

EAST PORT OF SPAIN DEVELOPMENT COMPANY LIMITED



ANNUAL ADMINISTRATIVE REPORT 2014





**EAST PORT OF SPAIN
DEVELOPMENT
COMPANY LIMITED**

**Annual Administrative Report -
2014**

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

The philosophy of the East Port-of-Spain Development Company is rooted in its mandate to achieve economic, social and physical regeneration through sustainable transformation. The following Core Principles will form the basis of the strategy of the East Port-of-Spain Development Company Limited:

1. Upholding the rights of citizens to participate in plan formulation, implementation and evaluation.
2. Cultivating meaningful partnerships and collaboration between government, the private sector, communities, civic society and residents.
3. Utilising a comprehensive and integrated approach to achieving community regeneration through economic, social, physical and cultural development.
4. Guaranteeing the rights of citizens to a safe, healthy and attractive environment for investing, living and working.
5. Creating social and economic balance in the structure of the community.
6. Safeguarding the rights of residents to maintain a residential location within East Port of Spain.
7. Achieving economic regeneration by nurturing businesses and entrepreneurship; creating productive employment opportunities and stimulating private sector investment
8. Using local human resources where possible.
9. Creating self-sustaining communities independent of patronage.
10. Ensuring that all citizens regardless of their gender, race, religion, disability or political affiliation have access to an adequate level of shelter, community facilities and services consistent with Government's development strategy.

11. Formulating development and performance standards appropriate for local conditions.
12. Recognising the critical role of the private sector in the regeneration of East Port of Spain.
13. Coordinating planning and implementation of development projects by various actors in East Port of Spain.

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 and three (3) OJTs in 2014, governed by a Board of Directors, consisting of a Chairman Ms. Annabelle Davis and eleven (11) members. The East Port of Spain Development Company Limited is divided into five (5) organizational units:

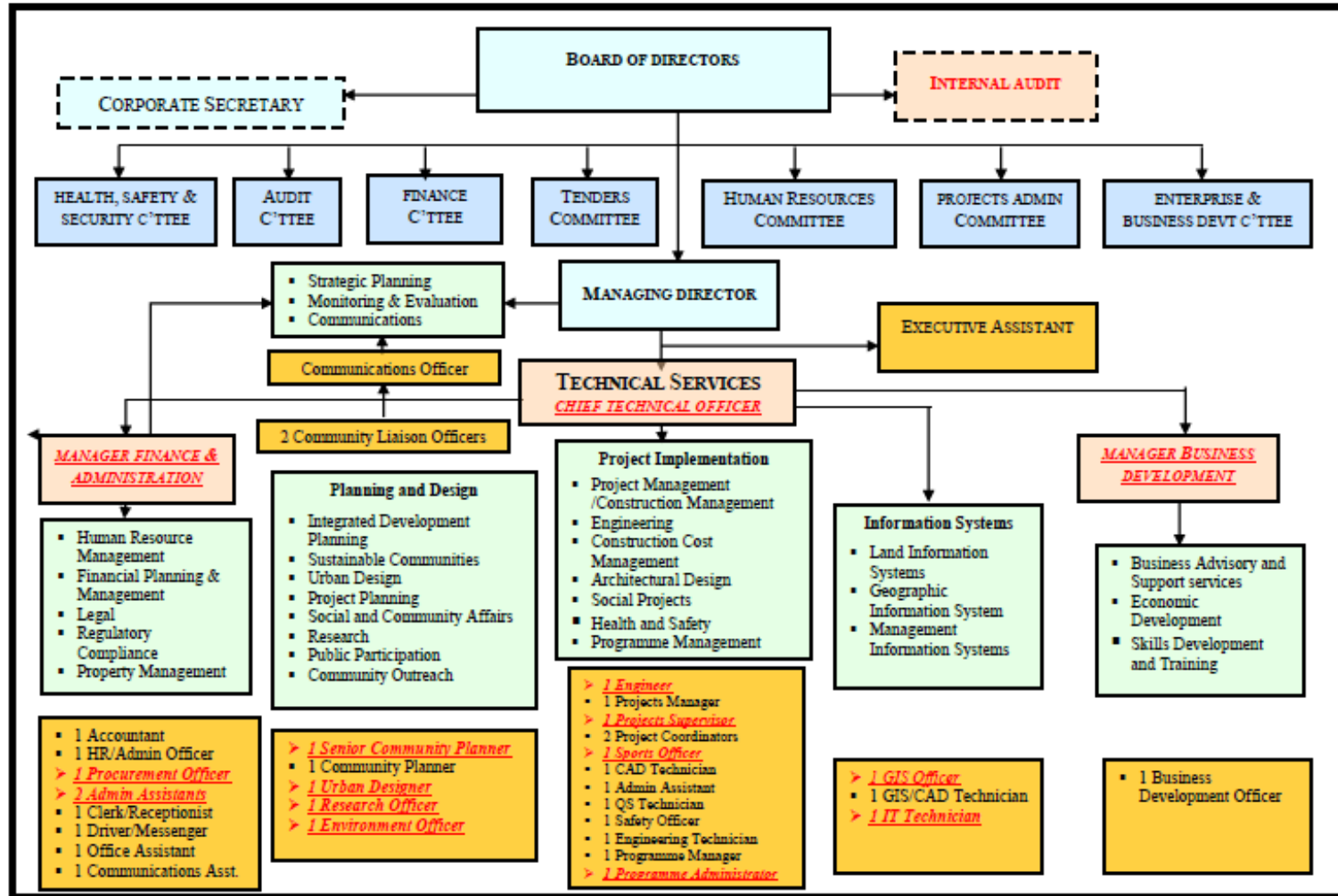
1. Managing Director's Office
2. Finance and Administration
3. Project Implementation
4. Planning, GIS and Information Technology
5. Business Development

(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 vacant position of Programme Manager was filled during the year:

**EAST PORT-OF-SPAIN DEVELOPMENT COMPANY
ORGANISATION STRUCTURE – SEPTEMBER 2014**



Corporate Issues

The Company continued under the jurisdiction of the Ministry of Planning and Sustainable Development. The required amendment to the Company's By-Laws to provide for the position of Deputy Chair remains outstanding from the Ministry of Finance. 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 |

The Annual Meeting of Shareholders was convened on September 15, 2015. The Board continued to function without a member with specific financial expertise.

The Board held eleven (11) meetings during the year.

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 to reflect the designation of East Port of Spain as a Growth Pole with a focus on heritage and culture and its role in 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.

The Company requested \$16,819,314 as recurrent revenue to cover operational expenses. However, the sum of \$4,600,000 (27% of funds requested) was approved in the annual Budget. The funds were received from the Ministry of Finance in two (2) tranches as follows:

1 st Tranche	\$2,700,000	February 2014
2 nd Tranche	\$1,900,000	June 2014

Several interventions were made by the Company to the line Ministry to supplement its recurrent revenue as the allocation of \$4.6m was grossly inadequate to meet operational expenses for the financial year. As a result, an additional allocation was approved and payment received as follows:

3 rd Tranche	\$2,700,000	September 2014
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The additional funds (\$2.7m) were received shortly before the end of the financial year. The uncertainty around quantity and timing of receipt of recurrent revenue continues to compromise the Company's ability to plan for and carry out its operational activities. Staff recruitment was delayed and several programmes were deferred.

Total recurrent revenue received for financial year 2013-2014 was \$7,300,000 (43% of funds requested). No further recurrent funding was received in 2014.

HR Matters

In February 2014 the Company recruited one (1) new staff, a Programme Manager after an open search via vacancy announcements in the daily newspapers.

The following vacancies were also created following resignation of incumbent staff:

- GIS Officer
- Environmental Intern
- Executive Assistant

Board approval to fill these vacancies and others vacant positions remains outstanding. Recruitment is also negatively impacted by uncertainty and delayed disbursement of recurrent funds. This situation compromises the efficient operations of the Company and increases the workload of existing staff. The Company also operates without the complement of staff and the required expertise to effectively fulfill its mandate.

Table 1

Actual Revenue - 2014

NO.	MAJOR REVENUE ITEMS	AMOUNT FY 2013-2014	AMOUNT JAN-DEC '14
1.	Government grant - Recurrent	\$7,300,000	\$7,300,000
2.	Management fees	\$1,214,668	\$1,106,114
3.	Projects – Government Grants	\$20,943,344	\$17,214,602
4.	TOTAL INCOME	\$29,458,012	\$25,620,716

Table 2

Major Expenditure - 2013

NO.	MAJOR EXPENDITURE ITEMS	AMOUNT FY 2013-2014	AMOUNT JAN-DEC '14
1	Administrative Charges	\$1,406,783	\$1,585,531
2	Advertising and Public Relations	\$271,892	\$100,937
3	Directors' Fees	\$640,039	\$637,202
4	Professional Fees	\$345,848	\$409,898
5	Property Expenses	\$609,104	\$681,975
6	Salaries and Related Expenses	\$4,254,044	\$4,317,789
7	Project Expenditure	\$14,522,226	\$14,677,499
	TOTAL	\$22,049,936	\$22,410,831

In financial year 2013-2014, \$20 million was allocated to the Company in the annual budget for implementation of development projects in East Port of Spain. The Company spent **\$14,677,499** on development projects during the period January to December 2014. These were projects approved by Cabinet for implementation.

For the first time, the Company received an allocation from the PSIP for implementation of social and economic projects consistent with our mandate. However, despite several attempts, the Company was unable to access the funds for implementation of approved projects during the year.

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 – 2014

	Project	Location	Contractor	Contract Price Expenditure to 31-12-14	Start/End Date	Status
Recreation Facilities						
1.	Pt. Pleasant Park Pavilion Construct new pavilion and storm water drains	Eastern Quarry	Ricky Raghunanan Scaffolding Contractors Ltd	\$1,484,040 \$1,034,382	March 2013	On-going
2.	Beetham Recreation Ground, Phase 2 Construct pavilion	Beetham Gardens	Nicholas Alexander Foundation	\$6,761,661.34 \$4,138,000	October 2013	On-going
3.	Morvant Pavilion Upgrade/expand existing pavilion, construct new roof and construct seating	Morvant	Aquacan Construction Company Limited	\$1,920,146 \$1,089,608	September 2014	On-going
4.	Sea Lots East Play Park Construct retaining wall, perimeter fencing, washroom, landscaping, seating/tables	Sea Lots	Burke and Company Limited	\$299,169	October 2013 January 2014	Completed
5.	Jacobin Street Play Park Construct retaining walls, children's play park, bleachers and washroom facilities	Morvant	Premier Road Maintenance	\$703,087 \$869,434	October 2013 February 2014	Completed Additional cost incurred to remove obstructions to retaining wall
Infrastructure Works						
6.	Pit Latrine Eradication Programme 40 pit latrines replaced with wet core containing WC/Septic tank and soakaway, shower, sink and all electrical, plumbing, tiling, painting and door	East POS	i. 4Js Corner Stone Contractors ii. Ambidextrous Construction Co iii. DePeza Plumbing Contractors iv. Gary Nurse Construction v. PGSC General Contractors vi. PNL Contractors	\$2,000,000 (POS Corporation)	October 2013 May 2014	Completed
7.	Pit Latrine Eradication Prog. Phase 2 55 pit latrines replaced with wet core containing WC/Septic tank and soakaway, shower, sink and all electrical, plumbing, tiling, painting and door	East POS	i. 4J's Corner Stone Contractors ii. All Good Construction iii. Ambidextrous Construction Company iv. Ambition Construction Limited v. Burke and Company Limited vi. De Peza Plumbing Contractors vii. Good Vibes and Company viii. PNL Contractors ix. Think Big Development Contractors Limited	\$2,475,000 \$2,475,000	October 2014 February 2015	Completed

	Project	Location	Contractor	Contract Price Expenditure to 31-12-14	Start/End Date	Status
			x. World Green Construction Company Limited			
8.	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
9.	Sea Lots West, Homework Centre Refurbish existing facility	Sea Lots West	Burke and Company Limited	\$993,625.24	February 2013	On-going
10.	Sustainable Water Management System Install guttering and water tanks to prevent erosion and provide supply of potable water	East POS	TBD	\$261,721		Phase 1 completed
11.	Pashley Street (Harlem) Construct box drains and retaining wall	Success Village	Arch Maintenance and Landscaping Company Limited	\$99,853	January 2014 April 2014	Completed
Community Enhancement and Emergency Relief Projects						
12.	Sea Lots West Washroom Facilities Refurbish public washroom including electrical, plumbing installations, install septic tank, change fittings, tiling, painting and drains	Sea Lots	Good Vibes Company Limited	\$268,325 \$268,325	October 2014 February 2015	Completed
13.	St. Philomena Baptist Church Construct retaining walls	Coconut Drive	We Quip Limited	\$117,135	August 2014 October 2014	
14.	Angelina Terrace Retaining Wall Construct retaining walls	Never Dirty	Aquacan Construction Company Limited	\$297,757	September 2014	Completed
15.	Desperlie Crescent Safety Rails Construct safety rails	Laventille	Maude and Sons Hardworking Crew	\$51,865	August 2014	Completed
16.	Hockette Drive Drainage Construct box drains and retaining wall	Pashley Street	Oak View Limited	\$39,340	September 2014	Completed
17.	La Pompe Trace Construct box drains using community labour	Laventille	Community Group	\$12,444	July 2014 September 2014	Completed. EPOS provided materials
18.	Upper Pashley Street Construct curb and slipper drains	Trou Macaque	Arch Maintenance and Landscaping Company	\$27,106	August 2014 October 2014	Completed
19.	Eastern Quarry Prizgar Lands Construct walkways and curb and slipper drains	Eastern Quarry	Junior Charles Construction and Transport	\$28,399	August 2014 September 2014	Completed
20.	Soubrian Place Construct retaining walls	Laventille	4Js Cornerstone Contractors	\$51,129	October 2014 December 2014	Completed
21.	Camelia John Install electrical connections	Morvant		\$19,575	November 2014	Completed
Community Impact Centres						
22.	Beetham Gardens, Phase 5 Undertake additional refurbishment works	Beetham Gardens	World Green Construction Company Limited	\$170,000	July 2014 September 2014	Completed

	Project	Location	Contractor	Contract Price Expenditure to 31-12-14	Start/End Date	Status
23.	Sea Lots Relocation of storage room, construct internal stairs, hand rails and guard rails etc	Sea Lots	Burke and Company Limited	\$198,028 \$293,752	August 2014 November 2014	Completed
24.	Basilon Street Partition space , install air condition units and refurbish kitchen and cosmetology rooms for use as CIC	Port of Spain East	Good Vibes and Company Limited	\$326,584		Completed
25.	Laventille East Morvant Residents Association Refurbish old health centre for use as CIC	Morvant		\$155,987	August 2014 September 2014	Completed
Panyards/Cultural and Heritage Facilities						
26.	D Untouchables Pan Theatre Upgrade of panyard including construction of perimeter fencing, construct washrooms etc	Sea Lots	Ali and Williams General Contractors	\$149,027	August 2014 March 2015	On-going
27.	East Port of Spain Community Festival – Sweet Morvant Community Festival including visual and performing arts, culinary arts, films etc	Morvant	Various	\$650,952	September 2014	Completed
28.	Desperadoes Panyard Upgrade Repair roof and construct space for offices, pan tuning etc – Design work	Laventille	n.a.	n.a.	2014	Tender awarded February 2015
29.	George Street and Environs Improvement Improvements to include façade improvements to buildings, design and installation of murals etc	Downtown East	n.a.	n.a.	2014	Design work
30.	Blue Diamonds Panyard Upgrade, George Street Designs	Downtown East	n	n.a.	2014	Tender awarded December 2014
31.	East POS Heritage Walk Develop concept for identification, signing and refurbishment of historic sites and attractions and design Heritage Walk/Tour	Port of Spain East	n.a.	n.a.		Design works
Other Projects						
32.	Wireless Hot Spots	East POS	Green Dot	\$50,000		On-going
33.	Restoration of Fort Picton Prepare designs, construction drawings and tender documents for restoration of the Fort	Laventille	\$382,000 IDB	Cole Engineering	September 2014 March 2015	On-going under Emerging and Sustainable Cities Initiative of IDB

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.

Students from Columbia University visited Trinidad during the period March 15-21 201 under an initiative funded by the Inter-American Development Bank. The students explored urban challenges and the planning system in East Port of Spain and made recommendations for addressing same.

The Managing Director serves as a member of the ESCI Steering Committee.

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-three (33) development projects. Of these, 11 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 Tenders Committee of the Board of Directors. The Tenders Committee reviewed and discussed the report and made recommendations to the Board for award of contracts.

Tenders for 13 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 all ranged in value from \$12,000 to \$297,757.

On three (3) of the projects, contractors who had been contracted by the Company to implement works on the facility previously were selected to undertake additional works needed to convert three facilities into Community Impact Centres.

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, plan the Community Arts Festival, brief residents on the contracts awarded and to monitor the progress of works and respond to issues that arose during project implementation. Residents were trained in film production as part of the preparations for hosting the Community Arts Festival – Sweet Morvant.

Projections for 2015

The following projects were submitted for approval by Cabinet for implementation in financial year 2014-2015:

In addition, work is underway to review and update the East Port of Spain Strategic Development Plan

EAST PORT OF SPAIN DEVELOPMENT COMPANY LIMITED			
DEVELOPMENT PROGRAMME BUDGET FISCAL YEAR 2014-2015 - PSIP			
Item	Project Name	Description/ Scope of Works	Estimated Project Cost TT\$
Social and Economic Projects			
1	Community Impact Centres	Provide community services and programmes	2,000,000.00
2	Community Engagement and Marketing	Design and implement strategy	500,000.00
3	Education to Production	Contractor training & construction workers skills upgrade	400,000.00
4	Business Improvement District	BID and Place Branding strategies - Eastern Main Road	500,000.00
5	Heritage and Culture	Upgrade heritage sites	200,000.00
6	Community Festivals	Implement Community Festival - Belmont and one other	200,000.00
7	Development Fund	Develop policies for grants to community groups & disburse funds	100,000.00
8	Sports Programme	Implement community sports programme	100,000.00
Total Budgetary Request			TT\$ 4,000,000.00

EAST PORT OF SPAIN DEVELOPMENT COMPANY LIMITED
DEVELOPMENT PROGRAMME BUDGET FISCAL YEAR 2014-2015 - IDF

Item	Project Name	Location	Description/ Scope of Works	Estimated Project Cost TT\$
On-Going Projects for Completion				
1	Construct Pt. Pleasant Park Pavilion (Phase 1)	Eastern Quarry	Construct new pavilion	1,849,657.68
2	Construct Beetham Pavilion (Phase 1)	Beetham Gardens	Construct new pavilion	3,846,900.03
3	Refurbish Morvant Pavilion (Phase 1)	Morvant	Refurbish existing pavilion	2,000,000.00
4	Upgrade Blue Diamonds Panyard	George Street	Refurbish and upgrade panyard	2,000,000.00
5	Upgrade Despers Panyard	Laventille Road	Refurbish and upgrade panyard	4,900,000.00
Comprehensive Urban Redevelopment Project				
6	Rock City	Eastern Quarry	Settlement Upgrading	800,000.00
Drainage, Walkways and Sidewalks				
7	Boxhill Trace	Laventille Road	Road upgrade, drainage, steps and walkway	500,000.00
8	Picton Road	Picton	Repair roads, kerbs, retaining walls and slipper drains	1,700,000.00
9	Pashley Street South Connector Road	Success Village	Construct drains and sidewalks	800,000.00
10	Connector Road Josam Hill to Upper Critchlow Hill	Chinapoo	Construct roads, kerbs and slipper drains	800,000.00
11	Curling Street; Carter Drive; Allen Drive; O'Neil Drive	China Town/Upper Belmont	Drainage works	500,000.00
Upgrade of Cultural Facilities/Community Centres				
12	Harlem Syncopators	Quarry Street	Upgrade panyard	475,000.00
13	Laventille Serenaders	Upper Laventille Road	Upgrade panyard and construct new access road	475,000.00
14	Freelancers Pan Groove	Upper Duncan Street	Refurbish and upgrade panyard	200,000.00
15	Community Impact Centres	East POS	Refurbish community centres to establish CICs	1,000,000.00
16	Upgrade Community Centre - Pelican Extension	Africa, Morvant	Refurbish community centre	
Sports and Recreation Facilities				
17	Beetham Recreation Ground (Phase 2)	Beetham Gardens Phase 2	Grade, and grass playing field and upgrade drainage	1,000,000.00
18	Pt Pleasant Recreation Ground (Phase 2)	Eastern Quarry	Upgrade playing field, hard surface court and drainage	1,000,000.00
19	Pelican Extension Recreation Ground	Africa, Morvant	Complete Pavilion	200,000.00
20	Plaisance Road Basketball Court	Beverly Hills	Construct fencing and seating	500,000.00
21	Never Dirty Recreation Ground	Never Dirty	Construct new toilet facilities and upgrade bleachers	800,000.00
Community Enhancement and Emergency Relief Projects				
22	George Street Improvements	Downtown East	Refurbish children's drop-in centre; street vendors programme; murals & art work; street furniture	1,500,000.00
23	Community-Based Water Management Programme	East Port of Spain	Mitigation measures to reduce erosion	153,442.29
24	Pit Latrine Eradication Programme	East Port of Spain	Replace pit latrines with wet core	1,000,000.00
25	Emergency Relief Projects	East Port of Spain	Provide emergency relief as required	1,000,000.00
Total Budgetary Request				TT\$ 29,000,000.00

East Port of Spain Development Company Limited
March 11, 2015