TRINIDAD: SCARBOROUGH URBAN PROFILE

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TRINIDAD: SCARBOROUGH URBAN PROFILE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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FOREWORD

According to research published in UN-Habitat's[1] flagship report, The State of the World's Cities 2010-2011, all developing regions, including the African, Caribbean and Pacific states, will have more people living in urban than rural areas by the year 2030. With half the world's population already living in urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

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

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

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

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

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

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

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

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

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

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

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

Dr. Joan Clos
Executive Director, UN-Habitat

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1   UN-Habitat - United Nations Human Settlements Programme

EXECUTIVE SUMMARY

INTRODUCTION

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

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

BACKGROUND

Tobago is the smaller island of the twin island state of Trinidad and Tobago. Scarborough falls within the parish of St Andrews and is the main town in Tobago. Its terrain slopes down from the Main Ridge in the north to the Atlantic Ocean in the south. It houses a deep-water harbour and cruise ship complex and as such facilitates the economically important tourism sector. Scarborough also accommodates the majority of the island's commercial offices and governmental agencies. However, many of these services and functions exist within infrastructure and buildings that are in a poor state. With the exception of the historical buildings and a few modern ones, the building stock (both residential and commercial) largely has low-quality building materials. Daunting galvanized iron and steel structures, which are both unsightly and unsafe, border many streets and exist in the prime areas of downtown Scarborough. A complete rehabilitation and regeneration of Scarborough is imperative in order to raise the standard of this tourist island.

GOVERNANCE

Scarborough is the main centre of governance in Tobago, and the Tobago House of Assembly is the main governance entity. The assembly was established by Act No. 37 (1980) and gives some powers to Tobago with regard to its finances, policy, planning, and administration. Many have complained, however, that the Tobago House of Assembly's autonomy is too limited.

SLUMS, SHELTER, LAND AND TENURE

"Slums", as used in the UN context, do not exist in Scarborough, but many houses in the Bagatelle, Darryl Spring, and Sangsters Hill areas of Scarborough exhibit many of the critical characteristics. While the Tobago House of Assembly allocates funds for settlement improvement, given other pressing issues, settlement improvement does not always receive the appropriate attention.

The Land Management Department deals with issues related to state land, which accounts for 34 percent of all land in Tobago. Squatting is seen as a measure of "land hunger" in relation to the availability of unused state land. As a result, the Tobago House of Assembly instigated a distribution system in an attempt to accommodate people who are willing to invest a minimum sum of money for leased state land.

BASIC URBAN SERVICES

There are a number of agencies responsible for the provision and coordination of infrastructure and public utilities, including the Tobago House of Assembly, the Water and Sewage Authority, and the Trinidad and Tobago Electricity Commission. Ninety-one percent of Scarborough's communities receive a piped water supply. Access to houses on slopes can be an issue, and some informal settlements depend on rainwater. A number of residential structures in the informal settlements lack proper sanitation facilities, with pit latrines being used as opposed to proper sewerage connections.

INCLUSIVE AND SAFER CITIES

Whilst Tobago is generally felt to be safer than neighbouring Trinidad in terms of the levels of crime, there are times when the police force is very concerned about crime. Indeed, crime in Tobago has a particular impact on the all-important tourism industry. Within Scarborough, the design of communities and the buildings within them can encourage social exclusion and unsafe living quarters, while promoting illegal activities.

LOCAL ECONOMIC DEVELOPMENT

While some 57 percent of the workforce is employed by the Tobago House of Assembly, there is considerable dependence on the tourism industry. The Cove Eco-Industrial and Business Park in south-west Tobago was approved in early 2010 to develop light industries. This project is expected to provide a range of new jobs as well as providing opportunities for diversification away from tourism.

DISASTER MANAGEMENT, CLIMATE CHANGE AND ENVIRONMENT

The environment is of primary importance and needs proper maintenance in order to ensure a sustainable tourism industry. The Division of Agriculture, Marine Affairs, and the Environment, which houses a sub-department of Natural Resources and the Environment, is responsible for environmental issues. They are governed by the Environmental Management Act 2000.

Tobago falls within the hurricane belt in the Caribbean. The Tobago Emergency Management Agency is the primary emergency management agency in Tobago. The agency undertook a vulnerability assessment for the island, and has attempted to relocate persons after disasters such as hurricanes and landslides.

BACKGROUND

INTRODUCTION

Urban Profiling

The Trinidad and Tobago urban profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects, all aimed at urban poverty reduction. Urban profiling is being implemented in many Arab, African, Caribbean, and Pacific countries.

In Trinidad and Tobago and the other Caribbean countries, the urban profiling is being done in partnership with the University of the West Indies. This offers an opportunity for comparative regional analysis, with particular customization to the Caribbean context and history, which holds particular relevance in the formulation of the themes.

METHODOLOGY

The Participatory Slum Upgrading Programme consists of three phases:

Phase one consists of rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small city are selected and studied to provide a representative sample in each country. The analysis focuses on the following themes: governance; slums, shelter, land, and tenure; basic urban services; inclusive and safer cities; local economic development; and disaster management, climate change, and environment. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities, and threats (SWOTs) of the national and local urban set-ups. The findings are presented and refined during city and national consultation workshops, and consensus is reached regarding priority interventions. National and city reports synthesize the information collected and outline ways forward to reduce urban poverty through holistic approaches.

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

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

This report presents the outcomes of **Phase One** of the urban profiling in Scarborough.

URBAN PROFILING IN SCARBOROUGH

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

REPORT STRUCTURE

This report consists of:

1. a **general background** of the urban sector in Scarborough, based on the findings of the desk study undertaken, interviews, and a consultation that was held in Scarborough on 17 February 2011. The background includes data on administration, urban planning, the economy, the informal sector, the private sector, urban poverty, infrastructure, water, sanitation, public transport, street lighting, energy, health and education.

2. an assessment of the areas of governance; slums, shelter, land, and tenure; basic urban services; inclusive and safer cities; local economic development; and disaster management, climate change, and environment, in terms of the institutional set-up, regulatory framework, resource mobilization, and performance. It is to be noted that gender was not identified as a specific issue since it was felt that gender issues permeated every thematic level. This second section also highlights agreed priorities emerging from the consultation working groups, and includes a list of identified projects.

3. a SWOT analysis and outlines priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs.

MAP AND GRAPH - SCARBOROUGH IN DATA
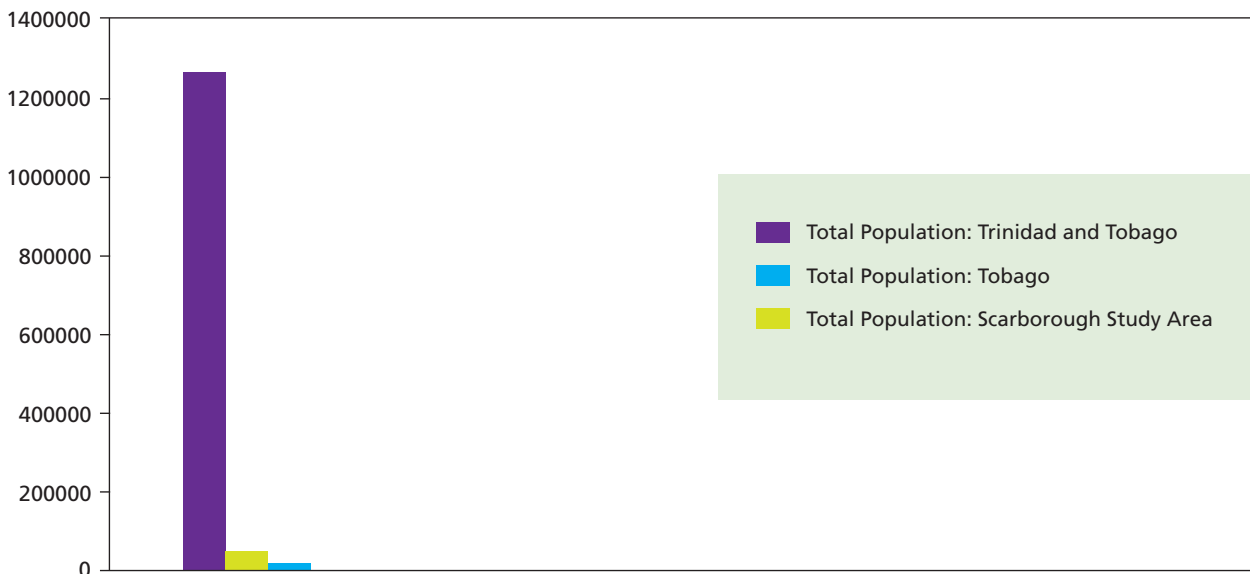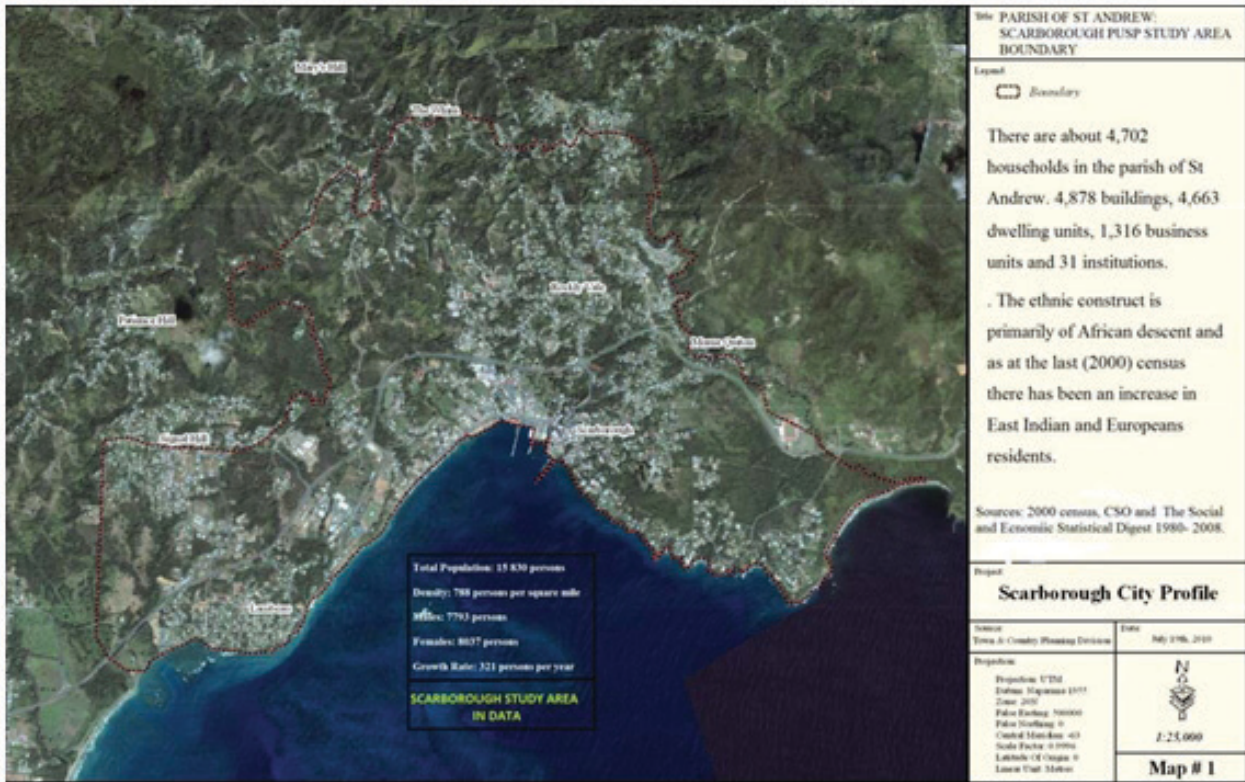
Sources: Contact Magazine, Vol. 8 Issue 3, and Central Statistical Office.

ADMINISTRATION

The Tobago House of Assembly is the main administrative entity on the island. The assembly was created in 1980 by the Tobago House of Assembly Act 1980, which gave the assembly limited delegated powers. The Tobago House of Assembly Act 1996 repealed the earlier act, giving the assembly greater autonomy and power regarding the administration of this regional body.

The functions of the assembly are carried out by an Executive Committee, made up of the Chief Secretary, Deputy Chief Secretary, and up to five secretaries drawn from the assembly members. They are appointed by the President on the advice of the Chief Secretary. The assembly can also set up committees, deciding their composition and terms of reference. The responsibilities of the assembly are carried out through the following divisions:

• Agriculture, Marine Affairs, and the Environment

• Community Development and Culture

• Education, Youth Affairs, and Sport

• Finance and Enterprise Development

• Health and Social Services

• Infrastructure and Public Utilities

• Tourism and Transportation

• Office of the Chief Secretary

• Settlements and Labour

Each of these divisions is under the control and direction of one of the secretaries.

POPULATION

Tobago measures approximately 116 square miles and hosts a population of approximately 5 4 , 0 0 0 people. Scarborough is situated within St Andrews Parish, which has a tabulated population of some 12,838 (the enumerated population for 2000 was 15,830). In terms of land use, Scarborough comprises mostly commercial development, with industrial, tourist-related, and residential development, and a small historical zone at the core.

URBAN PLANNING

Land development falls under the Ministry of Planning, Economic and Social Restructuring, and Gender Affairs and is executed through the Town and Country Planning Act. The Town and Country Planning Division is the division of the ministry with responsibility for land use and development management and control.

Development planning and control for both Scarborough and Tobago is undertaken by the Tobago Regional Office of the Town and Country Planning Division. It has no autonomy in planning matters and is overseen by the Head Office in Port of Spain.

THE ECONOMIC SITUATION

Many of the services and government functions on the island are located in Scarborough, spread between upper and lower Scarborough. Shopping facilities as well as venues for cultural and other functions are found around the market area. Numerous historical and touristic sites border the city, including forts, museums, beaches, and magnificent views of the Atlantic Ocean.

The local economy in Tobago is service-driven, with a huge focus on tourism. Attempts to diversify the economy saw the island's first ever eco-business and industrial park being developed in Cove. Investors aim to set up a power plant, a natural gas plant, an agro-processing plant, and other light industrial activities.

URBAN POVERTY

Poverty in Scarborough is visible in the form of poor housing quality and deficient infrastructure. Local enterprise has been accommodated to some extent, with facilities for selling crafts, etc., along the beachfront. However, the core of Scarborough is still adorned with coloured galvanized structures, where those who are unable to afford mall rents make a living from their businesses. Employment tends not to be stable, which results in a high incidence of second jobs. .

URBAN INFRASTRUCTURE AND BASIC SERVICES

The infrastructure in Scarborough is largely outdated and, all too often, poorly maintained. Part of the problem is a lack of coordination among the agencies charged with infrastructure planning, development, operation, and maintenance. The utility lines are unsightly, with electricity lines hanging on wooden poles and contributing to a poor urban aesthetic and an unsafe environment.

WATER

Water is mainly provided from Roxborough Dam, which is situated within the Main Ridge's major watershed catchment area.

SANITATION AND REFUSE COLLECTION

Solid waste is the responsibility of the Tobago House of Assembly, specifically the Division of Health and Social Services. Solid waste is collected and then disposed of at the Studley Park Landfill, which is the sole landfill on the island. Littering caused by unregulated vending in Scarborough is considered to be a problem, particularly as it is not coordinated with the existing garbage collection schedule in Scarborough.

PUBLIC TRANSPORT

Public transport in Tobago is provided by Public Transport Service Corporation buses, which run between the Scarborough bus station and Crown Point, Buccoo, Plymouth, and Roxborough. These buses are specially tailored to the topography of Tobago. The service aims to provide economical transport to residents, especially those who have limited options for transport to the city.

SOURCES OF ENERGY

Electricity is provided by the Trinidad and Tobago Electricity Commission via underwater cables from Trinidad. This is a risky venture, leaving the island vulnerable should something happen to the links. The Cove Eco-Industrial and Business Park development will ensure that Tobago has its own supply of electricity and will no longer depend on Trinidad for this service.

HEALTH

Health is managed by the Division of Health and Social Services. This department is also responsible for sewage disposal and other environmental matters, as well as links with other governmental organizations such as the Town and Country Planning Division when granting approvals for land use. A new Tobago Regional Hospital is being built just north of the Claude Noel Highway, opposite Lambeau. This will replace the existing facility located next to Fort King George.

EDUCATION

Education is coordinated by the Division of Education, Youth Affairs, and Sport. It seeks to ensure that the best possible quality of primary, secondary, and tertiary education is available. The Analysis of the 2005 Survey of Living Conditions for Trinidad and Tobago showed that 17.2 percent of individuals in Tobago had low educational attainment, almost twice as much as Trinidad (9.2 percent). Additionally, 3.7 percent of enrolled schoolchildren had missed at least one day of school in the week preceding the survey.

Tertiary education opportunities are limited, and even though Trinidad has a wide range of courses offered at both local and distance-learning institutions, the cost of taking this up is considerable.

GOVERNANCE

The Tobago House of Assembly is the single island-wide authority for Tobago. It was established in 1980 to rectify some of the disparities between the islands of Trinidad and Tobago. In addition to normal local government functions, the assembly handles many of the responsibilities of central government, but it lacks the ability to collect taxes or impose local laws or zoning regulations. Within the context of national government, there is a new Ministry of Tobago Development. However, the relationship between the ministry and the assembly is as yet unclear in terms of the demarcation of their respective responsibilities and authority in matters concerning Tobago.

The Tobago House of Assembly has the authority to create its own budget and determine its development expenditure on the basis of a formula that guarantees it up to 6.9 percent of the national budget (the lower limit is 4.03 percent, which has been breached). This allows for some predictability in the Tobago budget and in turn allows the assembly to undertake development activities consistent with the wishes of the electorate. The need to reduce poverty is acknowledged by the assembly, and the initiatives in this area have focused on the stimulation of employment creation.

RESOURCE MOBILISATION

- The Tobago House of Assembly receives a large share of its income from central government. There is a perception to cover basic needs.

- The collection of municipal revenue through local rates, licenses, charges, and other fees is felt to be moderately effective, with room for improvement.

- Tourism-derived income is considerable. However, the reinvestment required to sustain the sector (e.g. the revitalization of inner Scarborough) is inadequate.

- Finance is often limited and projects must be prioritized. With the exception of employment creation, poverty reduction strategies are often expensive. As a result, it often happens that only piecemeal projects are undertaken.

PERFORMANCE AND ACCOUNTABILITY

- It is not clear whether the Tobago House of Assembly has a published document articulating a vision for the management of Scarborough.

- There is no charter or statement that acknowledges citizens' right to access to basic services.

- The Tobago House of Assembly Act 1996 makes provision for 12 elected assemblymen representing 12 electoral districts, 4 councillors, of which 3 are appointed on the advice of the Chief Secretary and 1 on the advice of the minority leader, and a Presiding Officer who may or may not be an assemblyman or councillor.

- Elections to the assembly are under a first-past-the-post system.

- There is no known advertising of tenders or publishing of lists of those who have been awarded contracts by the assembly.

- Complete transparency is often not achieved; hence, there is often the perception that the government is hiding things from the public.

- Tobago House of Assembly divisions have internal performance targets. However, these are not based on a uniform standard, and performance is not measured by an independent third party. Projects that are undertaken are monitored and managed by the Project Planning Unit within the assembly.

- Of the 16 assemblymen and councillors for Tobago, only 3 are female, and there is a feeling that there are not enough women in the assembly.

- There is a seeming lack of understanding within the various divisions and departments as to their respective responsibilities.

THE INSTITUTIONAL SET-UP

The main legislative texts are the following:

- (i) Tobago House of Assembly Act 1980

- (ii) Municipal Corporations Act 1990

- (iii) Municipal Corporations (Amendment) Act 1992

- (iv) Tobago House of Assembly Act 1996

- There are no known mechanisms in place to ensure women's representation in municipal government.

- It is considered that there is a need for improvement in terms of training and empowering women to enable their greater participation in decision making in municipal affairs.

- It is considered that there is not enough involvement of civil society in participatory planning and budgeting.

- Gender concerns are felt to be insufficiently addressed in planning, budgeting, and decision making.

CAPACITY BUILDING AND TRAINING

- Local governance could be improved through the following:

    o   Including people in the development process

    o   Institutionalizing a process of transparency/ accountability

    o   Implementation and enforcement of laws

- The political leadership is not considered to be sensitized to the importance of involving civil society in participatory planning and budgeting.

- While there is an awareness of the importance of measuring progress in the improvement of urban governance, standards or benchmarks remain largely unimplemented and where implemented, there is non-compliance

AGREED PRIORITIES

- Resolution of land ownership issues and administration, i.e. identifying parcels and owners and regularizing the same

- Including people in the process of governance, i.e. involving and engaging communities and stakeholder organizations in planning and decision making; this would improve transparency and openness and ensure better information about the provision and utilization of services

- More effective utilization of existing human resources, in the interests of ending up with the best product

- Institutionalizing transparency/accountability

- Implementation and enforcement of laws

- A council for Scarborough, dedicated to its management

SLUMS, SHELTER, LAND, AND TENURE

The concentration of Tobago's population in the south-west of the island coincides with the predominance of flat land in this area. Pockets of dwellings that meet the urban profiling project's criteria for slum-like housing are scattered throughout the Scarborough study area. The areas of Bagatelle, Darryl Spring, and Sangsters Hill in particular exhibit many of the stated characteristics. The quality of housing in these areas is substandard, and the areas are also characterized by infrastructure deficiencies

- The regulations for Tobago differ from the national legislation and policies.

- The poor enforcement powers of the Tobago House of Assembly under the current legislation means there is heavy reliance on the Town and Country Planning Division to enforce laws against illegal construction. Accordingly, squatting is considered to be largely unregulated.

- There is no current land use plan that promotes access to land for the urban poor.

- The role of the assembly in local economic development in Scarborough relates primarily to the allocation of land for development and sponsoring of local small businesses.

- It is not considered that there is gender discrimination in terms of the right to land.

- The constraints the poor face regarding land ownership relate largely to the high price of land.

- The main land management problems relate to the lack of formal records regarding land tenure.

- The history and tradition of "family land" has contributed to the lack of formal records.

TENURE

Land ownership is a strong cultural influence in Tobago. The statistics on tenancy of land for St Andrews Parish show a high percentage of land ownership and a relatively low incidence of squatting:

	Owned	Rented	Leased	Rent Free	Squatted	Don't Know/ other	TOTAL
Population	2,007	147	63	203	13	83	2,516

- There is no legislation that specifically gives protection against eviction from land which is illegally occupied.

- The lack of clear titles is a key issue in relation to perceptions of insecurity of tenure.

- The Tobago House of Assembly is not known for evicting residents.

- Evictions by private landlords are more likely than evictions by the assembly.

- There is a perception that the assembly does not give settlement alternatives.

- Informal tenure arrangements are commonly found and are often in the form of verbal agreements.

SHELTER AND SERVICES

- There are some provisions in place for disabled and vulnerable people, including general grants and housing grants.

- There has not been a recent housing survey, but given Scarborough's small size, locals know the extent of homelessness and the more precarious residential areas (e.g. the cold storage area at the port).

- There is an absence of data on access to urban services and the social conditions under which people live, particularly those in informal settlements.

- The lack of social policy analysis is a gap in urban policy.

- There are a number of plans and proposals to upgrade Scarborough in general, but none specifically to upgrade the areas of informal settlement.

RESOURCE MOBILIZATION

- The Division of Settlements and Labour obtains funding from the Division of Finance and Enterprise, which in turn is allocated a sum of money for Tobago from the Central Bank.

- Lack of collateral is one of the constraints the poor face in accessing credit.

- The lack of enforcement of the law on informal and unregulated activities serves to promote income-generating activities such as illegal vending, car wash businesses, etc.

- The credit unions promote equal access to credit for both men and women. In some instances, women are "preferred", as they are considered to be more constructive in their borrowing.

- There are various forms of building assistance, which can be obtained by applicants who qualify for housing provided by the Tobago House of Assembly. However, it is often difficult to obtain such funding because the procedures are complicated.

- The cost of living in Tobago is higher than in Trinidad, and building materials cost between 25 and 40 percent more. The higher cost of living is not factored into the housing policy.

INSTITUTIONAL SET-UP

- The Division of Settlements and Labour is responsible for the provision of shelter. Its goal is to provide "affordable, quality housing for the citizens of Tobago".

- There are cases of applicants being approved by the Tobago House of Assembly for housing, but not approved for mortgage purposes by the Trinidad and Tobago Mortgage Finance Company Limited.

- While it is felt that collaboration between the assembly and NGOs has improved, it could improve more through the actual implementation of slum-upgrading initiatives.

- The lack of up-to-date statistical data hinders policy change. Where information exists, it is often for the use of a particular agency and not multiple organizations.

CAPACITY BUILDING AND TRAINING

- There is a need for staff with the appropriate technical and professional experience.

- The Tobago Regional Office of the Town and Country Planning Division is considered to be understaffed, whereas the Tobago House of Assembly has access to staff but does not have the force of law behind it.

- There is a need to be more responsive to the needs of the different tiers of society, and consequently a diversified policy on access to shelter is required.

- The social dimension of the issues (e.g. unaffordability and commensurate problems) needs to be addressed.

- and who work in collaboration with Blantyre City Council to improve the living conditions of the residents of informal settlements.

- The poor are unable to access housing finance because collateral is required.

AGREED PRIORITIES

- Improving the urban aesthetic

- Coordinating the management of the holistic development of Scarborough under a single entity backed by law

- Provision of shelters for the homeless

- Social research to furnish decision making
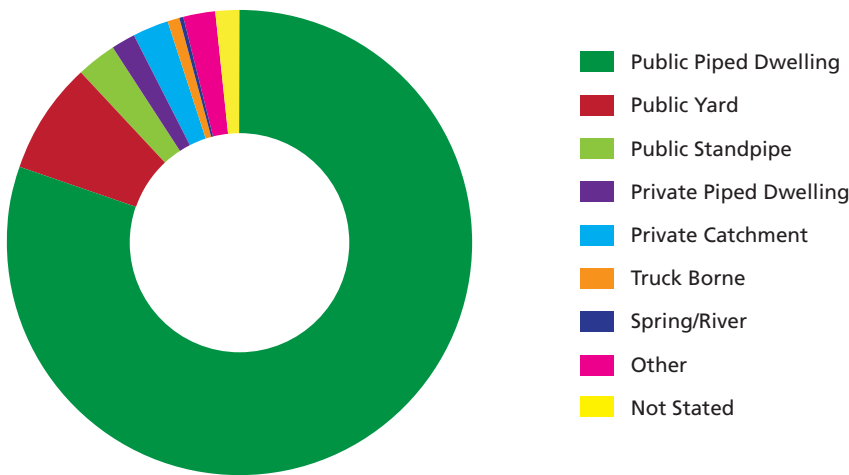
BASIC URBAN SERVICES

While urban service provision is not considered a critical issue for Scarborough, service provision in unplanned settlements has practical challenges, including difficult topography.

In terms of access to potable water, only 4 percent of households in Tobago had poor access, compared with 6.5 percent in Trinidad. This applies to Scarborough, where the majority of residents and dwellings receive at least a piped supply via a public standpipe:

The frequency of the water supply is a consideration. Within St Andrews Parish in 2000, approximately one-third of residents had a continuous supply of water, with another one-third receiving water more than three times a week. By implication, approximately one-third of residents received water less than three times a week.

Scarborough was fully connected to the sewerage grid some 15 years ago, but currently the sewage treatment plant in Scarborough is considered to be underutilized.

TYPE OF WATER SUPPLY FOR THE PARISH OF ST. ANDREW, TOBAGO

- Public Piped Dwelling
- Public Yard
- Public Standpipe
- Private Piped Dwelling
- Private Catchment
- Truck Borne
- Spring/River
- Other
- Not Stated

TYPE OF TOILET FACILITIES - PARISH OF ST. ANDREW, TOBAGO

- WC Linked to Sewer
- Septic Tank
- Pit Latrine
- Other
- None
- Not Stated
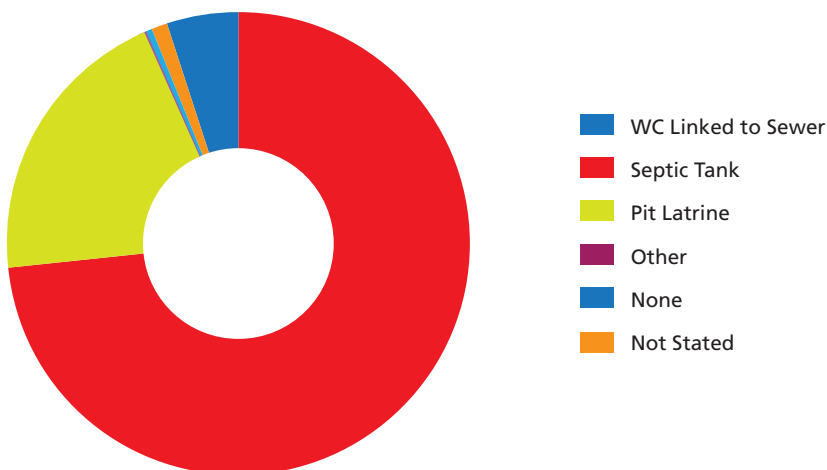
The relatively low rate of connection impacts on the quality of housing, when toilet facilities are considered. The Analysis of the 2005 Survey of Living Conditions for Trinidad and Tobago reported that 23.7 of households in Tobago had toilets that were pit latrines or worse. Data for St Andrew's Parish reveals that almost 20 percent relied on pit latrines and only 4.9 percent were connected to the sewer system.

The majority of residents (96 percent) have electrical lighting systems. However, the condition of the existing electricity poles and the predominance of overhead wires is a cause for concern, as these are vulnerable to both bad weather and tall vehicles and represent a safety hazard to locals and tourists. This contributes to a built environment that is greatly in need of upgrading, an issue that the Tobago House of Assembly recognizes as a priority.

Waste management is seen as a growing problem. Household collection is not well organized, and areas used as communal garbage dumps quickly become unsanitary, with rodents, feral cats, and dogs on the increase. "White waste" such as discarded fridges and stoves is also on the increase.

Residents do not take responsibility for managing their waste, and the commercial sector relies on the Tobago House of Assembly service rather than making their own arrangements for collection. Incorrect population statistics were used when giving collection contracts, hence the assembly's service is inadequate.

Public transport is a key urban service for Scarborough and Tobago as a whole. The space for taxis is inadequate, as is the area for waiting on and accessing buses. Information on public transport services and schedules is also poor. There are only three public car parks in Scarborough, and as a result parking on the road is prevalent, which only increases congestion.

RESOURCE MOBILIZATION

- The Division of Infrastructure and Public Utilities was allocated TTD 348.1 million in the 2009 budget. Road maintenance accounted for a total of TTD 132 million. This raises questions about the adequacy of the budgets in terms of the split between maintenance and capital projects.

- The poor face financial difficulties in accessing urban services. While the main sewer system was installed to enable connection, the financial burden of the connection on individuals was not taken into account. This cost ranges from TTD 15,000 to 20,000. The Tobago House of Assembly is looking at ways of assisting with the cost of these connections.

THE INSTITUTIONAL SET-UP

The laws regulating the provision of services include:

(i) Water and Sewerage Act

(ii) Trinidad and Tobago Electricity Commission Act

(iii) Tobago House of Assembly Act

(iv) Public Health Act

- Infrastructure and basic services fall under the purview of the Division of Infrastructure and Public Utilities.

- The division is responsible for undertaking capital works for service provision and overseeing development projects such as bridge construction and widening, road reconstruction after landslides, and major road widening and reconstruction.

- Utility providers such as the Water and Sewage Authority and Trinidad and Tobago Electricity Commission manage actual service provision.

- The division sometimes financially facilitates and assists the delivery of the following services: water, telephone, electricity, public transport, and sea and air transport.

- The Division of Infrastructure and Public Utilities has also been involved in the construction of new buildings and the refurbishing and reconstruction of old and derelict ones.

CAPACITY BUILDING AND TRAINING

- There are some public waste education programmes offered through the Department of Public Health. However, these are often inadequate and are not sustained.

- Information about urban services, including the household waste collection schedule, should be better publicized.

- Within the Tobago House of Assembly, training primarily takes place while on the job or via in-house programmes.

- External training courses are available in Trinidad, but there are cost implications for taking advantage of these

AGREED PRIORITIES

- Installation of connections between trunk sewers and houses

- Waste characterization study

- Recycling of waste

- Improved parking within Scarborough

- Enhanced public transport (bus and taxi) provision and information about services

INCLUSIVE AND SAFER CITIES

Available crime statistics show that Tobago had the lowest crime rate for the nation. Accordingly, compared with Trinidad, the Trinidad and Tobago Police Service does not consider that crime is a problem in either Tobago in general or Scarborough in particular.
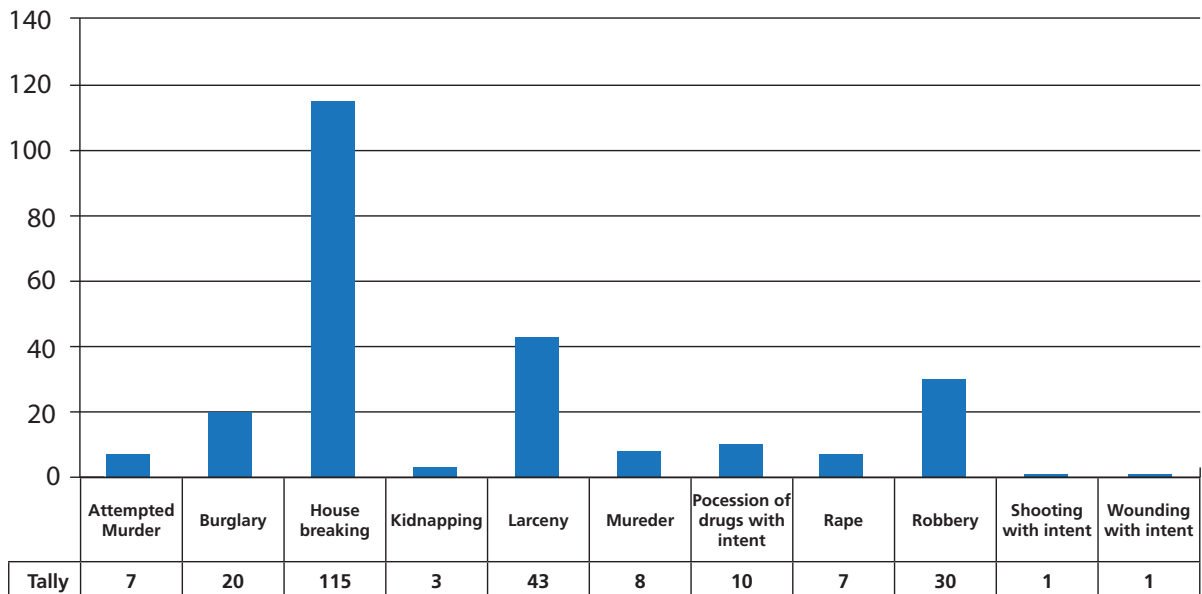
The impact of crime is considered to be different in Tobago than in Trinidad, in the sense that its impact on the tourism industry severely affects the island's economy. It is acknowledged that while the actual rates of crime might be low, it would only take one incident of serious crime, particularly against tourists or foreigners living in Tobago, to tarnish the image of Tobago as a tourist destination.
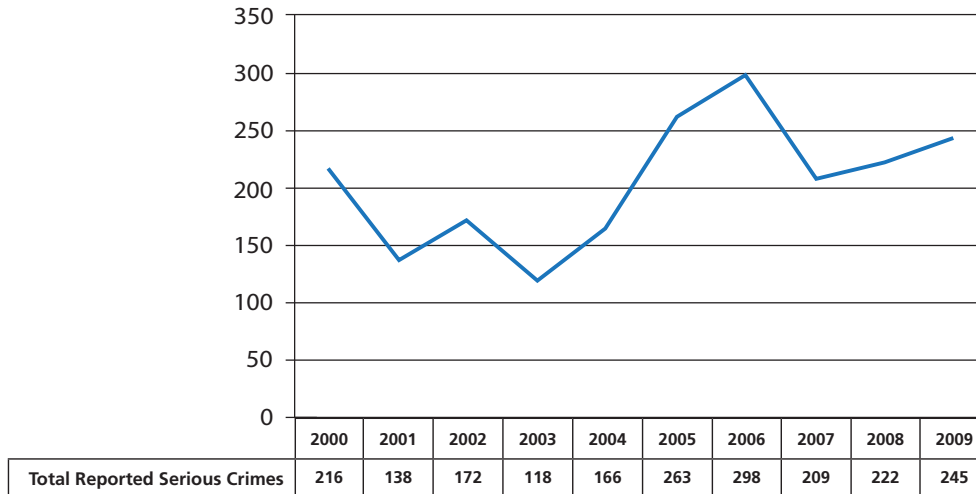
KEY ISSUES

- The main safety and security issues facing Scarborough relate to illegal drugs, traffic management, deficient physical infrastructure (e.g. inadequate pavements for pedestrians), and illegal vending.

- The main causes of crime and violence are considered to stem from anti-social behaviour arising from drug use and the consumption of alcohol. As such, the areas where this is common are considered to be the most unsafe.

- The statistics for 2009 showed 245 incidents of serious crime in Scarborough. House breaking is the most prominent "serious crime", with larceny ranking second.

- In terms of the most at-risk groups, small business operators were targeted at one time, but this has since declined. In recent years, crime against tourists and foreign residents has generated much interest in the media, both foreign and local.

- Responsibility for the provision of safety is considered to be universal, in that it requires a conscious engagement by the public, in partnership with the Trinidad and Tobago Police Service. The provision of security is the responsibility of the police service.

- Data on the reporting of crime is kept by the police service. This shows a perceived increase in violent personal crime over the last decade:

- In terms of information, the Citizen Security Programme did a national crime survey in 2008/2009, which included a section on Tobago.

- Regarding a crime prevention strategy, the Tobago House of Assembly did a community safety programme in 2005 that covered the whole of Tobago. This was built on the concept of mobilizing and empowering communities to take greater responsibility for their safety in collaboration with the state security agencies.

- The regulations that guide the delivery and provision of security by the Trinidad and Tobago Police Service in Tobago are the same as those for Trinidad. There is, however, a feeling that the impact of crime in Tobago differs from that in Trinidad, and a unique system is thus required.

TRENDS OF SERIOUS CRIME FOR THE PERIOD 2000-2009

	Attempted Murder	Burglary	House breaking	Kidnapping	Larceny	Mureder	Pocession of drugs with intent	Rape	Robbery	Shooting with intent	Wounding with intent
Tally	7	20	115	3	43	8	10	7	30	1	1

SERIOUS CRIMES REPORTED AT THE SCARBOROUGH POLICE STATION - 2009

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total Reported Serious Crimes	216	138	172	118	166	263	298	209	222	245

- The assembly is not directly responsible for national security. However, it does have a role in addressing the human and social conditions that often precede crime.

- There is a particular problem in Tobago with domestic violence, especially incest. However, there are no known published data or programmes that address this.

- There are no specific policies addressing urban safety for youths.

- The working relationship between the Trinidad and Tobago Police Service and the Citizen Security Programme in Tobago is seen to be productive. In addition, there is a functioning multi-agency street education programme being done in collaboration with the police service and the Tobago Emergency Management Agency. The police service also collaborates with the Port Police.

- There is a good relationship between the police service and the assembly, including regularly scheduled security meetings chaired by the Chief Secretary of the assembly.

RESOURCE MOBILIZATION

- The Trinidad and Tobago Police Service is funded by its central government budget allocation through the Ministry of National Security.

- The Citizen Security Programme is a project funded by an Inter-American Development Bank loan executed through the Ministry of National Security.

Its budget is approximately USD 35 million for six years.

- Status and class are felt to always impact upon the ability to access better safety and security services; hence the poor are generally the most disadvantaged in this respect.

INSTITUTIONAL SET-UP

- The Ministry of National Security is responsible for the safety of the citizens of Trinidad and Tobago.

- The Trinidad and Tobago Police Service is both a civil and quasi-military body, which functions in accordance with the Police Service Act, Chapter 15:01.

- Each region has police divisional headquarters and substations within its jurisdiction.

- The Scarborough Police Station is responsible for the study area.

- The Citizen Security Programme is a project of the Ministry of National Security that seeks to bring the management of crime to the community level. Its mandate is to mobilize and empower communities to take responsibility for their security and safety, to build capacity, and to coordinate resources. Its objective is to facilitate and create an environment for citizen empowerment. It believes that crime flourishes in dysfunctional environments, but that the same environments contain solutions.

- The Citizen Security Programme accesses training through the Arthur Lok Jack Graduate School of Business in areas such as business and professional writing. There is also in-house training to cover the many different aspects of the programme.

- The following could be undertaken to improve urban safety and security:

  o Introducing a full programme to build awareness and consensus within communities about the changes that are needed

  o Building capacity across communities so that safety concerns can be cohesively addressed from a social perspective

  o Enhancing the relationship between communities and the law enforcement services

  o Increasing the number of police officers on the ground

  o Introducing security cameras in Scarborough

- In Tobago, urban safety and security is coordinated by an inter-agency meeting that takes place once a quarter. It includes representatives from the Ministry of National Security, who meet with the Chief Secretary of the Tobago House of Assembly in advance to ensure that Tobago's interests are represented.

- The activities of the Citizen Security Programme are guided and governed by the public service regulations, the Ministry of National Security guidelines, and the Inter-American Development Bank provisions on accountability, etc.

- Planning and budgeting for safety and security is done through a combination of private and public consultations.

CAPACITY BUILDING AND TRAINING

- In terms of capacity building, it is felt that there is always room for training, not least because social issues are constantly evolving.

AGREED PRIORITIES

- Enforcement of existing laws

- Introduction of new laws to update and clarify the responsibilities of law enforcement agencies

- Addressing illegal vending, squatters, and the associated issues of safety and policy development

LOCAL ECONOMIC DEVELOPMENT

Tobago is service-driven, with leisure and tourism dominating the local economy. The Tobago House of Assembly is the largest single employer in Tobago, employing an estimated 50 to 60 percent of the local labour force. This has an impact on the local income profile, which reflects the base laid by state employment.

Beyond the state, the next biggest employer is the tourism industry. Tobago has been a key tourist destination, and the industry is vital to the local economy. During the peak season, the Tobago workforce can be fully employed and at times the island experiences a shortage of workers. Tobago has a relatively small population and tourist arrivals considerably expand the local market, with consequent economic benefits at various scales.
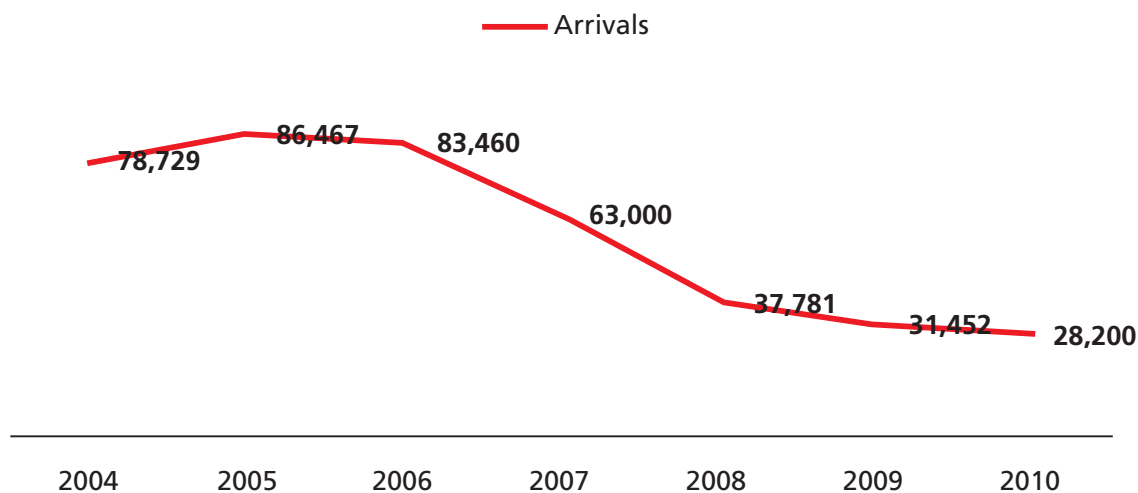
LOCAL ECONOMIC DYNAMICS

- With regard to a local economic development strategy, there is A Comprehensive Economic Development Plan for Tobago (2006–2010), the focus of which is to improve the quality of life of the people of Tobago and bring the island within the mainstream of national economic development. While technically out of date, the document is still considered to be relevant.

- The role of the Tobago House of Assembly in promoting economic development largely relates to sourcing land for housing, agriculture, and business. There is a feeling that its role should extend to

sourcing funding for the implementation of projects.

- There is a perception that the assembly does not promote equal rights to jobs for both men and women.

- The poor are also disadvantaged in the job market by limited education opportunities and transportation difficulties in Tobago.

- There are more education opportunities in Trinidad, but the cost for Tobagonians is relatively high, especially when the local salary levels are taken into consideration.

- Large capital projects are generally undertaken by the assembly.

- The tourism sector has experienced a progressive contraction, illustrated by the figures for tourist arrivals in Tobago.

- In terms of competitive ability, Scarborough has a deep-water harbour that facilitates cruise ships. Issues/Concerns

- The existing port facilities are in dire need of improvement at most levels of operation and function, including shipping, exports, imports, cruise ship facilities, port extension, and wholescale redesign and redevelopment.

- The potential for Scarborough as a key tourist

SERIOUS CRIMES REPORTED AT THE SCARBOROUGH POLICE STATION - 2009

Legend: Arrivals

Year	Arrivals
2004	78,729
2005	86,467
2006	83,460
2007	63,000
2008	37,781
2009	31,452
2010	28,200

destination is not currently being realized. It is not tourist-oriented and lacks the necessary ambience, with improper signage, lack of defined pathways, and dilapidated buildings. Furthermore, tourist arrivals are not considered to be compatible with day-to-day life in Scarborough.

- There is a perception that municipal support systems are needed for both the unemployed and existing businesses.

- There is increasing unregulated and illegal vending in Scarborough, particularly on the roadsides.

- There is inadequate provision to cater for the requirements of the disabled. This is relevant to the tourist industry, particularly regarding the law and liability.

- There should be a continuous assessment of available job opportunities so that these can be matched to education qualifications.

- The fact that revenue generated in Tobago goes into national coffers rather than being directly ploughed back into Tobago is considered to be a major hindrance.

EXISTING PROGRAMMES

- Women are active and equal members of credit unions. As such, the credit unions tend to be effective in providing assistance to women and households headed by women. The Mt Pleasant Credit Union has received European Union funding to assist females and youth in small businesses, up to a maximum of TTD 15,000.

- Enterprise support offered by the Tobago House of Assembly is often difficult to access on account of complicated and bureaucratic procedures, which tend to be prohibitive for the general public.

INSTITUTIONAL AND LEGISLATIVE SET-UP

- The Tobago House of Assembly is seen as facilitating local economic development. In this respect, they are considered to be working well with non-governmental organizations (NGOs) and the credit unions.

- It is felt that the current legislative framework regarding the role of the assembly in the economic development thrust is inadequate.

- The credit unions are important players in local economic development in Tobago. Their effectiveness relates to their local knowledge and strategic thinking, while operating at a level that is accessible for members.

BEST PRACTICE

Mt Pleasant Credit Union

With a membership of some 13,000, the Mt Pleasant Credit Union caters for almost 25 percent of Tobago's population. Land is the flagship concern of the credit union. When the large estates were being sold off, it stepped in to try to secure land. The aim is to ensure as far as possible that land is available for Tobagonians, with priority given to members. Such ventures offer savings and investment opportunities for members, with the prospect of land ownership to look forward to. Employment opportunities are also created, during both construction and operation, in the form of small business facilities that respond to the needs of the members.

MARKET ANALYSIS

- On account of the relatively higher prices, there is a tendency for residents to shop outside of Scarborough and Tobago.

- Local businesses tend to import human and other resources from outside the local area, due to lack of availability.

- There are opportunities to develop local business to cater for local needs, but it needs to be at a scale that is appropriate to and viable for the local market. Credit unions are undertaking development at a scale that is attractive to local business.

- A careful analysis of the potential for small-scale and specialist local enterprise linked to the tourist industry may highlight previously unexplored and underutilized opportunities, such as making local spa products.

- Keeping local income in the local economy could be increased through improved service delivery.

- There is potential to expand local markets via better marketing and local branding. These could be accessed with government assistance.

CAPACITY BUILDING AND TRAINING

- Bilateral and multilateral meetings exist between the public and private sectors. However, more consultation with communities is needed.

- Training and the supporting equipment is a key capacity gap in the ability to formulate and implement local economic development.

- The local economy could be improved by identifying local opportunities (manufacturing, light industry, food production, downstream petroleum industry, craftsmanship, fishing, alternative energy production) and promoting a plan for development.

AGREED PRIORITIES

- Integrated land development

- Employment creation

- Addressing the loss of appreciation for heritage in the youth

- Provision of higher quality tourist rooms and better marketing

- Improving compatibility with what tourists want

- Going higher end, given increasing disposable income

- Improving investor confidence, which is needed to create a positive investment climate

- Establishing a development investment fund to support the business investments on the island

- Well-put-together plan for partnerships between large and small hotels and other industries related to tourism

DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT

While the environment of Tobago is one of its key selling points as an international tourist destination, the geographical location of the island makes it susceptible to natural and human-made disasters.

KEY ISSUES

- The main disaster risks facing Scarborough are related to high winds and torrential storms, including flooding and landslides. Earthquakes are also an issue.

- There is a Scarborough Emergency Evacuation Plan, and the Tobago Emergency Management Agency has been involved in undertaking "vulnerability assessments" to establish which areas are most prone to disasters.

- For the most part, there are gaps between disaster management and development planning.

- Deficiencies in housing quality, infrastructure, and services increase the susceptibility to risk, as do the lack of a building code and weak enforcement of land regulations.

- Development programmes of government agencies and utility companies are often done without proper environmental impact assessments; for example, works along rivers may result in the water finding alternative channels that may increase the risk of flooding in certain areas and homes.

- The National Environmental Policy covers Tobago, and the Environmental Management Act provides regulations and powers regarding the classification, regulation, monitoring, and treatment of various types of waste, as well as requirements for environmental assessment and the control of pollution.

- The effectiveness of policy is weakened by deficiencies in enforcement.

- Key environmental issues include the management of solid waste and wastewater, as well as deforestation.

- With 20 percent of households in Tobago relying on pit latrines or worse, there are concerns about the impact on the quality of groundwater and run-off into the rivers and sea.

- The quantity of vehicular traffic and the growing congestion in Scarborough is another contributor to the deterioration of the urban environment, as the level of air pollution is increasing.

- There is considered to be consultation as opposed to real participation in terms of planning, budgeting, and identifying priorities for the environment.

Tobago Emergency Management Agency

During Tropical Storm Tomas in 2010, the Tobago Emergency Management Agency warning systems were disabled as a result of a lightning strike. However, information was effectively disseminated to the public via text messages on the mobile phone network.

INSTITUTIONAL SET-UP

- The Tobago Emergency Management Agency is responsible for coordinating a network of agencies and individuals involved in disaster management response.

- The agency's operations maybe impacted by the responsiveness of the agencies that it coordinates.

- The agency partners and collaborates with the Office of Disaster Preparedness and Management with regard to the national perspective on disaster management.

- The agency operates a very informative and up-to-date website, describing its mandate and operations and providing current news and information about disaster management activities and initiatives.

- While the Tobago Emergency Management Agency is responsible for disaster management, it is felt that its location is itself vulnerable and that the agency would benefit from a purpose-built facility.

- Within the Tobago House of Assembly, the Department of Natural Resources and the Environment is responsible for environmental issues

in Tobago. Its aim is to protect, preserve, and enhance Tobago's environment and promote the sustainable use and management of air, land, and water for the benefit of current and future generations.

- There are three environmental NGOs: Environment Tobago, Buccoo Reef Trust, and Save our Turtles.

- Funding for Department of Natural Resources and the Environment activities is part of the annual budget allocation to the Division of Agriculture, Marine Affairs, Marketing, and the Environment. In the 2009 budget, the division was allocated TTD 138.2 million to cover the activities of all departments, including the Department of Natural Resources and the Environment.

- Compliance with international environmental treaties is a challenge, as the process of institutionalizing these in local legislation is often very slow.

- Environment Tobago secures funding through grants from donor organizations, contributions of individuals, T-shirt sales, and membership fees.

- Environment Tobago has a very comprehensive and informative website and a quarterly newsletter.

CAPACITY BUILDING AND TRAINING

- The main constraints in implementing proactive disaster management initiatives are identified as the lack of up-to-date land use planning policies, the lack of enforcement of existing policies, and the lack of maintenance of urban infrastructure such as drains.

- Priorities for NGOs such as Environment Tobago include environmental education in schools, community outreach and awareness programmes, advocacy of government for the greater protection and sustainable use of natural resources, and research programmes.

- Financial and human resources are needed in all areas.

AGREED PRIORITIES

- Adherence to regulations requiring environmental impact assessments for projects

- Greater coordination between the Tobago Emergency Management Authority and other agencies providing support

- Making Scarborough more pedestrian friendly and accessible for differently abled persons

- Addressing the impact of waste disposal on water quality and the environment

GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Scarborough is small and unique	Poor implementation	Restructuring offers possibilities for self reliance/self determination	Cultural hegemony	Resolution of land ownership issues and administration
Structures are in place	Human resource deficit		Complacency	
Strong culture and heritage	Limited monitoring and evaluation and quality assurance	Increasingly efficient planning and implementation offers new opportunities	Caribbean Community Single Market and Economy	Including people in the process of governance
No gender constraints	Limited enforcement of regulations			More effective utilization of existing human resources
No major ethnic/racial issues				
Good judicial and governance structures				Institutionalizing the transparency/ accountability process
Institutional and administrative structures exist				Implementation and enforcement of laws
				A council for Scarborough, dedicated to its management

SLUMS, SHELTER, LAND, AND TENURE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Collaboration of different sectors Scarborough Beautification Plan Historic Restoration Committee Scarborough Revitalization Plan The NGO Environment Tobago Scarborough Community Council Scarborough is not a slum Scarborough has greenery	The tourism-generating capacity is weak Tourism is not integrated into the life of the people Tourism is not integrated into the local economy	A small community makes organizing development activities easier Tourism potential Expansion of the port Decentralization of services outside the urban area	The negative mindset of some people Poor traffic management when cruise ships are in harbour	Improving the urban aesthetic Coordinating the management of the holistic development of Scarborough under a single entity backed by law Provision of shelters for the homeless Social research to furnish decision making

BASIC URBAN SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Good water supply Well-qualified personnel	Lack of separation of waste Lack of recycling Poor urban infrastructure such as pavements Inadequate information sharing Poor public toilet facilities	Business clustering Scarborough's small size makes it easier to organize development	Lack of trees and green spaces and the consequent negative impact on the microclimate	Installation of connections between trunk sewers and houses Waste characterization study Recycling of waste Improved parking within Scarborough Enhanced public transport provision and information about these services

INCLUSIVE AND SAFER CITIES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
ENVIRONMENT				
In the national context, Tobago has a low level of reported serious crimes Higher than average detection rate for reported serious crimes The smallness of the community offers a degree of natural surveillance	Crime has a direct impact on tourist arrivals Illegal vending and other activities Unclear legislation regarding who has the responsibility to address illegal activities Overreliance on public health legislation Abandoned and underutilized lots contribute to crime	Introduction of security cameras Addressing issues surrounding the regularization of land management to address land dereliction	Ongoing development of unregulated vending activities and informal settlements Underlying poverty conditions	Enforcement of existing laws Introduction of new laws to update and clarify the responsibilities of law enforcement agencies Addressing illegal vending, informal settlements, and associated issues of safety and policy development
URBAN DISASTER RISKS				
National urban disaster legislation in existence. Availability of donor funding for dealing with urban disaster related issues.	Lack of local level legislation to support urban disaster risks. The current legislations are not adequate to address the current urban disaster risks. Lack of technical capacity in times of disaster and emergency. Lack of adequate financial resources allocated by the government to implement adequate disaster preparedness and management measures.	The National Disaster Preparedness and Relief Committee receives funds from the government to manage disasters. Growing awareness on the importance of disaster management and preparedness. Political will exists to address urban disaster risks.	Insufficient funding which makes it difficult to implement urban disaster risk management programmes. Uncontrolled development in fragile areas leading to increased urban disaster risk. Increase in the occurrence of natural and man-made disasters. Corrupt practices and lack of transparency undermines building codes and planning regulations resulting in the construction of substandard buildings and poor planning which increases the risk of urban disaster.	Community policing. Increase the number of fire fighting equipment and provide water hydrants in slums.

LOCAL ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Skilled human resources	Lack of assessment of skills	Development of sectors relating to Tobago's location, climate, and soil	Insufficient autonomy	Integrated land development
Geographical location (transhipment point)	Small population	Marine opportunities	Crime	Employment creation
Cheap energy	Brain drain	Duty-free shopping zone		Addressing the loss of appreciation of heritage among the youth
Climate and soil	There is no linkage between the education system and the proposed economic development			Provision of higher quality tourist rooms and better marketing
	Lack of or insufficient autonomy of the Tobago House of Assembly			Improving compatibility with what tourists want
	Lack of diversification			Going higher end, given the increasing disposable income
	Lack of access to funding			Improving investor confidence, this is needed to create a positive investment climate
	Fragmentation and overlapping in development efforts			Establishing a development investment fund to support business investments on the island
				Well-put-together plan for partnerships between large and small hotels and other industries related to tourism

DISASTER MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Well-qualified people who can offer technical advice Capable disaster management team that takes work seriously Good garbage collection in some areas	Lack of pavements Duplication of efforts on account of territoriality is a waste of resources Lack of information sharing	Small size of Scarborough is an opportunity for reorganization The city has the potential to be beautiful	Ongoing centralization of development near the port High level of congestion is a threat to evacuation	Adherence to regulations requiring environmental impact assessments for projects Greater coordination between the Tobago Emergency Management Agency and other agencies providing support Making Scarborough more pedestrian friendly and accessible for differently abled persons Addressing the impact of waste disposal on water quality and the environment

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SCARBOROUGH CITY CONSULTATION

ATTENDANCE LIST

NAME AND ORGANIZATION

Name	Organization
Ann Marie Forde	Mt Pleasant Credit Union
Jon-Marc Arnold,	MSITE
Winston Dillon	Mt Pleasant Credit Union Raye Sandy, Division of Infrastructure and Public Utilities, Tobago House of Assembly
Percy Joseph	Archdiocese of Port of Spain Kenneth Joseph, citizen
Miriam Moore	Tobago West Member of Parliament
Peter Hackett	Water and Sewage Authority
Priscilla Campbell	Ministry of Tobago Development Aldwin Solomon
Sheryl Anne Haynes	Town and Country Planning Division
Meloney Hislop	
Dr Victor Wheeler	Senator
Anthony McIntosh	Trinidad and Tobago Electricity Commission
Celeste Tobias	Planning Department, Tobago House of Assembly
Erol Caesar	Division of Settlements and Labour, Tobago House of Assembly
Allan Richards	Reycad Associates
Debra George	Division of Tourism and Transportation, Tobago House of Assembly
Tracey Ann Anthony	Town and Country Planning Division
Tessa Fernandes-Gordon	Malawi Housing Corporation
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Patrick George	Calder Hall Council
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Jerome Carrington	
Kairo Martineau	Martineau's Transport
Stacy Ann Martineau	Martineau's Transport

SCARBOROUGH URBAN PROFILE

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

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