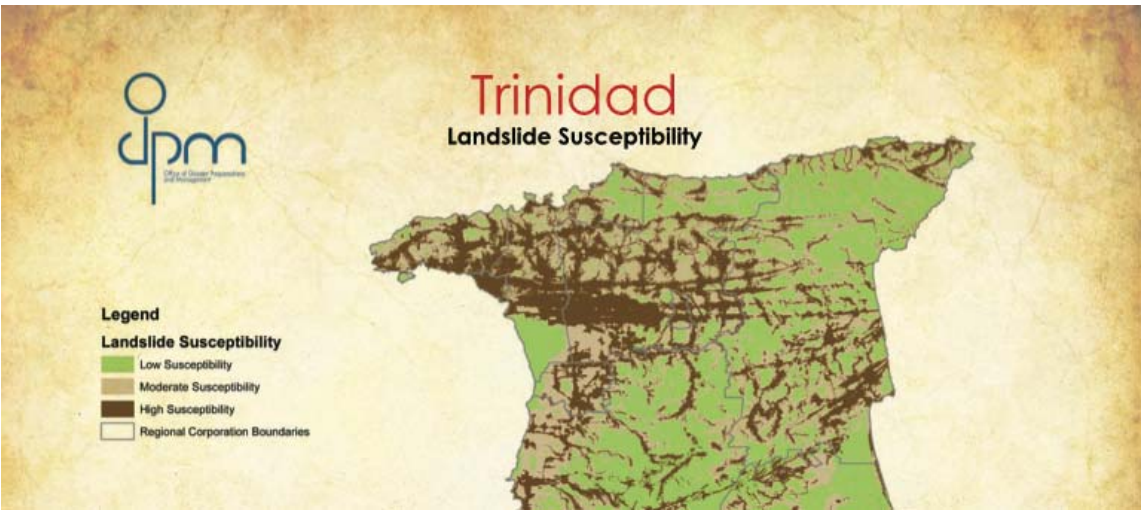
Figure 19: Flood Susceptibility



Source: Trinidad and Tobago Human Development Index Atlas

Most of the SJLRC, excluding Caroni Swamp, has a high or moderate susceptibility to landslides. In the foothills of the northern range and within the northern range itself there are areas of high susceptibility.

Figure 20: Landslide Susceptibility



Source: Trinidad and Tobago Human Development Index Atlas

5.7 ENVIRONMENTAL DEGRADATION

The major area of environmental degradation is in the Betham Landfill site. However, the Solid Waste Management Company, which has responsibility for the site has been taking a more

aggressive solid waste management approach to rectify some of these issues. For example, the site no longer accepts used tires.

5.8 PROTECTED AREAS

The Caroni Swamp is the most well-known protected area in Trinidad and Tobago and is a major tourist attraction for bird watching, in particular the Scarlet Ibis.

Figure 21: The Caroni Swamp and Bird Sanctuary



Parts of the northern range are also forest reserve and there is a vertical limit to building development.

6.0 LOCAL ECONOMIC DEVELOPMENT

6.1 INTRODUCTION

The model for Local Economic Development (LED) varies from community to community as it is most successful when it is developed and driven from within by local leaders and stakeholders. In general, however, a successful LED model will include a commitment and resources from local government, along with the private business, public institutional and education sectors.

6.2 LOCAL GOVERNMENT STRUCTURE AND APPROACH TO LED

Local governments in Trinidad and Tobago, like the San Juan Laventille Regional Corporation, operate largely as extensions of the central government, with significant limits on local autonomy and resource allocation. Planning, purchasing, budgeting and staffing are largely controlled by the Ministry of Local Government and the Ministry of Planning.

<p>Strengths</p> <ul style="list-style-type: none"> • Wealth of Natural Resources • Cultural assets 	<p>Opportunities</p> <ul style="list-style-type: none"> • Opportunity for Urban Design • Introduction of different farming techniques - hydroponics etc • Construction of chill-room facilities for storage of produce during gluts • Introduction of flexi-time and telecommuting • Expand Cultural Tourism • Conversion of natural and cultural assets into economic activity • The Renaissance of the Croisee project
<p>Weaknesses</p> <ul style="list-style-type: none"> ○ Trinidad and Tobago local government system not conducive to community generated LED with limited local autonomy ○ Low participation by community in development planning ○ Low level of public-private dialogue ○ Weak business support organisation ○ No enforcing of building code and standards of design ○ Loss revenue due to property tax ○ Limited coordination of activities with all state & statutory agencies ○ Low participation by community in development planning ○ Weak business support organisations ○ No Hillside Development Policy ○ Limited facilities / public amenities ○ Poor urban design/ hodgepodge of building styles ○ Lack of low-income housing ○ Inappropriate taxi stands location ○ High capacity but low agriculture Governance; 	<p>Threats</p> <ul style="list-style-type: none"> • High levels of crime • Uncontrolled residential development • Deforestation • Continuous dredging of Caroni River • Crime • Vulnerability to land slippage, flooding • Development pressure on agricultural land • Destruction of wetlands • Pit latrine seepage due to inadequate Drainage & sewage system in Laventille • Inadequate human capital pool to meet the needs of the Borough (technical & tradesmen) • Cost implications of squatter infrastructure demands • Insufficient land available for development

In Trinidad and Tobago, local governments do not raise their own revenues and there is no longer a land tax in place. This disconnect means that one of the primary motivators for local government LED development – increased economic activity and land values leading to

increased local revenue – does not exist.

At present, consultations on Local Government Reform are taking place across Trinidad and the government's proposed Policy on Local Government Transformation and Modernisation contained several proposals apparently designed to shift the locus of control towards the local community, including the restoration of some form of land tax. In terms of economic development, the proposed policy discusses the need for greater revenues and some additional flexibility at the local level and also suggests a multi-agency approach to support community-based projects in tourism, agriculture, manufacturing, arts and crafts etc. For the most part, however, economic development seems to be organized around investment attraction at a pan-national level and capital investment projects at the local level.

The SJ/LRC, led by the Chairman clearly embraces the CARILED Mission's goal and fully supported the methodology (data collection and analysis, fact finding) necessary to achieve it. The Corporation has requested CARILED's assistance to further develop sustainable projects/plans for LED in the SJ/LRC. As a result of their clear understanding of the benefits for the region, and although LED is not the official mandate of the corporations, the Chairman and the SJ/LRC councilors are in the process of undertaking various projects to stimulate and facilitate increased LED in the area; the corporation's Renaissance Plan incorporates a provision for "economic stimulation". There is a strong awareness of the elevated numbers of 'at-risk' youth (and gang) members residing within the Corporation's boundaries as well as the challenges regarding the elevated levels of unemployed young men and women, youth, the unskilled in the Beetham, Laventille and other areas in the district. The Chairman demonstrated an acute understanding of the scope of what CARILED can provide in terms of support, training and technical assistance for the corporation.

CARILED is interested in advancing MSMEs as a basis for LED in the target communities and specifically addressing disparities in participation by youth and women. In San Juan Laventille, the local government administration has an understanding of the importance of MSMEs and the need to involve under-represented sectors of the population, such as women, in local development initiatives. In the past, funding for unemployment training has been targeted towards female-led single parent households. These dollars have since reverted to general make work relief projects. Most of the recreational and community infrastructure projects planned by the local government include space for small vendors to provide entrepreneurial opportunities.

6.3 LOCAL DEVELOPMENT PLANNING

In 2010, the Ministry of Local Government initiated a process which resulted in the San Juan Laventille Municipal Development Plan (MDP). This comprehensive plan captures current land uses along with constraints and opportunities, as well as conceptual plans for community growth along with proposed land uses. Although not specifically intended as an economic

development strategic plan, the document makes recommendations in terms of priority projects that will benefit the community and align with the growth plan.

The April 2010 document, Final Draft Development Plan: A Strategic Planning Framework for Metropolitan Port of Spain, was initiated by the San Juan/ Laventille Regional Corporation and approved by the Central Government. This comprehensive plan captures current land uses along with constraints and opportunities, as well as conceptual plans for community growth along with proposed land uses. Although not specifically intended as an economic development strategic plan, the document makes recommendations in terms of priority projects that will benefit the community and align with the growth plan.

The San Juan/ Laventille Development Plan identifies several key issues that have an impact on local development, including:

- i. Identification of a location for a Green Belt and Growth Control Zone and determining how these should provide long-term opportunity for growth.
- ii. Stopping unplanned hillside development of high intensity informal settlements and providing adequate space for growth.
- iii. Addressing traffic congestion and flooding, construction of proper box drains and retaining walls
- iv. Expand Cultural Tourism - Cultural conservation and enhancement approach to encouraging the revitalization of indigenous expressions of culture and heritage and the designation of the historic town of San Juan as a heritage area.
- v. Construction of chill-room facilities for storage of produce during gluts.
- vi. Develop a water management and flood control system
- vii. Reduce congestion through an integrated regional transport system
- viii. Achieve more equitable access to community & social infrastructure system - Provide facilities as identified in the Gap Analysis Matrix
- ix. Provide incentives to agricultural sector
- x. The Croisee Renaissance Project which is in its 3rd stage of implementation

San Juan Laventille and Chaguanas are the two municipalities among the four profiled that have taken advantage of a presence on Commonwealth Municipal Investment website (www.investinthecommonwealth.com). This is an opportunity open to municipalities in the Commonwealth. San Juan Laventille and Chaguanas' presence on the site suggest a greater sensitivity to identifying that taking advantage of opportunities for promoting LED.

7.0 SAN JUAN LAVENTILLE LED ISSUES AND OPPORTUNITIES

7.1 ISSUES

- i. No formal mandate for LED within local government and national initiatives are not

supported by funding and staff on the ground in the local economy

- ii. Severe traffic congestion is a major disincentive to commuters
- iii. Access to capital is an ongoing concern for MSMEs.

7.2 OPPORTUNITIES

- i. Very positive and proactive local political, administrative and community leadership. Strong interest in learning more about LED and in leveraging existing assets to assist in development.
- ii. Potential for local government reform process to result in additional revenues, flexibility and autonomy for development decisions at the local level.
- iii. Well-researched and supported Municipal Development Plan.
- iv. The northern shoreline including Maracas Beach to Blanchisseuse provides access to fishery resources as well as tourism opportunities. Numerous international artists in the music and film industry, many with Trinidad and Tobago heritage, take advantage of the islands natural beauty and cultural events during Carnival for music videos and film production.
- v. The new market and the Renaissance Project will create new opportunities for small business development and corporate partnerships.
- vi. Marketing and branding of the Caroni Bird Sanctuary.
- vii. Arts and culture can significantly contribute to the local economy and should be considered an economic driver. The region contains 12 of the 35 buildings identified by the East Port of Spain (EPOS) Strategic Development Plan Situation Assessment in an inventory of heritage sites.
- viii. Organic agricultural production in Aranguez and along designated space in the Northern Range can, in the process of making the Corporation self-sustainable, create employment and drive a national campaign on health and wellness

8.0 RECOMMENDATIONS FOR CARILED PARTICIPATION

8.1 BETHAM LANDFILL RECYCLING PROJECT

The Beetham district is an area of high crime, violence, and extreme poverty in San Juan/Laventille Region. Daily economic activity at the landfill entails the unregulated

scavenging of scrap to extract copper wire and other metals. The process of breaking down materials includes burning plastic wires with no protective equipment. CARILED should consider developing a pilot project with the SJ/LRC to arrange a recycling depot in the Beetham. In addition, CARILED should develop and implement a training program to provide direction on the proper management/dismantling and handling of equipment/materials for scrap. The young mothers in Beetham would also benefit from this programme as the recycled materials provide them a source of income. The programme can be developed in coordination with Mr. Wayne Jordon, a noted community partner in the Beetham7.2 Clifton Hill Beach Development

8.2 MSME BUSINESS ASSISTANCE AND TRAINING

Consistent, accessible advice and training for small business is not currently available in San Juan Laventille. In every discussion and interview conducted during this mission, respondents agreed that a front line office that could provide advice and run regular training courses in subjects like business planning, financing options and basic bookkeeping, would be very useful. If the Trinidad and Tobago government would fund a pilot, CARILED could provide technical assistance based on existing models of small business support like the Ontario Small Business Enterprise Centres.

8.3 CARONI BIRD SANCTUARY

A tour of the Caroni Bird Sanctuary is ranked as No. 6 out of 6 things to do in Trinidad and Tobago.¹⁶ Given that large tracts of natural habitats such as rain forests, wetlands and mangrove that are intact, stunningly beautiful, wild and rugged, proactive partnerships can be developed with, for example, the Royal Society for the Protection of Birds, the Ecotourism Society and Conservation International, to name a few, that assist in marketing, development of brand and image.

8.4 RECIPROCAL EXCHANGES

CARILED should give consideration to bringing key local government personnel from Trinidad to spend time with Canadian municipal and economic development administrations. Seeing LED in action and exchanging ideas from an active municipal standpoint could prove beneficial both to the individuals involved and to their home communities.

¹⁶http://travel.usnews.com/Trinidad-Tobago/Things_To_Do/Caroni_Swamp_Bird_Sanctuary_Trinidad_61172/

9.0 TOOLS USED

9.1 MSME SURVEY

CARILED MSME PROFILE QUESTIONNAIRE

Your views are important to developing LED intervention strategies to support the sustained development of micro, small and medium enterprises. Please provide as accurate information as possible.

Ref:

Municipal		Sub division		Code		Initials	
-----------	--	--------------	--	------	--	----------	--

SECTION A:

PROFILE OF THE RESPONDENT

1. Are you: Over 35 years old: ☐ under 35 years old: ☐

2. Gender: Male: ☐ Female: ☐

3. What is your position in this business?

4. What is the ethnicity of the principal owner(s) of the business?

African	<input type="checkbox"/>	Amerindian	<input type="checkbox"/>	Chinese	<input type="checkbox"/>	East Indian	<input type="checkbox"/>	European	<input type="checkbox"/>
Other	<input type="checkbox"/>	Syrian/Lebanese	<input type="checkbox"/>	Mixed	<input type="checkbox"/>				

5. Gender of the Principal owner(s) of the business:

Male:	<input type="checkbox"/>	Female:	<input type="checkbox"/>	Both:	<input type="checkbox"/>
-------	--------------------------	---------	--------------------------	-------	--------------------------

SECTION B:

PROFILE OF THE BUSINESS

6. What is the legal status of the business:

Sole Proprietor: <input type="checkbox"/>	Partnership: <input type="checkbox"/>	Cooperative: <input type="checkbox"/>	Limited Liability: <input type="checkbox"/>
--	--	---------------------------------------	---

7. Is your business currently registered (if Sole Proprietor/Partnership/Cooperative): Yes: ☐ No: ☐

8. How long has the business been in operation:

1 year or less: <input type="checkbox"/>	1-5 years: <input type="checkbox"/>	5-10 years: <input type="checkbox"/>	More than 10 Years <input type="checkbox"/>
---	-------------------------------------	--------------------------------------	---

9. What is the approximate value of the combined assets of the business (buildings, equipment, etc) worth:

\$_____ TT Not Sure ☐

10. On average, what is your monthly/annual revenue: \$_____ TT Not Sure ☐

11. Give an estimate size of the manufacturing space or farm :

Size:	sqft	m ²	acres	hectares
-------	------	----------------	-------	----------

(Please Circle the units)

12. Where does the business obtain its principal source of funds? (tick all that apply):

Commercial Bank	<input type="checkbox"/>	Credit Union	<input type="checkbox"/>	Development Bank	<input type="checkbox"/>	NGO	<input type="checkbox"/>
Family Savings	<input type="checkbox"/>	NEDCO	<input type="checkbox"/>	Micro Finance	<input type="checkbox"/>		

Other: ☐ Specify: _____

13. How many people, including yourself and any family, work in the business:

Male

Female

14. Are non-family members employed in the business? : Yes: ☐ No: ☐

a. (If yes) how many of them come from outside this municipal corporation: _____

15. Are you able to find sufficient employees with the skills necessary for the business in the local area? Yes: ☐ No: ☐

a. What skills were you required to access outside of your area?

SECTION C:

MARKET PROFILE

16. What are the main activities or sectors in which you operate? (Please tick all that apply):

Agro processing	<input type="checkbox"/>	Animal Husbandry	<input type="checkbox"/>	Cottage/light industry	<input type="checkbox"/>
Craft	<input type="checkbox"/>	Fisheries	<input type="checkbox"/>	Food & Beverage	<input type="checkbox"/>
ICT	<input type="checkbox"/>	Primary agriculture	<input type="checkbox"/>	Retail & Distribution	<input type="checkbox"/>
Services (other than retail)	<input type="checkbox"/>	Tourism:	<input type="checkbox"/>	Other:	<input type="checkbox"/>

Specify _____

17. What is the Primary market of the business

Within the Corporation	<input type="checkbox"/>	Country-wide	<input type="checkbox"/>	Regional	<input type="checkbox"/>	International	<input type="checkbox"/>
------------------------	--------------------------	--------------	--------------------------	----------	--------------------------	---------------	--------------------------

18. Do you export? Yes: ☐ No: ☐

a. (if Yes) Your primary export market: _____

b. (if Yes) What Percent of your sales come from exports?

c. (if No) Would you like to export?: Yes: ☐ No: ☐

d. Which three Countries would be your priority?

SECTION D:

BUSINESS DEVELOPMENT

19. Have you have ever needed business support assistance and training?

Yes: ☐ No: ☐

a. (if Yes) and you have received business support assistance and training (for this business), who provided it (tick all that apply)

Self	<input type="checkbox"/>	Local Government	<input type="checkbox"/>	NGO	<input type="checkbox"/>
International Organisation	<input type="checkbox"/>	Business Support Org.	<input type="checkbox"/>	Government Ministry	<input type="checkbox"/>
University	<input type="checkbox"/>	Technical/ Vocational Inst	<input type="checkbox"/>	Internet	<input type="checkbox"/>
Other (Specify)	<input type="checkbox"/>				

b. (if Yes)What types of business support/assistance & training was received (tick all that apply)

Mentoring	<input type="checkbox"/>	Management Training	<input type="checkbox"/>	Business plan preparation	<input type="checkbox"/>
Market Information	<input type="checkbox"/>	Product Development	<input type="checkbox"/>	Agri Extension services	<input type="checkbox"/>
Market Access	<input type="checkbox"/>	Book-Keeping	<input type="checkbox"/>	Labelling / packaging	<input type="checkbox"/>
Skills Training	<input type="checkbox"/>	ICT Training	<input type="checkbox"/>	Quality Management	<input type="checkbox"/>

Other: ☐ _____

c. (if Yes) & you have not received such support, please specify what type of support you could not get:

d. Are you able to access all the business support assistance you need in the (Insert municipal corporation)? Yes: ☐ No: ☐

20. How does the business keep abreast of changes and development that could affect your business? :

21. What kinds of technical assistance do you need now to grow your business?:

22. On a scale of 1-5, indicate the impact of the issues that are likely to hinder the development of your business (with 5 being the most likely):

ISSUES	Least Likely		Most Likely		
	1	2	3	4	5
Access to credit					
Access to raw materials					
Bureaucracy					
Business support services					
Corruption					
Crime					
Energy costs					
Government Regulations					
Infrastructure					
Management skills					
Market					
Marketing					
Packaging of your products					

Parking					
Price of your products					
Quality of your products					
Traffic congestion					
Transport					

23. What Government regulations do you believe hinder the growth your business? (please be as specific as you can):

24. Do you use the internet for business related purposes? Yes: ☐ No:

☐

a. (if Yes) For what business purposes do you use the internet?

25. What do you think the Central Government can do to make businesses like yours grow?

26. What do you think the (insert Name of the Local Government Authority) can do to make business like your grow?

Additional Comments from Enumerator:

Thanks for taking the time to complete this questionnaire.

9.2 TRUST IN GOVERNANCE

Ref:

Municipal		Sub division		Code		Initials	
-----------	--	--------------	--	------	--	----------	--

1.	Are you: More than 35 years <input type="checkbox"/> Less than 35 years: <input type="checkbox"/>					
2.	Gender: Male: <input type="checkbox"/> Female: <input type="checkbox"/>					
3.	What do you consider your ethnicity: African <input type="checkbox"/> East Indian <input type="checkbox"/> Mixed <input type="checkbox"/> Amerindian <input type="checkbox"/> Other <input type="checkbox"/>					
4.	Do you know the name of your local government representative <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>Y</td><td></td><td>N</td><td></td></tr></table>	Y		N		
Y		N				
On a scale of 1 to 5, how strongly do you agree or disagree with the following statements, where 1 is strong disagreement and 5 is strong agreement:						
5.	I trust the central government of Trinidad and Tobago <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
6.	I trust the local government authorities in my area <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
7.	I am satisfied with the performance of my local government representative <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
8.	The local government is doing a good job <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
9.	The elected local government representatives are competent <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
10.	The local government officials are competent <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
11.	All residents of the corporation have access to the local government authorities <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
12.	Decisions by the central government authorities are normally heavily influenced by business interests <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
13.	Decisions by the central government authorities are normally heavily influenced by the ethnic group controlling the government <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
14.	Decisions by the local government authorities are normally heavily influenced by business interests <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
15.	Decisions by the local government authorities are normally heavily influenced by ethnic group controlling the corporation <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
16.	Local government authorities distort facts in their favour <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		

17.	The local government authorities have effective consultations with residents in the area	1	2	3	4	5
18.	The local government authorities listen to the concerns of ordinary citizens	1	2	3	4	5
19.	The local government authorities makes decisions in a fair and transparent manner	1	2	3	4	5
20.	The local government authorities have their priorities right	1	2	3	4	5
21.	The local government authorities deliver services efficiently	1	2	3	4	5

22.	What are the issues with which you are most satisfied with the performance of your local government representatives:
23.	What are the issues with which you are least satisfied with the performance of your local government representatives:

9.3 LAEP PROFILE QUESTIONNAIRE

Municipal		Sub division		Code		Initials	
-----------	--	--------------	--	------	--	----------	--

SECTION A – GENERAL INFORMATION (To be completed by the enumerator)				
1.	Name of Key Informant			
2.	Gender of Key Informant (circle one)	M		F
SECTION B -				
3.	Are you under 35 years of age? (circle one)	<35		>35
4.	What do you consider your ethnicity?			
SECTION C				
5.	What factors do you believe hinder economic development in (insert the name of the local government corporation)?			
6.	What factors do you believe hinder economic development in this subdivision?			

7.	What resources do you believe this subdivision has that can be used for economic development? 					
8.	What resources do you believe this subdivision has that can be used for economic development? 					
SECTION D - CRIME						
9.	How serious is the impact of crime on business in the area (where 1 is lowest impact and 5 is highest impact)	1	2	3	4	5
10.	How satisfied are you with the efforts of the authority to fight crime in the area (where 1 is lowest impact and 5 is highest impact)	1	2	3	4	5
11.	Do you agree that crime in the areas is committed mainly by one ethnic group (where 1 is lowest agreement and 5 is highest agreement)	1	2	3	4	5
12.	Is praedial larceny an issue in the area (circle one)	Y		N		DK
13.	Is the police represented on local community councils or committees in the area	Y		N		DK
14.	Are there neighbourhood watches in the area?	Y		N		DK

10.0 SOURCES OF INFORMATION

10.1 PERSONS INTERVIEWED

Name	Organization	Position
Councillor Ms. Nafeesa Mohammed	San Juan Laventille Regional Corporation	Chairman
Ms. Stacy La Rose	San Antonio Green Market	Manager
Mr. Abraham Ali	San Juan Business Association	President

10.2 SECONDARY RESOURCES

CARILED (2013), CARILED Mission Report – LED In Trinidad and Tobago, March 2013

CARILED (2012), Socio-economic Analysis (CARILED Inception Mission) Draft Report, April 2012

Government of Trinidad and Tobago (2012), Trinidad and Tobago 2011 Population and Housing Census Demographic Report

Ministry of Local Government, National Spatial Development Strategy for Trinidad and Tobago Local Government

Government of Trinidad and Tobago (2012), Trinidad and Tobago Atlas of Human Development 2012

Ministry of Planning and Sustainable Development (2012), Building Competitive Advantage- Six Strategic Business Clusters and Enablers.

Ministry of Local Government, 2009. Draft White Paper on Local Government Reform, Port of Spain, Ministry of Local Government, Government of Trinidad and Tobago,

Rodríguez-Pose, Andrés and Tijmstra, Sylvia (2009), CAF Working Papers On The Emergence And Significance Of Local Economic Development Strategies N° 2009/07

Swinburn, Gwen; Goga, Soraya& Murphy Fergus (2006), Local Economic Development: A Primer Developing And Implementing Local Economic Development Strategies And Action

10.3 WEBSITES: ☺

Central Statistical Office of Trinidad and Tobago: www.cso.gov.tt ☺

San Juan Business Association: <http://www.sanjuanba.webs.com>

National Energy Skills Centre: <http://www.nesctt.org/>

Youth Training and Employment Partnership Programme: <http://www.ytepp.gov.tt/>

Government of Trinidad and Tobago, Ministry of Finance: finance.gov.tt

Government of Trinidad and Tobago, Ministry of Planning and Sustainable Development:
planning.gov.tt

Government of Trinidad and Tobago, Ministry of Local Government: localgov.gov.tt