



## TRINIDAD & TOBAGO'S EXPERIENCE

### TITLE: Infrastructure Development in the Western Peninsula of Trinidad and Tobago



**Country:** Trinidad and Tobago

**Institution:** Chaguaramas Development Authority

**Webpage:** <http://www.chagdev.com>

#### Context

Recognizing the shift in global attitudes and the opportunities that can be created by the country's largely underdeveloped tourism sector, the Government of the Republic Trinidad and Tobago (GORTT) embarked on an extensive policy change that will lead to a nationwide economic transformation. The promotion of strategic sectors is expected to make an impact on investment, construction, infrastructure development, jobs, growth and development in a diverse range of sectors. Chaguaramas, located on the Western Peninsula of Trinidad has been identified as one the areas for infrastructural development. It will serve as a new platform for tourism development, creating an enabling environment for the growth and expansion of industries, locally-owned businesses and entrepreneurial activity.

#### Objectives

- To diversify the economy towards more sustainable sectors that are more knowledge based and have greater employment potential
- To create an eco-tourism centered, internationally recognized entertainment Centre and world class recreational facility.
- To maintain the environmental integrity of the area, while at the same time improving the aesthetics and physical facilities available for public use

#### Relevance

This project is in alignment with the Government of Trinidad and Tobago's Mid-Term Policy Framework, specifically *Pillar 5: A More Diversified, Knowledge Intensive Economy*; one of the Seven Inter-Connected Pillars For Sustainable Development. Over this medium-term 2011 – 2014, five strategic priorities have been identified. This project coincides with the priority: *Economic Growth, Job Creation, Competitiveness and Innovation* which is intended to:

- Diversify and deepen the production base in order to ensure that in a context of depleting energy resources, the economy will continue to grow and sustain a high standard of living

- Move the economy up the value chain, improve competitiveness and expand investment locally and internationally

### Implementation

The project will be implemented in three (3) phases comprising the following:

- Phase I: 1125 of Boardwalk from Williams Bay heading eastwards;
- Phase II: 3,000 feet of Boardwalk from the end point of Phase 1 to the Tembladora; and
- Phase III: 1,000 feet from Pier 2 to the Chaguaramas Aviation History and Military Museum and the construction of an Observation Tower that will become the centrepiece of the boardwalk, theme park, a kids play park, a sky rail system, rock climbing, miniature golf, a water sport facility, a village-styled shopping mall, recreational fishing piers, roller blading facilities, an amphitheater, cycle tracks, arcades, food courts and restaurants.

### Distribution of tasks

The approach to the project entails leveraging strategic alliances with key agencies and distributing key task elements to the respective agencies, entities for example:

Construction of New Road Network into Chaguaramas as well as on entering the actual Peninsula – Ministry of Works

Regulatory Approvals – Town and Country Planning Division, Environmental Management Authority

Construction of Boardwalk, drainage, irrigation, electrical, CDA

Development/Operation of investment facilities – CDA/Private Investor

### Achievements and results

The issue of people centered development is a key objective to every project of the CDA. The transformation of Chaguaramas is not only an opportunity for improved infrastructure but also an opportunity to transform the lives of people living in nearby communities and in Trinidad and Tobago as well. The projects bring the promise of renewing communities and lives, as well as building a sustainable business model that allows us to develop our natural resources without depletion.

### Unexpected achievements

The support and interest experienced from the local and international community and local investors in our projects thus far have been very encouraging, as it shows that we not only have a compelling product, but we are also seeing many investors who are identifying with our conviction that high growth and conservation can be a sustainable business reality.

### Capacity to replicate and potential for exchange of this experience

There is tremendous capacity to replicate and exchange this experience. CDA has also moved to review and amend the CDA Act to strengthen such resolve as it intends to be the leader of this development model throughout the Caribbean. Trinidad and Tobago as signatory to several key trade agreements and treaties with major markets across the globe will also provide such opportunities. Other strategic initiatives undertaken by CDA includes the reorganization of its design and operating model that will make us more efficient, more focus on our core business of property development facilitator and build organizational capability to deliver on its mandate. The development of a master plan which is already in train, will ensure that the natural environment is preserved while proceeding with development.

### Modalities to replicate the exchange

The use of the public private partnering holds tremendous appeal for the CDA as it facilitates the exchange of knowledge and expertise that is key to providing premium customer services. The funding mechanism by private sector using the design finance build and operate facilitates the quality of

development and operation that is ideal for the exchange of experience from design to full operation of the product and services.

#### **Human, operational and institutional capacities**

CDA is truly embracing the next generation of business and knowledge led industries that will be the hallmark of the future. The state of the art maritime training facilities at the University of Trinidad and Tobago's (UTT) Chaguaramas Campus, together with the Trinidad and Tobago Hotel and Tourism Institute, which are nestled in one of the country's most scenic settings, are just two of the cutting edge institutions that will be leading the country's thrust in producing world class graduates to take up the new jobs and leadership positions that will be created in investment projects such as Chaguaramas in the future.

#### **Good practices and concrete lessons**

All the knowledge and expertise does not reside in one entity. Multi-disciplinary, collaborative approach is key to successful project delivery.

#### **Experiences and subjects to learn from other RIAC members**

Selecting the right business and financial model that is in alignment with the mandate  
Master plan study and development  
Coastal management

#### **Key persons involved in the design, implementation, and evaluation**

Chaguaramas Development Authority, Lee Young and Partners - Project Management Consultants, Scott Muzneick Architects, PricewaterhouseCoopers

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