

EAST PORT OF SPAIN DEVELOPMENT COMPANY LIMITED



ANNUAL ADMINISTRATIVE REPORT 2013





**EAST PORT OF SPAIN
DEVELOPMENT
COMPANY LIMITED**

**Annual Administrative Report -
2013**

Vision

The East Port of Spain Development Company envisions:

Healthy, safe, economically vibrant, sustainable communities fully integrated into the Greater Port of Spain Metropolitan Area and the wider society.

Mission

Our mission is:

To achieve the transformation of East Port of Spain through economic, social and physical regeneration.

The Company executes its Mission in partnership with key stakeholders including the community, to improve the quality of life of its residents and to celebrate its cultural heritage and achievements via a Strategic Development Plan as a coordinating mechanism for action.

Philosophy

Organisation

The East Port of Spain Development Company is a body wholly owned by the Government of Trinidad and Tobago. The East Port of Spain Development Company Limited was established on September 28, 2005 in accordance with the Companies Act, 1995.

The Company comprised a staff of **twenty-three (23)** persons in 2013, governed by a Board of Directors, consisting of a Chairman (Mr. Paul Solomon, from January to June 2013 and Ms. Annabelle Davis from July 2013) and eleven (11) members. The East Port of Spain Development Company Limited is divided into five (5) organizational units:

1. Managing Director's Office
2. Finance and Administration
3. Project Implementation
4. Planning, GIS and Information Technology
5. Business Development

(See attached Organisational Chart)

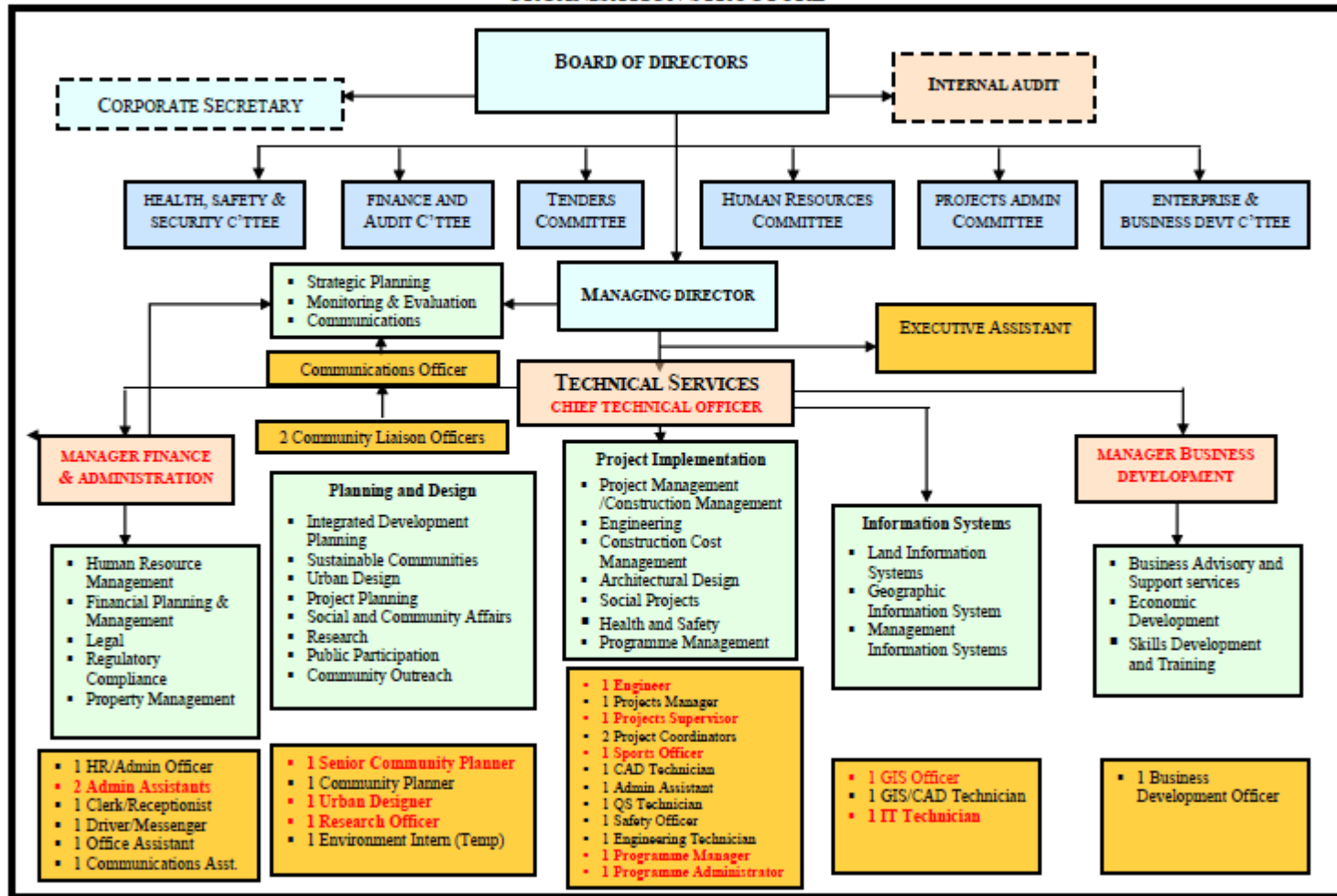
The Managing Director exercises general supervision over the business and affairs of the Company.

The Company was understaffed during the year after losing staff due to the uncertain future of the Company and took measures to rebuild its institutional capacity. The following vacant positions were filled during the year:

HR/Admin Officer
Safety Officer
QS Technician
Administrative Assistant

GIS/CAD Technician
Engineering Technician
Community Planner
Community Liaison Officers (2)

**EAST PORT-OF-SPAIN DEVELOPMENT COMPANY
ORGANISATION STRUCTURE**



Corporate Issues

The Company continued under the jurisdiction of the Ministry of Planning and Sustainable Development. The Corporation Sole made some changes to the composition of the Board of Directors and Ms. Annabelle Dave replaced Paul Solomon as Chairman in July 2013. Mr. Lennox Smith was named as Deputy Chairman, although the required amendment to the Company's By-Laws to provide for the position of Deputy Chair remains outstanding from the Ministry of Finance. Two new Directors were added (Messrs. Kirt Sinnette and Rawlins Amar) while Messrs. Alvin Ramlogan, Heston Blake and Lemuel Murphy were removed. The Board of Directors is now comprised as follows:

- | | |
|-------------------------------|-------------------|
| 1. Annabelle Davis | Chairman |
| 2. Samuel Lennox Smith | Deputy Chairman |
| 3. Paul Solomon | |
| 4. Rajendra Arjoon | |
| 5. Malcolm Kernahan | |
| 6. Anthony Skeete | |
| 7. Helen Shair-Singh | |
| 8. Jainarine Jerry Lalla | |
| 9. Criston Johnson Williams | |
| 10. Kirt Sinnette | |
| 11. Rawlins Amar | |
| 12. Dr. Deborah Thomas-Austin | Managing Director |

A corporate governance training session was organized for the Board and conducted by Dr. Vindel Kerr of the firm GovStrat on Tuesday September 10, 2013.

The Annual Meeting of Shareholders was convened on November 19, 2013. The Board continued to function without a member with specific financial expertise.

During the period October 3 to October 30, 2013 the Chairman was appointed by the Honourable Minister Dr. Bhoendradatt Tewarie to act in the salaried position of CEO during the absence of the MD from the country to attend the VII Competitiveness Forum of the Americas in Panama (October 2-4, 2013) and on vacation leave.

Role and Functions

The Company's role and functions derive from its mandate to develop and redevelop East Port of Spain to improve economic, social and physical conditions in the area. In this context, the Company has responsibility for identifying and analysing community needs, development challenges and opportunities formulating appropriate development proposals in response and identifying specific projects for implementation to address the needs and challenges.

The Company also undertakes the following functions:

- 1. Preparation of Spatial Development Plans**
- 2. Plan/Project Implementation**
 - a. Direct Development
 - b. Institutional Coordination:
 - c. Development Facilitation

3. Executing Agency for Emerging and Sustainable Cities Initiative (IDB)

The Company continued to pursue the path indicated in its Strategic/Business Plan with adjustments to reflect the designation of East Port of Spain as a Growth Pole with a focus on heritage and culture.

In 2013, the East Port of Spain Development Company was designated by the Government of Trinidad and Tobago as the executing agency for the Emerging and Sustainable Cities Initiative of the Inter-American Development Bank (IDB).

Strategic Goal

Improved quality of life for all residents and stakeholders of East Port of Spain.

Strategic Objective

NO.	STRATEGY	STRATEGIC OBJECTIVE
1.	Sustainable Development	A network of sustainable communities equipped with adequate physical and social facilities to sustain a high quality of life, consistent with government's Vision
2.	Safety and Security	Safe and secure communities in which the protection of persons and property and the highest quality of life are ensured
3.	Economic Development	Increased economic activity, investment and jobs
4.	Social Justice	Human development achieved with fairness, equity, access to services and fulfilment of human rights
5.	Environmental Sustainability	A high quality physical environment to ensure health and well-being of residents, protection of the environment and the sustainable use of natural resources
6.	Operational Efficiency	An organizational culture that emphasizes and supports performance; quality service, delivery; and efficiency

Finance

The East Port of Spain Development Company received 100% of its financial allocations from the Government of Trinidad and Tobago via the Infrastructure Development Fund to support its development programme.

Payments for recurrent revenue were received from the Ministry of Finance in four (4) tranches as follows:

1 st Quarter	\$3,079,581	December 27, 2012
2 nd Quarter	\$1,691,338	February 21, 2013
3 rd Quarter	\$2,777,657	June 4, 2013
4 th Quarter	\$2,071,111	August 14, 2013

Total Recurrent received for financial year 2012-2013 = \$9,619,687.

HR Matters

In January 2013 the Company recruited two (2) new staff, a Safety Officer and Quantity Surveying Technician after an open search via vacancy announcements in the daily newspapers.

The following vacancies were also filled during 2013 after open and public vacancy searches:

- HR/Administrative Officer
- Engineering Technician
- CAD/GIS Technician
- Community Liaison Officer (2)
- Community Planner
- Administrative Assistant

Following receipt of applications in response to the advertised vacancies, candidates were assessed and short-listed with the assistance of an external HR consultant (who had previously conducted a Compensation Review on the basis of a selective bidding process) and interviews conducted by an internal team, led by the MD and including the HR Consultant.

During the period under review, interviews were also conducted for the positions of Programme Manager and Programme Administrator following open vacancy announcements in daily newspapers. The Interview panel also included a specialist consultant attached to the Ministry of Planning and Sustainable Development.

A staff retreat was held in September to facilitate staff orientation and integration of new staff and to reaffirm performance expectations.

Table 1

Actual Revenue - 2013

NO.	MAJOR REVENUE ITEMS	AMOUNT
1.	Government grant - Recurrent	\$5,900,419
2.	Management fees	\$2,177,182
3.	Projects – Government Grants	\$19,377,283
4.	TOTAL INCOME	\$27,454,884

Table 2

Major Expenditure - 2013

NO.	MAJOR EXPENDITURE ITEMS	AMOUNT
1	Administrative Charges	\$2,297,233
2	Advertising and Public Relations	\$263,125
4	Directors' Fees	\$615,836
5	Professional Fees	\$227,953
6	Property Expenses	\$384,603
7	Salaries and Related Expenses	\$3,423,887
8	Project Expenditure	\$16,455,825
	TOTAL	\$23,668,462.00

In financial year 2012-2013, \$30 million was allocated to the Company in the annual budget for implementation of development projects in East Port of Spain. The Company spent **\$16,455,825** on development projects during the period January to December 2013. These were projects approved by Cabinet for implementation. During the year, the Company also undertook to implement the Latrine Eradication Project on behalf of the Port of Spain City Corporation. Approximately forty (40) units were identified to be converted to construct a flush toilet (WC) and shower stall. Six small contractors from within the communities were engaged to implement the project at a cost of \$1,786,254.25 funded by the City Corporation. Septic tanks, soak ways, electrical, tiling and painting were included in the scope of works.

Operational Results

The Company's programme of development projects is directly related to achievement of Strategic Objective 1 – Sustainable Development. All projects undertaken seek to equip the communities of East Port of Spain with adequate physical infrastructure and social facilities to sustain a high quality of life, provide recreation opportunities for young persons and to enhance community interaction. Projects incorporate design elements to address community safety, particularly in respect of access and lighting.

Development Projects – 2013

	Project	Location	Contractor	Contract Price Actual Cost	Start/End Date	Status
Recreation Facilities						
1.	Enforcers Recreation Ground	Upper Belmont	CAP Enterprises Ltd	\$1,459,594.92 \$1,457,538.32	May 2012 February 2013	Completed
2.	Coconut Drive Pavilion Repair and renovation of existing pavilion, construct new toilets and cafeteria	Coconut Drive	We Quip Limited	\$1,000,000 \$1,000,000	March 2013 August 2013	Completed
3.	Pt. Pleasant Park Pavilion Construct new pavilion and storm water drains	Eastern Quarry	Ricky Raghunan Scaffolding Contractors Ltd	\$2,695,297.55	March 2013	On-going
4.	Beetham Recreation Ground, Phase 2 Construct pavilion	Beetham Gardens	Nicholas Alexander Foundation	\$6,761,661.34	October 2013	On-going
5.	Basilon Street Change roof and flooring on main building, add a new storey to existing building and renovate existing cottage	East Dry River	Good Vibes and Company	\$2,867,898.50	March 2013	Completed
6.	Morvant Pavilion	Morvant				Designs. Not awarded
Infrastructure Works						
7.	Manda Terrace Infrastructure Upgrade	Upper Belmont	Carico Marketing	\$1,848,086.90 \$1,771,445.96	May 2012 February 2013	Completed
8.	Upper McKai Lands Infrastructure Upgrade	Upper Belmont	Work in Progress Limited	\$2,760,969.35 \$2,735,470.89	May 2012 February 2013	Completed
9.	Thompson Trace Drains & Infrastructure	Never Dirty	RDC Creative Constr.	\$450,000/\$450,000	November 2012 January 2013	Completed
10.	Beecham Coco Infrastructure Upgrade Construct retaining walls, box drains, bridge with guard rails and establish and pave 1,000 feet of roadway	Upper Belmont	RDC Creative Construction Limited	\$2,000,000	April 2013 August 2013	Completed
Community Enhancement Works						
11.	Sea Lots Environmental Enhancement	Sea Lots	Burke & Co Ltd	\$400,000 \$400,000	November 2012 January 2013	Completed
12.	Angelina Terrace Construct box drains to connect to river	Never Dirty	St. Cyr General Maintenance Company	\$22,629.38 \$22,629.38	May 3, 2013 July 7, 2013	Completed
13.	Beetham Phase 5 Construct storm water drains, box drains and slipper drains	Beetham Gardens	Think Big Development Contractors Limited	\$246,400 \$246,400	May 15, 2013 August 15, 2013	Completed
14.	Beetham Phase 5 Fabricate and install 1,000feet of fencing using coloured aluzinc sheeting	Beetham Gardens	Think Big Development Contractors Limited	\$99,440 \$99,440	May 15, 2013 August 15, 2013	Completed
15.	Sea Lots Fencing Fabricate and install 1,000feet of fencing using coloured aluzinc sheeting	Sea Lots	Burke and Company Limited	\$299,553.54 \$299,553.54	May 15, 2013 August 15, 2013	Completed
16.	Rosewood Avenue	Coconut Drive	St. Cyr's General	\$22,694.41	May 3, 2013	Completed

	Project	Location	Contractor	Contract Price Actual Cost	Start/End Date	Status
	Construct garbage collection facility with metal gates		Maintenance Company	\$22,694.41	July 3, 2013	
17.	Desperlie Crescent Construct garbage collection facility with metal gates	Laventille	Maude and Sons Hardworking Crew	\$12,000 \$12,000	May 3, 2013 July 3, 2013	Completed
18.	Beverly Hills Construct garbage collection facility with metal gates	John John	Akil Sylvester Contractors Company limited	\$45,000 \$45,000	May 3, 2013 July 3, 2013	Completed
19.	Manda Terrace Construct safety hand rails	Upper Belmont	Sion Metal Solutions Limited	\$50,400 \$50,000	May 28, 2013 July 28, 2013	Completed
20.	Marie Road Garbage Collection	Morvant	Impack Development Company	\$25,925.90 \$25,925.90		Completed
21.	Manda Terrace Kerb walls and slipper drains	Upper Belmont	BRA's General Construction 7 Janitorial Company	\$24,949.25 \$24,949.25		Completed
22.	Jacobin Court – Lighting Install lights to hard surface courts	Morvant	Brian Audain for General Engineering Works & Consultancy	\$70,000 \$70,000		Completed
23.	Beetham Phase 4 Pocket park and drain crossing	Beetham	RICO Development Company Limited	\$100,000	September 3013	Completed
24.	Jacobin Street Children's Play Park	Morvant	Premier Road Maintenance Company	\$703,087.05 \$704,687.05	October 2013	On-going
25.	Davis Street Steps and Walkway	Belmont	Brims Construction Limited	\$146,698.45	September 2013 December 2013	Completed
26.	Sea Lots West, Homework Centre	Sea Lots West	Burke and Company Limited	\$993,625.24	February 2013	On-going
27.	Sea Lots East Play Park	Sea Lots East	Burke and Company	\$299,169	October 2013	On-going
28.	Sustainable Water Management System	East POS	TBD	\$300,000		Designs and preparatory work
29.	St. Martin Welfare Association Upgrade		Unlimited Development Company Limited	\$148,755.14	October 2013 January 2014	Completed
Improvements to Laventille Rd						
30.	Laventille Road Upgrade – Packages 17-18 Construct rubble retaining walls, widen roadways, construct kerb and slipper drains	Laventille	WeQuip Limited	\$5,464,205.45	January 2013	Completed
Other Projects						
31.	Despers Pan Theatre	Laventille	TBD	\$1,000,000		Designs. Not awarded
32.	Pit Latrine Eradication	East POS	Multiple contractors: <ul style="list-style-type: none"> • 4Js Corner Stone Contractors - \$270,000 • Ambidextrous Construction Company - \$250,000 • De Peza Plumbing 	\$2,000,000	October 2013	On-going

	Project	Location	Contractor	Contract Price Actual Cost	Start/End Date	Status
			Contractors - \$250,000 • Gary Nurse Construction - \$490,000 • PGSC General Contractors - \$226,254.25 • PNL Contractors - \$300,000			
33.	Wireless Hot Spots	East POS	Green Dot			On-going
34.	Recycling and Clean-up Campaign	East POS	TBD	\$200,000		Conceptual design

Other Achievements

Emerging & Sustainable Cities Initiative – Inter-American Development Bank

To help emerging mid-size cities address these challenges the Inter-American Development Bank (IADB) developed the Emerging and Sustainable Cities (ESCI) Initiative which provides technical expertise to assist Latin American and Caribbean governments to refine and implement their urban development plans by also addressing sustainability challenges within a structured and integrated manner. The Company was designated as the Executing Agency for the ESCI.

A second group of students from the ETH University in Zurich visited Trinidad in March 2013. The students developed proposals for the Linear Park, Sea Lots, a cable car connecting City Gate to Fort Picton and the Central Market. In July the MD was invited to participate in the assessment of the students' work at their final assessment in Zurich.

The Company initiated a process to recruit a Programme Manager and Programme Administrator to fulfill its obligations under the ESCI. Changes to the composition of the Board resulted in some delays in completing the recruitment process and the preferred candidate for the position of Programme Administrator accepted another offer elsewhere.

VII Competitiveness Forum of the Americas

The MD was invited to participate in the **Development of Sustainable Cities Panel** and deliver a presentation on *Infrastructure for Sustainable Cities – A Case Study of East Port of Spain* at the VII Competitiveness Forum of the Americas in Panama in October 2013.

Procurement Procedures

Procurement Policy

Contracts were awarded during the year in accordance with the Company's Procurement Policy and Operating Procedures as approved by the Board of Directors.

Open Tender

Tenders were invited for thirty-two (32) infrastructure development projects. Of these, 10 were open tenders for which contractors were selected from the Company's Register and invited to submit proposal for the projects. Tenders received were evaluated by an internal Evaluation team and a Report with recommendation submitted to the Board Tenders Committee. The Tenders Committee reviewed and discussed the report and made recommendations to the Board for award of contracts.

Tenders for 19 of the projects were awarded in accordance with the Company's Procurement Policy for Community Driven Projects in which small projects valued at less than \$400,000 are awarded to small contractors within the respective community who were already registered with this Company. The projects undertaken ranged in value from \$12,000 to \$400,000. Seventeen (17) of the 19 projects (90%) were valued at under \$300,000.

Public and Community Relations

The Company continued to serve the residents of East Port of Spain and to be responsive to their needs, expressed verbally or in writing. Meetings were held within the communities to identify infrastructure needs, define the scope of works for proposed projects, brief residents on the contracts awarded and to monitor the progress of works and respond to issues that arose during project implementation.

Community Outreach Initiatives - 2013

DATE	COMMUNITY	PROJECT	PURPOSE
24 th February,2013	Upper Belmont	Enforcers Recreation Grounds	Handing over ceremony
24 th February,2013	Manda Terrace	Manda Terrace - New Roadway, Drainage, railings etc.	Handing over ceremony
24 th February, 2013	Upper McKai	Retaining Walls, Drainage, New Roadway	Handing over ceremony
	Beetham Gardens	New Roadway	
7 th March, 2013	Pt. Pleasant Park	Construction of the Pleasant Park Recreation Ground Pavilion	Community Meeting
11 th March 2013	Beecham Coco	New Roadway, Drainage, Retaining Walls	Community Meeting to inform community & get feedback
21 st March 2013	All EPOS Communities	IDB/ETH	Community Meeting
25 th March, 2013	Mango Rose Homework Centre	EPOS Wi-Fi link UP (pilot) -	
28 th March 2014	1- Morvant Central 2- Chinapoo 3- Mon Repos 4- Never Dirty 5- Upper Coconut Drive 6- Lower Coconut Drive 7- Bottle Alley 8- 2 nd Caledonia 9- Plover Gardens	EPOS Sports & Community Games	Commencement of weekly meetings with representative of 10 EPOS communities
10 th April 2013	Coconut Drive	Coconut Drive Recreation Ground Upgrade	Meeting with MP and residents
7 th June 2013	Utility Companies	Upcoming Projects	Networking with stakeholders - T&TEC, WASA, TSTT
17 th June 2013	Sea Lots West	Home Work Centre	Home Work Centre consultation with Rotary , Church, Sea Lots Residents Councilor

DATE	COMMUNITY	PROJECT	PURPOSE
	Sea Lots East	Children's Play Park	
	Picton	Fort Picton	
	Beetham Gardens	Vending Booths Business Incubators	
8 th July – 26 th July, 2013		Art Camp in collaboration with Trinidad and Tobago Art Society	Camp at Hockett Baptist School and
27 th July, 2013 17 th August, 2013	Never Dirty EPOS Regional Complex, Laventille Road	Cinema Nights	
7 th August 2013	Beetham, Sea Lots, Morvant, St. Barbs, Eastern Quarry, Picton	Vacation Camp	Meeting with Community Representatives re: series of 2-week vacation camps
11 th October, 2013	Picton	Despers Pan Yard upgrade	Meeting with Community Development, leaders of Desperadoes, Community Representatives
4 th December 2013	Beetham Gardens	Health and Wellness Fair	Community Impact Centre social programme

Donations to Community Groups 2013

DATE OF EVENT	ORGANISATION/ EVENT	RECOMMENDATION
15 th January, 2013	Inter-Agency Task force TTPS “Visit of Foreign Medical Team”	\$6300.00
28 th March-12 th April 2013	Elbasan Sports Club- Netball Tournament (overseas)	\$1500.0
3 rd April, 2013	Inter-Agency Task force TTPS “Visit of Foreign Medical Team”	\$5000.00
25 th April, 2013	East Port-of-Spain Council of Community Organisations	\$2700.00
19 th May, 2013	One Love Promotion	\$750.00
31 st May, 2013	Sea Lots Village Council-Fashion Show	\$1500.00
	Manda Terrace Improvement Organization-Sports and Family Day	\$2000.00
8 th December, 2013	Moonlighters Association 3 rd Annual Elders Christmas Dinner (Never Dirty)	\$1500.00
11 th December	Morvant –Laventille Improvement Organisation –Christmas Function	\$1500.00
11 th December	Morvant –Laventille Improvement Organisation –Christmas Function	\$1500.00
14 th December, 2013	The John John and Environs Improvement Organisation Annual Children Christmas Party	\$1,012.50
14 th December, 2013	Laventille Rhythm Section -7 th Annual Christmas Gala	\$2000.00
14 th December, 2013	Inter –Agency Task Force Children Christmas Party	\$3900.00
14 th December 2013	SEPOS Cultural workshop Christmas Dinner	\$2000.00
15 th December 2013	St. Joseph Youth Movement Christmas Party	\$2400.00
15 th December,2013	Laventille for Laventillians-Youth Arm –Christmas event	\$2000.00
15 th December, 2013	Mon Repo Village Council	Donation of juices:

DATE OF EVENT	ORGANISATION/ EVENT	RECOMMENDATION
	Children's Christmas Party	
14 th and 15 th December 2013	Lady Young and Environs Foundation Annual Christmas Drive	\$1500.00
	Women in Transition –Christmas Party for Children	\$2000.00
20 th December, 2013 and 4 th January, 2013	Friends for a Better Community Children Christmas Treats (Success Village and Chinapoo Recreation Grounds)	\$1500.00
21 st December,2013	Road Block Trou Macaque, Morris Marshall Children Christmas Party	\$2000.00
21 st December 2013	Gifted Blacks Masters FC	\$2000.00
22 nd December ,2013	Chinapoo Village Social Welfare Organization Children Christmas Celebrations	\$1500.00
23 rd December, 2013	Marcano Quarry Rising Committee 1 st Children Christmas Party	Donation of Flavorite items valued at \$299.99.
25 th December,2013	Beetham Youth Sport and Cultural Vanguard –Children Christmas Function	\$3800.00
25 th December, 2013	Beetham Gardens Organising Committee – Children's Christmas Party	Beetham received donation (see item 8)
26 th December 2013	Nimbles Movement	Out of our physical jurisdiction (letter sent)
27 th December and 4 th January, 2014	Friends for a Better Community	Bouncy Castles \$3600.00
	Mango Rose Sports and Family Day	\$624.00
28 th December, 2013	Palo's Crew	\$2000.00

