



LAND TENURE CENTER
University of Wisconsin - Madison

Consultancy Services to
The Government of the
Republic of Trinidad & Tobago

LAND USE POLICY AND ADMINISTRATION PROJECT (LUPAP)

FINAL REPORT

CARONI (1975), LTD.: **Land Management Functions: Focus on Tenancy** **Management, Squatter Regularization and Sales**

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1. Overview

Viewing Caroni (1975) Ltd. (hereafter, “Caroni” or “the company”) as an example of state land management is enlightening for the way in which the company illustrates the multiple objectives for which state land is managed (for financial gain, for social well-being through the provision of land for production and for housing, for environmental protection), and for the ways in which competing tendencies among the objectives complicate the land management function. Caroni is a private company of which the state is the majority shareholder. The company has been, and continues to be, a high-profile example of the competing demands placed on state-owned industries. These demands may come into conflict with each other. Caroni is not different from other state firms in this respect, except that it is relatively large by Trintobagian standards. As a private, state-owned corporation Caroni demonstrates the many of the advantages of autonomous control of land management and considerable efficiency in routine matters, but, on the other hand, the difficulty of harmonizing that land management effort with complex and sometimes competing sets of interests and pressures within the state sector.

Caroni appears to have decided to manage its lands chiefly from the standpoint of a corporate logic of revenue maximization and cost minimization, with the leasing of much of its cane lands to workers, sale of lands which are not useful to its core business, and diversification and increase of economic return on the retained properties. Caroni has detailed plans, a policy, appropriate information management technology and a capable staff to execute their activities. Several issues of economics, law, policy and unresolved trade-offs between equity and efficiency are interfering with Caroni’s ability to implement its plans to the satisfaction of all stakeholders, however: 1) Caroni has been consistently losing money in the 1990s (requiring direct subsidies from the state budget to cover deficits) and is currently being restructured through the planned divestiture of three Strategic Business Units and change in its remaining core business; 2) Caroni cannot manage its agricultural tenancies through flexible, short-term leases--its preferred modality--because of the provisions of the Agricultural Small Holders Tenancy Act (ASHTA) and the Security of Tenure Act and the political and social influence of the cane workers. New leases are therefore not being issued, thwarting the desires of workers to gain access to leased land. 3) It is difficult for the company to sell land, either its residential tenancies or its squatter settlements because of legal issues and because of rent controls. 4) The scope for action for Caroni in terms of both sales of land for non-agricultural purposes and squatter regularization runs into difficult questions of the latitude and limitations of the authority vested in Caroni to dispose of land vis-à-vis other state authorities. These limitations remain untested legally and potentially problematic. Caroni’s land management functions therefore both illustrate the many of the administrative benefits of autonomous, focused control, but also prove that simple technical efficiency is insufficient for thoroughly effective state land management: constant political and legal adjustments are an intrinsic aspect of state land management and must be dealt with continuously.

In order to carry out this analysis of Caroni (1975), Ltd., the following methodology was used: (1) interviews with personnel directly involved in the organization's land management and distribution process; (2) review of several documents detailing Caroni's land management policies and plans; (3) interviews with personnel indirectly involved or affected by Caroni's land management functions and plans.

In the 1930s, there were nine sugar companies operating in Trinidad, of which Caroni was one. In 1968, the GOTT acquired the sugar-producing interests of Trinidad Sugar Estates at Orange Grove. The government became involved in Caroni in 1970 when it acquired 51 percent of the holdings of Tate and Lyle. In 1975, the government acquired the remaining 49 percent of the holding and, hence, the name, Caroni (1975) Ltd.

The company is now a private limited liability company with GOTT holding all the issued share capital. The company is run by a board of directors, which consists of representatives from the trade unions, the cane farmers, and the private and public sectors. The company owns and controls some 77,498 acres of land, making it the largest single landholder in Trinidad and Tobago.

The interaction of endogenous (chiefly management) and exogenous factors (world cane price fluctuations, protected US markets, etc.) over the years precipitated a deteriorating performance of the company and has resulted in a operating losses which have been offset by infusions from the state budget..

During the 1990s the mandate of the shareholder (the government) to improve Caroni's performance became to reduce Caroni's involvement in the direct cultivation of sugarcane. To achieve this, Caroni proposed to shift the ratio of total cane production away from the company and toward the individual cane farmers. Ancillary to this program was to be a distribution of Caroni's lands to the workers who were to be retrenched as part of the restructuring exercise. These lands were be used for producing a diversified range of food crops for both domestic and export markets. This plan of action was never implemented. As of February 1999, Cabinet took a decision to phase in a plan of divestment of some of Caroni's corporate assets. Based on this decision and with the assistance of management consultancy Ernst and Young, the company has been reorganized in Strategic Business Units (SBU's). As of September 1999, three of these units were being offered to private investors to acquire a 49% share. These units are the distillery, the rice project and the citrus project.

Initiatives to move forward with a program of leasing out additional company lands have been delayed, in the first place because Caroni has not wished to moved ahead with the leasing under the terms currently mandated by the Agricultural Small Holdings Tenure Act (ASHTA). Caroni has lobbied for changes to this act, and the Ministry of Agriculture, Land and Marine Resources (MALMR) has drafted a revised version of the Act, in part to address the concerns raised by Caroni, but this effort has basically stopped until the divestment activity is completed. In the second place, opinions in MALMR have been expressed which wish to see the lands currently leased out by Caroni brought back to direct state land management through standard agricultural leases. Likewise the Ministry of Housing and

Settlements Land Settlement Agency has expressed a desire to transfer lands currently occupied by squatters on Caroni's land back to direct state ownership, so that the squatters can be regularized through the LSA procedures that are currently being implemented nationwide. Caroni agrees with this plan on areas where its own squatter regularization program has yet to work. Where its own program is underway, however, Caroni wishes to receive complete payment from settlers for land and infrastructure. Payments received to date have been negligible. Therefore, Caroni's overall land policy is in a transitional state, which reflects the uncertain future of the company as a whole.

Because of the strategic location of the land resources of the company, decisions about the disposition and use of Caroni's land will have significant economic and social impact on the agricultural sector of the economy and create important precedents in the management of "decentralized" state lands, that is, lands of state-owned companies

2. CURRENT LAND MANAGEMENT ISSUES OF THE COMPANY

The existing draft of a land use plan was developed in September 1989 and modified in 1991¹. In 1992 a Tripartite Commission of UWI, the Caroni board and the Cane Farmers Association recommended that Caroni move from its ratio of own agricultural lands/leased agricultural land of 60/40 to a ratio of 20/80. This has not been feasible under the constraints imposed by ASHTA, however. The ratio of own lands to leased lands is about the same in 2000 as it was in 1992. It is fair to say that the policy, whose defining feature is the leasing of cane land to private farmers, has not been implemented, essentially because the provisions of ASHTA are viewed by Caroni as encumbering the land for too long a period (25 year lease, 25 year optional renewal). Divestment represents an additional alteration in policy. Further developments now hinge on the outcome of the divestment plans and the changes in company performance associated with divestment. It is clear, however, that Caroni will diversify its land usage increasingly into non-agricultural developments through long-term leases for industrial and commercial activity and through sales of property.

2.1. Quantity and Use of Lands.

Caroni operates a total of 77,498 acres in the following tenurial categories: 1) Freehold: 70,328 acres; 2) Leasehold: 3,374 acres; 3) Power of attorney: 3,796 acres.

Table 1 shows the broad categories of land use on Caroni's land in 1991 and in 2000.

Table 1. Caroni (1975) Ltd. Land Use in 1991 and 2000.

Activity	Acreage 1992	Acreage 2000
Crops:		
Sugarcane	13,291	27, 813
Rice	11,273	2,988

¹ "Land Policy: Management and Utilization For Caroni (1975) Ltd." Prepared by Lloyd B. Rankine, July, 1991.

Permanent crops (citrus and teak)	4,065	4,175
Other crops/uncultivated	8,922	10,564
Livestock:		
Pasture	7,702	3,171
Aquaculture	410	NA
Built-up Company Uses (Dwellings, Factory)	746	799
Tenanted House Lots	723	909
Tenanted Cane Farmers	11,854	11,861
Proposed Land for Cane Farmers	8,025	NA
Agricultural Squatters	NA	4,222
Residential Squatters	NA	601
Other long-term lease	442	4,506
Others (roads, watercourses, unsuitable for ag, rented for other purpose)	10,743	5,880
TOTAL	79,353	77,489
NA=Not Available		

Source: Land Policy: Management and Utilization For Caroni (1975) Ltd.” Prepared by Lloyd B. Rankine, July, 1991 and interviews with Land Section personnel, February, 2000.

2.2. Agricultural Tenancies

The land section controls all agricultural and residential tenancies. The Agricultural Smallholders Tenancy Act (ASHTA), specifically Chapter 53(59) dictates that leased areas from 1-50 acres must be given the option of receiving 25 year lease, with a 25 year renewal offered to the tenant at the end of the first 25 year period. From a landlord’s perspective, this ties up land assets for 50 years, limiting management flexibility. From a tenant’s perspective the Act offers long-term security and increases the incentives to invest and care for the land. An amendment to the ASHTA is in front of parliament, which would make ASHTA more flexible for landlords. It is unclear, as of this writing however, if this amendment has a good chance of passing.

As of July 1991, Caroni had rented 11,850 acres to 4,300 tenant cane farmers. There are currently 11,861 acres in agricultural tenancy held by 5,500 private cane farmers. While the largest size holdings are around 30 hectares, the average size is 2.16 acres. Each agricultural tenancy lease document is based on the provisions of the Agricultural Small Holdings Tenure Act of 1961 (ASHTA), carries an attached sketch map of the parcel(s), and is stored in a file folder with its number. These leased holdings are scattered among the company holdings. The tenancies were chiefly inherited by Caroni from the precursor sugar estates in the area. Land rents of \$70.00 are deducted from the guaranteed price paid by Caroni for cane sold by the tenant farmers. Under the terms and conditions of these leases, the tenants must cultivate four-fifths of their holdings in sugarcane.

Also as of July 1991, there were 870 new applications for agricultural lands. By February of 2000, these applications remained pending, as new agricultural leases under the terms of ASHTA are not being made by the company.

Most of the older leases were simply verbal agreements. Caroni has regularized the verbal agreements into regular leases and attend matters such as boundary disputes, rent collection and transfers. Caroni has its own tenancy management system. This consists of a set of administrative functions, a paper record of each tenancy and a computerized database of basic data on each tenancy. The computerized database is operated by the company's Information Systems Department, based on inputs made to the system by the Land Section. Current plans call for networking the Land Section office with the Information Systems Department.

The main agricultural lease transactions which are managed by Caroni are:

1. Transfer, i.e., a new name on the lease.
2. Application for joint tenancy
3. Transfer of one parcel out of several to another lessee.

According to their personnel, the company's Land Section processes approximately 100 lease modifications per week (both agricultural and residential) with a staff of 3 in addition to the director.

Problems with lease disputes which cannot be resolved through discussion are referred to the Land Tribunals set up under ASHTA. There are three tribunals. One in the North, one in the South and one in Port of Spain. Members of the tribunal are appointed by the President for 2 year terms. The tribunal acts like a court of law. Attorneys for both parties present their case before a magistrate who is also the chairman of the tribunal. Members of the tribunal assist the magistrate, acting as a type of "jury" and often make site visits to inspect the source of the dispute and gather additional information.

The rental rate of \$70/acre/annum is based on 4% of the value of \$1750/acre sale price. This valuation is apparently based on the land valuations assessed on lands before they became part of Caroni's holdings. They are clearly out of date and are considerably below the \$5,000/acre valuation for comparable parcels in private hands. Caroni pays land tax on all its holdings.

Rent on agricultural leases is collected either as part of cane receipts if a cane contract exists with the tenant, or in cash if the tenant does not have a cane contract, payable once per year.

Agricultural tenancies are scattered throughout the Caroni landholdings. Caroni holdings are divided into 12 main sections. Each Section has an office. Tenants pay rental fees at the Section Office. Applications for transfer are taken at the Section Office and transmitted to the Lands Section at Brechin Castle. One clerk in the Lands Section main office manages the receipt of all transfer requests.

The Land Section estimates its costs at \$18/acre/year for administration/management of all leased lands (agricultural and residential). In addition to the office staff a field team is

employed. The field team consists of one supervisor (\$4,600/month), one surveyor (\$4,400/month), one field staff person (\$3,600/month), and two polemen (\$2,800/month).

The company has leased out one large holding (296 acres) to the National Rice growers co-operative on a year-to-year basis, with rents established at a market-based rate. The company has also given a license for the Princes Town Co-operative to utilize a small area of its land (10 acres), which has been allocated to co-operative members for vegetable gardening on one-acre lots.

Caroni has also leased 80 acres to an industrial development company for the construction of a power plant and 11 acres to a religious organization.

As part of the Phased Private Sector Participation Programme for Caroni (1975) Ltd., the company is due to lease some substantial landholdings to joint venture companies (initially the Distillery, Rice and Sugar Strategic Business Units).

2.3. House lot tenancies.

Caroni has approximately 4,700 household tenants occupying 909 acres of total area. The standard household plot is 5000 square feet, or about 0.125 acres. All of the house lot tenancies fall under the “Security of Tenure Act” (1981), which gives the tenant the right to purchase from the landlord at not more than 50% of open market value. It further stipulates that from 1981 all residential tenants are to be given 30-year leases. Caroni has not enforced this stipulation and instead offers residential tenants a renewable one-year lease. In a few cases, tenants have challenged this practice and have been issued 30-year leases. The standard rental rate for Caroni house lot tenancies is \$5/year/lot. In many places where these rates are in place, the open market rental rate would be approximately \$25/square foot.

There is a rental tribunal for dispute resolution about house lot issues, but it is not regarded as an active institution. Most quarrels about residential tenancies are taken to local politicians. If these individuals do not resolve the problem, the Ombudsman is involved to mediate the dispute. Disputes are not uncommon and most frequently involve boundary questions. Many of these are resolved by measurements of the field team.

From 1983-1985 the Valuation division appraised all of the Caroni house lots. Caroni then wrote to each tenant offering to sell them the house lot at 50% of the appraised value. Very few accepted the offer, essentially because it makes little economic sense to them to pay for rights which are currently granted almost for free. The 1992 Tripartite Commission report took note of the scarcity of sales and reiterated the company’s policy to sell these lands. However, few sales have taken place since 1992 as the rental rates have not changed. Seventy-one residential lot sales have been completed and approximately 150-160 more are in process.

In spite of their relative paucity, sales require administrative effort by the Lands Section. It has a Land Sales Department consisting of 3 staff: one clerk, one legal clerk and one assistant. As with rental tenancies a computerized database of all actions leading up to a sale is maintained by the computing section of the company. A checklist in the inside jacket of each sales file reminds the clerks of which data has been submitted to the computer section for database storage. This information is submitted on standardized paper forms which are customized to fit the fields required in the database.

The land sale process and the accompanying file consist of nine steps:

1. A tenancy agreement exists.
2. A letter of interest in purchasing the lot is received by Caroni Lands Section from the tenant.
3. A cadastral survey of the plot is performed by a private surveyor under contract (the cost is wrapped into the final purchase price).
4. Caroni writes the Valuation Division of the Ministry of Planning to request the valuation of the lot.
5. The valuation is received.
6. An invitation to purchase is issued to the interested tenant from Caroni
7. If the invitation is accepted, an agreement to purchase is created and a purchase contract drawn up. A 10% initial, non-refundable deposit is made by the purchaser at the time the contract is signed. All oil and gas rights are retained by Caroni in the purchase contract.
8. Payment is made in full within a stipulated time period from the signing of the purchase contract, or a payment plan is carried out. Most purchasers pay the full balance within approximately three months of entering into the purchase contract. The relatively few purchasers often wish to use the properties as loan collateral and therefore are motivated to complete full-payment quickly.
9. Once full payment is received by Caroni, deeds are drawn up transferring the property in freehold to the purchaser and registered. The deeds are drawn up by private attorneys chosen by the purchaser or by attorneys selected by Caroni in Port of Spain. If the purchaser is under eighteen years of age, an additional name of an adult must be added to the deed. All of the conveyancing costs are borne by the purchaser and included into the final purchase price.

This entire process takes approximately six months, depending on the specifics of each case.

2.4. Sale of land to State agencies/ compulsory acquisition.

In recent year Caroni has sold some of its land holdings back to the State or to Statutory authorities, in particular the National Housing authority (NHA). The following areas have been sold to the NHA for development of residential areas since 1995:

600 acres San Fernando

22 acres at Real Spring
85 acres at Buen Intento (conveyed to Sugar Industry Labor Welfare Committee)
87 acres at Harmony Hall
432 acres at Couva

Land has also been sold to PLIPDECO (150 acres), to the West Indies Cricket Board of Control (17 acres) and to the State for development/expansion of schools, cemeteries, markets and recreation grounds. The State has also compulsorily acquired some areas of Caroni's land for road and pipeline construction.

2.5 Sales and Leasing of Commercial Real Estate.

Caroni has sold small areas of its landholdings to private organizations and individuals, including a number of religious organizations. These sales are conducted at market prices, based on valuations by the Commissioner of Valuations.

2.6. Spontaneous Settlement Program (SSP)—Squatter Regularization.

This unit was created in 1991 to regularize the tenure status of all residential squatters on company land. A cut-off date of August, 1991 was established for regularization. Squatters in residence prior to that date may receive freehold title. Squatters in residence after that date are subject to removal and the demolition of any structures they have built.

The basic steps taken in the program are listed below, although as will be discussed, the payment for the land has been completed according to this schema in a very limited number of cases:

1. Identify squatters sites.
2. Call a community meeting and attempt to organize a Community Based Organization (CBO), usually consisting of 40-50 households which will be the body to interact with the company. Hold additional meetings with the CBO to explain the Spontaneous Settlement Program and determine infrastructure needs in the settlement.
3. Post aerial photography of the community as a "Data Map"
4. Perform a social survey of the community. This eight-page survey focuses on income and family composition.
5. Issue a letter of commitment to regularize the tenure of the community. This letter is similar to the LSA's Certificate of Comfort in that it establishes a commitment not to evict the residents.
6. Establish rates to sell the land to the residents through the CBO. The usual rate is \$3.25/square foot inclusive of all legal administrative and survey fees for plots with dwelling units at time of regularization, \$4.25/square foot for plots claimed, but without a permanent dwelling and \$5.00/square foot for unclaimed, vacant plots. The CBO is asked to assist engineers in siting roads and other services. Caroni commits to provide, as part of the cost of regularization, minimal standards of infrastructure—hard surface roads and community water supply. Caroni estimates its

total costs are \$2.50/square foot and it receives \$0.75/square foot return on the land itself.

The program is ongoing and has worked in 32 sites to date, with 439.45 acres of Caroni land earmarked for regularization. While 2,000 squatter households occupying 413.51 acres have been regularized to some extent, and made some contribution toward paying for the land they occupy, only 11.06 acres have been fully transferred to occupiers in freehold.

The SSP staff consists of three field officers and two administrative clerks.

Caroni has not been able to persuade most occupiers to pay for their plots of land. As the State Land (Regularisation of Tenure) Act 1998 gives occupiers of land owned by State enterprises a degree of security of tenure, through the issuance of Certificates of Comfort, it may become even more difficult to collect the outstanding fees. It is expected that the company may write-off these debts.

An article in the Express on January 21, 2000 indicates that the Caroni lands occupied by squatters will be transferred to the State and then Certificates of Comfort will be issued.² Caroni personnel stress, however, that there is currently a misconception that Caroni lands fall under the State Lands (Regularisation of Tenure) Act 25/98. Caroni officials indicate that they are negotiating with LSA to sell it the areas occupied by squatters in which no regularization efforts have begun to date.

The fact that the LSA's squatter regularization program is now offering different certificates and a different deadline, and proposing a transfer of ownership of squatter lands from Caroni to the State, all in apparent contradiction to the program put in place by Caroni, highlights the difficulty of reconciling multiple State agendas in land management. It is apparent that the promise of recognition and regularization under the Regularisation of Tenure Act changes the expectations of squatters and makes it much harder for Caroni to collect fees from its own regularization program.

2.7. Estate Management Unit.

Meanwhile, Caroni's Land Section is in the process of recreating itself as an Estate Management Unit. This expanded unit would include greater commercial property development capability and focus more on the development of Caroni lands for industrial sites, high-income residential and recreational development, office parks, shopping centers and other commercial endeavors. This plan makes much sense from the company's viewpoint as it pursues a diversification strategy and seeks to maximize the

² "Now Caroni, Petrotrin Squatters to Register" by Earl Manmohan.

"Squatters who have been occupying lands owned by Petrotrin and Caroni (1975) Ltd. before January 1, 1998 can now apply for regularisation of their status. But it will take them some time to get the official papers from the authorities. Land Settlement Agency (LSA) chairman Dr. Allen Samy said at the weekend such applicants under the State Land Regularisation of Tenure Act of 1998 will have to wait longer to receive their Certificates of Comfort, because the lands they occupy will have to be first transferred to the State)."

returns from its assets—land being a very valuable one. It also raises the issue, however, of the boundaries of Caroni’s authority to dispose of lands as it chooses. The State’s vesting of land in Caroni may imply a mission to utilize land along guidelines developed by the State. The flexibility granted to Caroni to use and dispose of its lands in different ways as time passes, is not totally clear at this moment. Similarly, the interface and hierarchy between Caroni and regional and local planning authorities is not totally clear.

2.8. Leasing of lands to the oil companies.

Caroni has already leased some 9,000 acres of land to the oil companies, TRINTOC and TRINTOPEC. The oil and mineral rights will be kept by Caroni. If oil is found on any of these lands, Caroni will earn royalties in accordance with the royalty structure paid by these companies. Any tenants on these lands will be paid compensation for their crops by the oil company and will be relocated by Caroni.

2.9. ASRP Conditionality.

Conditionality 4.03 (g-i.) of Agricultural Sector Reform Programme states that the Government should transfer at least 2,000 acres of Caroni Ltd. land to private farmers. Some progress has been made with regard to divesting lands, as the above discussion demonstrates. In order to argue that this comprises substantial compliance, however, the Government will have to demonstrate that the divestments that are in progress are in keeping with a wider transformation programme.

Completed Transfers	Acres 1995-2000
Squatter regularization completed	11
Sale of land to existing tenants	--
Sale of land to the State	1,226
Sale of land to private sector organizations and individuals	--
Leasing of land to co-operative, companies, etc	392
Transfers in Progress	
Squatter regularization in progress	413
Sales in progress	--
Propose leasing of land to SBU’s	--
TOTAL	2,042

While Caroni has disposed of more land assets than the 2,000 acres mention in ASRP conditionality, the majority of these lands have not been transferred to private sector farmers, as stipulated in the ASRP loan contract. The leasing of 280 acres of land to the Rice Growers Co-operative Society Ltd. is the only transfer that unequivocally meets the ASRP conditionality. Nevertheless, the other transfers could be used as evidence that the company is rationalizing its land assets. The regularization of residential squatters and the sale of residential lots to tenants, in particular, closely match the intent of the reform program. The leasing of land to the proposed Rice and Citrus SBU’s appears to fulfill the

letter of the conditionality, though in this case the “private farmer” would be a medium-large agribusiness concern.

2.10. Budget and Expenditures.

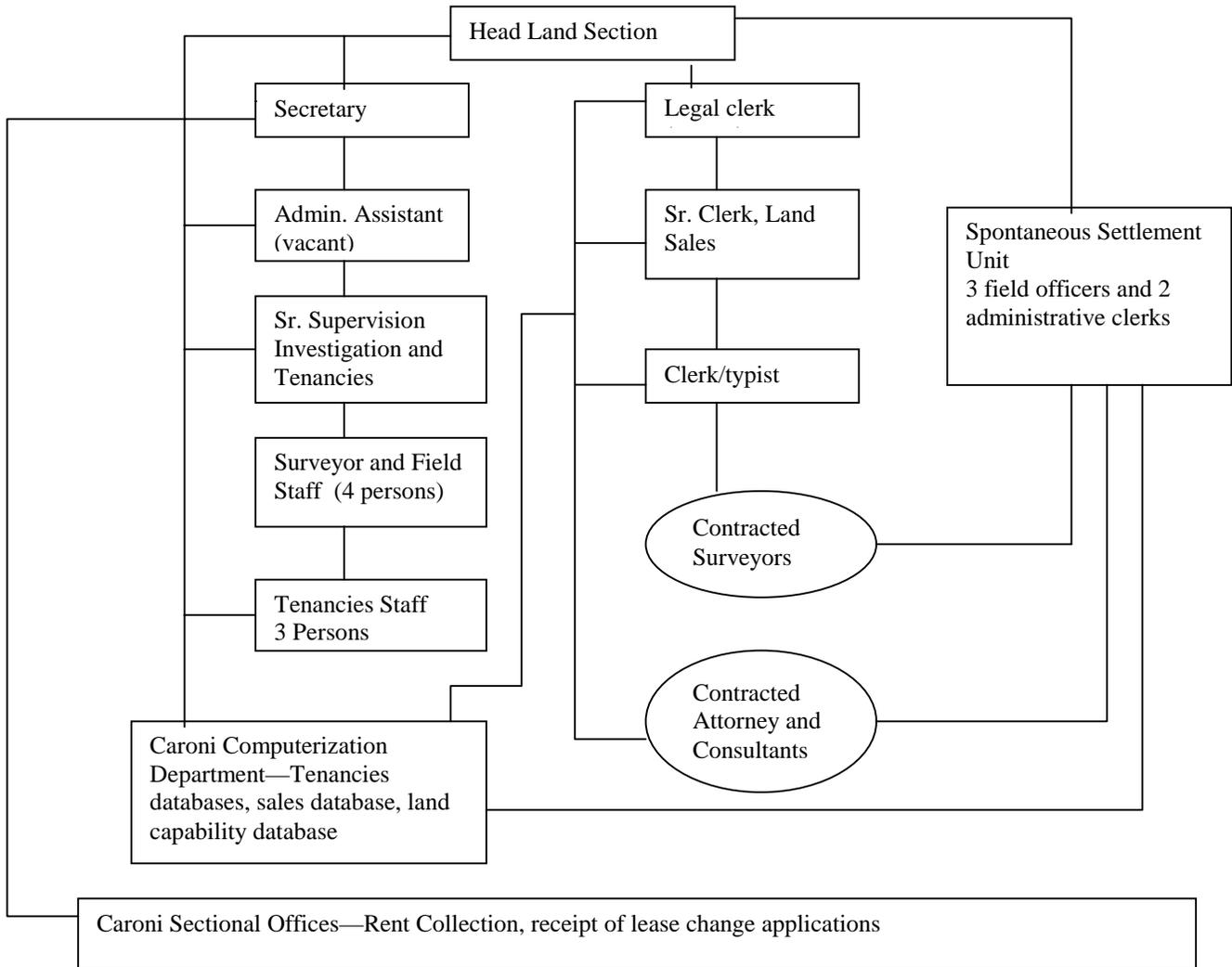
The Land Section annual budget is \$TT6.8 million. Of this amount, \$1.6 million are land taxes, and \$2.6 million are water fees. The remaining 2.6 million are for salaries and operating expenses. About \$1.3 million are paid in salaries and \$1.3 million are paid in operating expenses, the largest component of which are fees to private surveyors.

2.11. Reporting and Audit.

The Land Section compiles an annual report of completed sales, revenues collected and an inventory of all lands (from the computerized database) at the end of every year. This report, called the Annual Land Certificate, is sent to government auditors as part of the routine state corporation audit. This report is also sent to the State Statistical Committee. The Land Section reports directly to the CEO of Caroni, and through the CEO to the Board of Directors. It also reports to the Lands and Projects Committee which is a committee reporting to the board of directors.

2.12. Organizational Schematic.

All lines represent information flows in both directions. Ovals represent outsourced services.



Basic Indicators of State Land Management

Agency Name: Caroni (1975) Ltd.

	Indicator	Quantity	Comments
1	Total Area Managed Acres	77,498	
2	Total Land Mgt. Budget \$/year	\$TT2.6 million	
3	Number of leases, etc issued --agricultural	5,500	
4	Number of leases, etc issued—non agricultural	4,700	
5	Number of leases, etc, prepared and sent to Commissioner--agricultural	NA	
6	Number of leases, etc., prepared and sent to Commissioner—non agricultural	NA	
7	Rental rate charged—agricultural (specify method of calculation, e.g., \$/acre/year, percent of value, etc.)	\$70/acre/year	4% of assessed value—widely felt to be out of date
8	Rental rate charged—residential (specify method of calculation)	\$5/lot/year	Based on original rental contract—annual lease
9	Rental rate charged—industrial: (specify method of calculation)	Max \$US1.26/sq. M And \$US1.10/sq. M premium in first year	
10	Rental rate charged—other classification (specify)—(specify method of calculation)	Min: \$200/year for religious orgs.	
11	Rental rate charged—other classification (specify): (specify method of calculation)		
12	Total Revenue Collected, last available year (Gross) \$	\$TT408, 500	Agricultural only
13	Total Revenue which should have been collected in that year	--	
14	Months required for lease renewal (comment on procedures typically involved)	Automatic	
15	Months required for lease assignment (comments)	1 day	
16	Months required for issuance of new lease (comments)	3-4 months	Typical; more if unusual case
17	Months required to complete a sale (comments)	6 months	Typical; sometimes more
18	Months required to complete an acquisition (comments)	--	Not doing acquisitions
19	Number of households squatting on land—1999 or last available year	2000	
20	Acres occupied by squatters	439 acres	
21	Number of squatter households fully regularized since 1990	45	
22	Acres of squatter households fully regularized since 1990	2000	
23	Number of squatter households in process of regularization	2000	
24	Acres of squatter in process of regularization	439	

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

Scales: 1: 5000, 1: 20,000

Comments: _____

Formats: **Paper and digital in AtlasGraphics/MapEdit**

Comments:

When last updated? **Depends on use**

Procedures for updating: **Hand drawn, then digitized with AtlasGraphics/MapEdit**

25. What authority is vested in the agency, by whom, when, for control over the land? (copy of vesting document): **All powers of a private company**

26. Does agency have access to land capability for establishing desired use? From whom? Evaluation of use and usefulness of this information. **Yes, proprietary**

27. What are the procedures of the agency for protecting the land resource base to assure sustainable use by future generations? **Land capability analysis and management plan**

28. Does agency have capability for assessing the value of land? If not, from whom for what purpose? Evaluation of use and usefulness of this activity in the past. **No, typically relies on Commissioner of Valuations**

29. Does agency have capacity for drawing up leases and other use and possession agreements, licenses, grants, sales, acquisitions of land? If not, from whom? Evaluation; **Yes**

30. Does the agency have the capacity to detect encroachment onto its lands? **Yes**

31. What procedures are used to inhibit encroachments and to evict encroachers? Monitoring by Land Section Staff. **Areas not in squatter regularization program are subject to demolition and removal**

32. What procedures are used to regularize "squatters", including time and costs? **See report**