



LAND TENURE CENTER
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LAND USE POLICY AND ADMINISTRATION PROJECT (LUPAP)

FINAL DOCUMENT

ASSESSMENT OF STATE AGENCIES WITH RESPONSIBILITIES FOR LANDS AND
OTHER REAL PROPERTIES

Property and Industrial Development Company of Trinidad & Tobago [PIDCOTT]

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The Property and Industrial Development Company of Trinidad & Tobago [PIDCOTT]

Introduction

The Property and Industrial Development Company of Trinidad & Tobago [PIDCOTT] was incorporated on January 1997 as a private company of the Tourism and Industrial Development Company of Trinidad & Tobago [TIDCO]. It was established to take full responsibility for the management of property assets of TIDCO. These property assets consist of 19 industrial estates located throughout the country, of which 18 are fully developed. The estates have a total land area of 340 hectares and over 500 tenants. Its primary function is to provide industrial accommodation for a wide range of industrial activities. In addition, it provides accommodation for office complex, shopping malls, resort properties and beach facilities. Its range of property management services includes physical planning and development; estate agency and estate management; asset valuation; project management; auction sale; arbitration; collection of rents and administration of outgoings.

Land or real property-related functions performed

PIDCOTT is made up of three departmental units: Property Management, Building and Development, and Finance & Administration. The General Manager handles the overall responsibility for the functions of the agency with the assistance of three Unit Managers. The following are the functions performed by PIDCOTT that are relevant to this assessment:

- a. Lease management
- b. Property development
- c. Property management
- d. Purchase and sale of real property

Supporting Laws, Regulations and Policies

PIDCOTT is a private company it therefore, has no statutory functions and is not governed by any State land policies. As a private company, market conditions and directives of the Board of its parent company provide guidance to its operations. It is more or less a profit-oriented agency. Its activities are however, guided by legislation, regulations, and policies that define real property rights. These include:

- Land Tenants (Security of Tenure) Act 1981
- Rent Restriction (Dwelling Houses) Act 1981
- Land Acquisition Act
- Agriculture Small Holding Act
- *List others*

Staff and Functional Management

PIDCOTT maintains the following qualified and experienced calibre of staff:

- a. General Manager
- b. Manager Properties
- c. Manager Building and Development
- d. Accountant
- e. Property Management Supervisor and Assistant
- f. Building and Development Supervisor and Officer

- g. Accounting Officer and Assistant
- h. Administration and support personnel
- i. Rent Collection Personnel

Being a private agency, it is not surprising that it has an annual operation plan as well as a performance monitoring system (copies of these were not provided for verification). These instruments are very important for improving the effectiveness and efficiency of organisations. A review of the staff appraisal instrument used by the agency shows that a detailed job analysis is undertaken and staff appraisal is aimed at performance management. Staff appraisal is linked to the task given and is aimed at improving the capacity of the staff.

In order to improve capacity, PIDCOTT has sponsored its staff to attend the following staff development programmes in the last three years:

1. Improving your Project Management Skills - *Roytec & the American Management Association*
2. Supervisor, Manager of Safety problems - *Trinidad Safety Specialists Company*
3. Workshop on the Tendering Procedures - *REMASIS in collaboration with NIPDEC*
4. Management of Facilities - *International Development Research Council (IDRC) - USA*
5. Intelligent Buildings and New Construction Technologies - *Miami International Construction Show*
6. Project Cycle Management - *TIDCO*
7. Environmental Practices - Principles and Practices - *CARIRI / CERTI*
8. Indoor Air Quality Programme - *CARIRI*

Although the agency does not have a formal Research & Development Unit of its own, it however utilizes the capacity of its parent company TIDCO to undertake studies relevant to the improvement of its services.

Annex I contains additional information on the two main departmental units; the Building & Development Unit and the Property Management Unit, while Annex II contain information on the general resource management with respect to the following functions: Lease management, Property development, and Purchase & sale of property.

Relationship with other State Agencies

PIDCOTT maintains a regular relationship with a number of agencies, as listed in Table 1, towards the performance of its duties. The agency does not have a formal data sharing and data dissemination policy but provides and shares data with other professionally related organisation such as: the Valuation Division, AREA, PROVAL on request.

Table 1: PIDCOTT Relationship with other Agencies

<i>Name of the Other State Agency</i>	<i>Type of Relationship</i>	<i>Method of Communication</i>
Lands and Surveys Division	Seek approvals	Telephone, Meetings, letters
TCPD	Seek approvals	Telephone, Meetings, letters
WASA	Notify	Telephone, Meetings, letters
TTEC	Notify	Telephone, Meetings, letters
NGC	Notify	Telephone, Meetings, letters
CDA	Networking	Provision of information other services
PLIPDECO	Networking	

Policy integration and policy issues

PIDCOTT is a member of a Cabinet appointed Planning and Implementation Committee that prepares the final report for the standardization of leases. The memberships of the committee include other Land Management Agencies. The meetings of the committee provided a forum for the exchange of ideas and unification of requirements among the Land Management Agencies. PIDCOTT affirmed that its experience in the management of industrial land, has influenced the leasing policy of State Agencies. This is a positive contribution. It should however be noted that, save for a committee of this nature, PIDCOTT does not have a formal mechanism for ensuring that its experience influences land policy and/or land use policy.

Strengths of the agency

The agency consider its staff as its main strength because of the following attributes:

- a. Core staff have over 30 years experience in managing a broad based industrial property portfolio.
- b. Its Staff have established a reputation with tenants regarding rent collection, covenant obligations, etc.
- c. It has developed positive business relationship with service agencies and consultants - Attorneys, Surveyors, Engineers, Architects, etc.
- d. The agency experience is varied and it spans property management, project management, mall and hotel lease management.

Major problems facing the agency

The following are the major problems facing the agency:

- a. Delays arising from status as a State Enterprise - e.g. outdated tendering procedures, low limits which affect expediency and efficiency.
- b. Major delays in obtaining decisions from Government Divisions/Departments.
- c. Need for more financial autonomy.
- d. Need to improve compensation packages in order to retain key members of staff.

Two important problems raised here are: delays dues to its interface with State Agencies, a problem that significantly impact on its efficiency, and its inability to retain experience staff who are quick to be hired by other firms with higher salary.

Suggested improvement to the agency

The agency is of the opinion that the following actions would improve its capacity to perform its functions better:

- a. Increased financial autonomy
- b. Improved efficiency of Government Divisions/Departments
- c. Competitive remuneration packages

Conclusions: Indicators of Effectiveness and Efficiency in the Programmes of the Agency

Indicators	Related Assessment Questions
Coverage	To what extent are the programs of the agency meeting needs of its clients?
Equity	To what extent are the programs adequately serving: <ul style="list-style-type: none">▪ sub-geographical areas (Tobago, Moruga, Toco, Cedros)▪ sub-groups (women, persons with disabilities, etc)?
Process	To what extent are the programs being implemented as intended in terms of <ol style="list-style-type: none">a. Service definitions?b. Service tasks?c. Standards?d. Other service delivery requirements?
Effort (output)	To what extent is the program producing <ol style="list-style-type: none">a. Products and services (intermediate outputs)?b. Quality products and services (quality outputs)?c. Service completions (final outputs)?
Cost-Efficiency	What is the <ol style="list-style-type: none">a. Cost per intermediate output?b. Cost per quality output?c. Cost per service completions?
Results (outcome)	To what extent is the program achieving <ol style="list-style-type: none">a. Intermediate outcomes?b. Final outcomes
Cost - Effectiveness	What is the <ol style="list-style-type: none">a. Cost per intermediate outcome?b. Cost per final outcome?
Impact	To what extent is the program achieving a measurable impact?

Taken from: *Kettner P.M. et al (1999) "Designing and Managing Programs." 2nd ed. SAGE Publications, London.*

Annex Ia: Function-Staff Relationship

Manager, Building and Development Unit

1. Duties and responsibilities/ tasks/ job descriptions.

- Contract administration
- Project management, design and review
- Maintenance schedules
- Evaluation of contractors, quotes and tenders
- Engaging contractors and consultants
- Valuations
- Resources optimization

2. Expected Performance Standards

The agency has the following as its performance standard objectives:

- Time management is essential in order to deal with the matters at hand in an expedient manner.
- Time frames should be adhered to as far as possible in order to minimize any negative impact on our budgetary allocation.

It therefore set the following performance standards:

- Evaluation of proposals both technical and financial from contractors, consultants, etc. are completed between 7-14 days.
- Processing of invoices usually takes between 21-28 days provided the works, designs, etc. are found to be satisfactory.

Deadlines for project completion provide an essential assessment of the performance of the company.

3. Expected Performance Outputs

There are no stated expected outputs.

4. Conflict Resolution

Investigate, mitigate, mediate, make recommendations in order to avoid litigation.

5. Examples of typical conflicts that may arise

Conflicts can present itself through many channels, e.g. between contractors on site or between client and contractor. Conflict may be due to non-adherence to time frames, specifications, drawings, late payments, methodology, materials, etc. These can be resolved by dialogue and compromise by the parties involved.

Annex Ib: Function-Staff Relationship

Manager, Property Management Unit

1. Duties and responsibilities/ tasks/ job descriptions

- Review of the company's property portfolio to determine actions that would improve yields
- Responding to inquires from prospective tenants;
- Evaluation of applications;
- Preparation of formal offers and legal documentation
- Commissioning of surveys and follow up with various regulatory agencies;
- Monitoring of breaches of covenants,
- Service of rent reviews, renewal notices etc.
- Preparation of payment schedules for property taxes and attendance at hearings re: disputes;
- Follow up and attendance at hearings as required of court matters/proceedings;
- Establishment of the free zone status for certain properties including the portfolio;
- Vesting of properties;
- Formalizing of outstanding matters pertaining to compulsory purchase/exchange of lands;
- Liaising with the relevant authorities as required WASA & TTEC.
- Collection of data and assembly including rental/sale evidence for valuation of specific interests.

2. Expected Performance Standards

The agency has the following as its performance standard objectives:

- Time management is essential in order to deal with the matters at hand in an expedient manner.
- Time frames should be adhered to as far as possible in order to minimize any negative impact on our budgetary allocation.
- To provide an efficient service for our lessees and prospective lessees and minimize their anxieties.

It therefore, set the following performance standards:

- Deal with requests within two days as workload permits;
- Matters that are more complex within two to three days (vetting leases etc.)
- Departmental reports within four to six days where deadlines permit.

Performance is also measured by the number of vacant accommodation at any one time, the length of time vacancies exist, the time it takes for an application to be processed from the initial inquiry to hand over.

3. Expected Performance Outputs.

There are no stated expected outputs.

4. Conflict Resolution

There are many external factors which impact on the completion of certain tasks. These are usually time related and these delays in the provision of documents/approvals can result in conflicts in the performance of the aforementioned duties & responsibilities. The following are two examples:

1. Rent review disputes
2. Breaches e.g. user clause, environmental matters, rental default, etc.

Solutions:

Re: 1. Independent expert advise after all negotiations failed.

Re: 2. Informal persuasion prior to written notification; legal i.e. letters for addressing breaches - High Court Action as a last resort.
Rental default - negotiation, letters, bailiff action - distress/re-entry.

5. Examples of typical conflicts that may arise

Delays in obtaining approved survey plans results in delays in the finalization of the lease documentation which in turn delays a lessee/tenant from securing financing. These delays can and often do impact on critical matters e.g. the start up date for rental payments, construction activities and ultimately the project itself.

Annex IIa: Resource Management

Function: **LEASE MANAGEMENT**

1 Staff Requirements

Staff Category	Salary Range	Minimum Qualification Required	Skill Type Required	Minimum Years of Experience	Number of Staff Required	Number of Staff Available
Manager	np	First Degree	Estate Management	5	1	1
Supervisor	np	Degree/Dip.	Estate Management & other land based training & experience	5	1	-
Assistant	np	Diploma/Other		2	1	1

2 Physical Resources Requirements

Physical Resources	Year of Acquisition
Computerized Property Management Software	1998
Programme / Individual PC's	1993

3 Annual estimated cost attributed to the performance of this function

Cost Category	Cost (TT\$)
Staffing	App. \$250,000.00 p/a
Physical Resources (equipment etc.)	App. \$150,000.00 p/a
Consumables	np

4 Annual estimate of revenue collected due to the performance of this function

- Approximately TT\$35,000,000.00 from all sources.

5. Procedure used in the performance of this function

- Formulation of Lease documentation after terms agreed.
- Vetting draft lease prepared by attorneys.
- Monitoring breaches and taking corrective action.
- Valuation - capital and rental bases.
- Service of rent review notices and defending on appeal with appellant or independent expert.
- Networking with other consultants - Land Surveyors, Attorneys, Valuation Surveyors etc.

6. Data required in the performance of this function

Data Required	Sources of Data	Cost of data acquisition	Problem Associated with the Data
Evidence of values	<ul style="list-style-type: none"> ▪ Networking Analysis of the market using in-house resources 	TT\$5000/ TT\$6000	Sometimes difficult to verify accuracy. Difficult to locate comparables based on limited information provided
	<ul style="list-style-type: none"> ▪ Access to external data bases 		Not fully in place. To be fully operational early 2000.

7. **Annual Frequency at which this function performed**
 - On-going
8. **Main clients who benefit directly from this function**
 - Tourism and Industrial Development Company of T&T Ltd. (TIDCO).
9. **Initiation of the function**
 - Directives from TIDCO
 - Request from clients
10. **Time required to perform a particular task**
 - Varies - depends on nature and complexity of task.

Annex IIb: Resource Management

Function: **PROPERTY DEVELOPMENT**

1. Staff Requirements

Staff Category	Salary Range	Minimum Qualification Required	Skill Type Required	Min. Years of Experience	Number of Staff Required	Number of Staff Available
Manager	np	First Degree/ Building Surveyor/ Civil Eng.	Project Manager	5	1	1
Supervisor	np	Technical Diploma or equivalent	Bldg. Construction/ Project Management	5	1	1
Assistant	np	Diploma/ Equivalent & Experience	Draughting / Building Construction	3	1	1

2. Physical Resources Requirements

Physical Resources	Year of Acquisition
Individual PC's	1993
Project Management Software	1998
Drawing Office Supplies etc.	1993

3. Annual estimate of cost attributed to the performance of this function

Cost Category	Cost (TT\$)
Staffing	App. \$300,000.00 p/a
Physical Resources (equipment etc.)	App. \$200,000.00 p/a
Consumables	

4. Annual estimate of revenue collected due to the performance of this function

Difficult to estimate - All functions contribute to the total revenue from property managed. However, additional revenue from capital projects average \$500,000.00 per annum. Estimate of income for 99/2000 is \$750,000.00 as a result of an increase in the number of new projects.

5. Procedure used in the performance of this function

- Analyses of state and condition of buildings and infrastructure.
- Implementation of measures aimed at addressing defects through maintenance schedules, etc.
- Initiating tender procedures including evaluation and recommendations.
- Preparation of development briefs, ad hoc and emergency repairs and maintenance, etc.

6. Data required in the performance of this function

Data Required	Sources of Data	Cost of data acquisition	Problem Associated with the Data
History of buildings and infrastructure together with costs	On file	np	Often inadequate
Information on consultants and contractors	Networking with other professionals. Provided in profiles submitted	np	Often subjective.

7. Annual Frequency at which this function performed

Repair and maintenance items are on going - other - depends on number of development briefs in hand.

8. Main clients who benefit directly from this function

- Tourism and Industrial Development Company of T&T Ltd. (TIDCO).
- Other clients who utilize our services.

9. Initiation of the function

- TIDCO Properties - In accordance with a Management Contract.
- Other - Depends on track record and reputation. PIDCOTT is a relatively new company.

10. Time required to perform a particular task

- Varies - depends on the nature and complexity of task.

Annex IIc: Resource Management

Function No. **PURCHASE AND SALE OF PROPERTY**

1. Staff Requirements

Staff Category	Salary Range	Minimum Qualification Required	Skill Type Required	Minimum Years of Experience	Number of Staff Required	Number of Staff Available
▪ Manager	np	First Degree	Estate Management	5	1	1
▪ Supervisor		Degree/Dip.	Estate Management & other land based training & experience	5	1	-
▪ Assistant		Diploma/		2	1	1
▪ Building Surveyor		Other				

2. Other personnel required to perform this function

Physical Resources	Year of Acquisition
<ul style="list-style-type: none"> ▪ Personnel to carry out data relating to specifics of property viz referencing, state and condition of services, general condition of buildings and infrastructure etc., ▪ Obtaining data from analysis of market rentals, comparables derived from the purchase prices, etc. 	On-going

3. Annual estimate of cost attributed to the performance of this function

Cost Category	Cost (TT\$)
Staffing	App. \$250,000.00
Physical Resources (equipment etc.)	App. \$150,000.00
Consumables	

4. Annual estimate of revenue collected due to the performance of this function

Purchase and sale carry agreed charges based on a percentage of the consideration paid for the interest conveyed. Averages \$350,000.00 per annum.

5. Procedure used in the performance of this function

- Market Analysis
- Referencing of property to be valued for acquisition or sale
- Negotiation

6. Data required in the performance of this function

Data Required	Sources of Data	Cost of data acquisition	Problem Associated with the Data
Sales evidence	Valuation Division	To be shared	Information or deeds not always accurate.
	PROVAL AREA	App. TT\$5,000/ \$6,000 per user	Information can be outdated
			Difficult to locate comparables based on limited information provided

7. Annual frequency at which this function is performed

As required.

8. Main clients who benefit directly from this function

- Tourism and Industrial Development Company of T & T Ltd. (TIDCO).
- On other clients who seek our services e.g. C.D.A.

9. Initiation of the function

- Needs assessment from parent company (TIDCO) in collaboration with PIDCOTT.
- Recommendations from other professionals.

10. Time required to perform a particular task

- Varies with size and complexity of property/interest to be valued.

Basic Indicators of State Land Management

Agency Name: **PIDCOTT**

	Indicator	Quantity	Comments
1	Total Area Managed (acres)	916 Acres	Land = industrial estates plus resort lands; Buildings = 660,215 square feet
2	Total Land Mgt. Budget (\$/year)	\$2.0M	Administrative costs
4	Number of leases issued	Approx.475	
6	Number of leases prepared and sent to Commissioner	Not Applicable	
9	Rental rate charged—industrial: (specify method of calculation)		Land site rates vary according to location and based on % of capital value of land. Factory shells rates are based on open market rental values and vary with the type of package offered
10	Rental rate charged—other classification (specify)—(specify method of calculation)		For commercial and retail spaces the rates are based on market rental values
12	Total Revenue collected, last available year (gross) \$		In excess of budgeted figure
13	Total Revenue which should have been collected in that year	\$33.0M	
14	Months required for lease renewal (comment on procedures typically involved)	3-6 months	1) Tenant exercises option to renew 2) Valuation done for several options 3) Offer made 4) Acceptance and payment 5) Lease prepared 6) Lease executed and registered by attorney.
15	Months required for lease assignment (comments)	Minimum time frame	once there are no breaches, consent is granted in a matter of days.
16	Months required for issuance of new lease (comments)		Depends on turnaround time for approval of survey plans by Director of Surveys.
17	Months required to complete a sale (comments)		Freehold interest not sold. Leases on 99-year basis available. Time frame depends on length of negotiations, usually less than four months.
18	Months required to complete land acquisition (comments)		For lands vested by the State the process is usually drawn out. The company can acquire lands on the open market in which case the normal time frame for these types of transactions would apply.

19	<i>Number of households squatting on land—1999 or last available year</i>	Not Available	There are some squatters located at Valencia, Plaisance Park, Beetham and Sea Lots industrial estates.
20	<i>Acres occupied by squatters</i>	Not Available	
21	<i>Number of squatter households fully regularized since 1990</i>	Not Applicable	We do not regularise since our lands are zoned for industrial/resort/commercial uses. However where there are large number of squatters, will hand over to the National Housing Authority.
22	<i>Acres of squatter households fully regularized since 1990</i>	Not Applicable	See above.
23	<i>Number of squatter households in process of regularization</i>	Not Applicable	See above.
24	<i>Acres of squatter in process of regularization</i>	Not Applicable	See above.

1. Are maps/plans available for all lands managed by agency?

Scales: Varies

Comments: Individual plans attached to leases. Subdivision plans filed.

Formats: Paper

Comments:

When last updated? As required

Procedures for updating: Commission survey

2. What authority is vested in the agency for control over the land? **Through ownership of freehold tenure on landed properties.**
3. Does agency have access to land capability for establishing desired use? **YES**
From whom? **Own staff**
Evaluation of use and usefulness of this information. **Very useful**
4. What are the procedures of the agency for protecting the land resource base to assure sustainable use by future generations? **All agency land are zoned for industrial and tourism activities with the highest best use concept**
5. Does agency have capability for assessing the value of land? **YES**
6. Does agency have capacity for drawing up leases and other use and possession agreements, licenses, grants, sales, and acquisitions of land? **YES**
7. Does the agency have the capacity to detect **encroachment** onto its lands? **YES**
8. What procedures are used to inhibit **encroachments** and to evict encroachers? **Through regular site visit**
9. What procedures are used to regularize “squatters”, including time and costs? **Not applicable**