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**Tourism and Economic Development:
the Chaguaramas Region of Trinidad and Tobago
A Practicum Report**

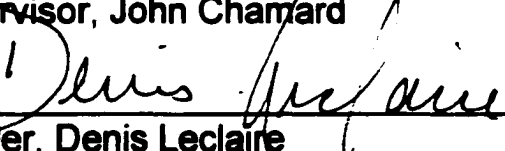
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March 31, 2001**



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Abstract

Tourism and Economic Development: the Chaguaramas Region of Trinidad and Tobago A Practicum Report

June Shinagawa
March 31, 2001

The Chaguaramas Region in northwest Trinidad encompasses a myriad of opportunities. Under the direction of the Chaguaramas Development Authority since 1971, the region anchors the national tourism development plan. With numerous marinas, an industrial estate, military facilities, hotels and restaurants, and as a designated national park, there are plenty of paths for future growth. Challenges to the nation such as budgetary constraints, traditional attitudes toward education and employment, a dual faceted labour force, and relative self-containment affect the Chaguaramas region. Despite proximity to the nation's capital, Chaguaramas maintains a cautious rate of change. The question, 'Is entrepreneurship emerging from government policies in Chaguaramas?' begets a neutral response as regional plans are implemented at sporadic intervals. In the case of small business and directed development, financial incentives are increasing the number of entrants into formal enterprise. Pockets of tourism and economic development will continue to test regional comfort levels.

INTRODUCTION

This applied project was conducted from January to April 2001 thanks to the cooperation of the Chaguaramas Development Authority, in Trinidad. This agency was chosen based on its location in the Caribbean which matched the area studies requirement, its connection to tourism and economic development which fulfilled the Enterprise and Development specialization, and the vision statement 'ensuring a pristine environment and economic vibrancy for present and future generations' on its website (www.chagdev.com). Selecting the practicum option, a volunteer placement was arranged with the Marketing and Product Development Department, under the field supervision of Marketing Manager, Mrs Pettal Baird. Following the university ethics review board restrictions which required clearance of any interviews regardless of formality, focus was instead on how government policies encourage enterprise creation in developing regions. Is entrepreneurship emerging from government policies in Chaguaramas? Information was gathered from regional and national government documents, policy papers, consultancy reports, periodicals and journals amidst the 8am to 4pm general office work days. The majority of sources came from the Chaguaramas Development Authority, Tourism and Industrial Development Company of Trinidad and Tobago, the University of the West Indies (St Augustine campus), and the Small Business Development Company. In addition, area tours and residence in the region enhanced appreciation of Chaguaramas' potential, both of its natural resources and indicators of human enterprise.

GENERAL BACKGROUND

Trinidad and Tobago is a dual island nation, located at the end of the Caribbean island chain, next to South America. Eons ago, Trinidad's land mass broke apart from South America, and thus has lush rainforests and diverse flora and fauna. Tobago is more typical of the Caribbean with white sand and clear blue water, and shares a political union with Trinidad, it's nearest neighbour. Historical control of the area shifted numerous times from the Spanish, French, English, and even Americans. Most of Trinidad and Tobago's 1.3 million people cluster in range of the capital, Port of Spain, in an east-west corridor across the top of Trinidad. The 1990 census lists "40.3 percent of the population as of South Asian origin, 39.6 percent of African origin, 18.5 percent mixed, and 1.6 percent of European, Chinese, or Arab descent".¹ A surprising 248 people per square kilometre density gives the majority of the island important reserves of environmental resources. While each region has unique geographical characteristics, the Chaguaramas region is the easiest to access, located at the western end of the main corridor. Chaguaramas covers approximately 14,500 acres. It contains a variety of marine and light industries, a call centre, golf course, nightlife, hotel accommodations, and is considered a rare ecological microcosm of all of Trinidad. Many opportunities are identified in the Millenium Doorway Development Programme: Proposal for Development Programme Estimates, 2000-2001, prepared by the Chaguaramas Development Authority

(CDA). Chaguaramas is framed in the context of national tourism and economic development. "The principal objective continues to be the preparation and promotion of the peninsula as a prime location for both domestic and foreign investment, consistent with the designation of Chaguaramas as one of the main anchors for tourism in Trinidad in the Tourism Master Plan".ⁱⁱ

The region consists of the "mainland peninsula and the offshore, from forested mountain slopes, flat expanse of the Tucker Valley, to the mangrove tidal flats, beautiful bathing beaches, and calm waters that provide safe moorings for yachts and the natural potential for deep water harbour facilities. The CDA is entrusted with the responsibility for the development, management, and maintenance of Chaguaramas for the benefit and enjoyment of the people of the Republic of Trinidad and Tobago. During the Second World War when the area was a military base occupied by American troops, the American Government laid down the basic infrastructure that still exists today".ⁱⁱⁱ Chaguaramas is now a national park.

Against the backdrop of tourism and economic development: is entrepreneurship emerging from government policies in Chaguaramas? Three factors will be analyzed: small island states, government policy, and entrepreneurship.

SMALL ISLAND STATES

Although the country is 'Trinidad and Tobago', Trinidad will be the main focus as Chaguaramas occupies its northwestern sector. Tobago, the smaller sister island, experiences more traditional small island problems, however, it is beyond the scope of this report. In Trinidad, few of the typical island state problems occur. The usual main areas of contention: a lack of economies of scale, limited resources, a narrow range of economic activities, high costs, and geographical constraints do not apply, thanks to a rich oil and gas sector that has provided economic options and diverse opportunities. For many years, the "full tourist potential of Trinidad and Tobago was not promoted. However, in the last two decades greater emphasis was placed on the tourism sector, providing new facilities, including a cruise-ship terminal in Port of Spain, and conducting more effective promotional campaigns. Nevertheless, in 1999 the industry remained significantly less developed than that of other Caribbean islands. A large proportion of stopover arrivals were either business travelers or those visiting friends and relatives".^{iv} 1995 Statistics for "Tourism and Total Export Receipts in developing, newly industrializing and oil exporting countries, for Trinidad and Tobago show that tourism was 3.5 percent of total exports".^v International tourism has the advantage of providing "considerable amounts of foreign currency to support the growth of manufacturing activities, and appropriately planned spatial expansion can ensure that the development of the two sectors is complementary. The theoretical effects of tourism on economic structure,

income distribution and welfare in a small open economy indicated that destination country welfare rises if tourism demand has the effect of increasing the prices of non-traded goods and services consumed by tourists, thereby improving the 'terms of trade', or if tourists are taxed".^{vi}

Trinidad and Tobago is built on a foundation of oil and natural gas production and export with "proven oil reserves estimated at 12 years supply at current production levels, while proven natural gas reserves have been estimated as sufficient for 55 years of output".^{vii} In January 1998, the discovery of "the largest reserves of petroleum in 25 years increased output levels".^{viii} This established oil and gas base has allowed Trinidad to choose its own pace of development, and has not forced the country into tourism as a mechanism for survival. Tourism is simply one more target area for economic development. Tourism is a "composite product, involving transport, accommodation, catering, entertainments, natural resources and other facilities and services such as shops and currency exchange. It differs from other products in that it cannot be examined prior to purchase, cannot be stored and involves an element of travel. It is useful to examine it not as an industry per se but as a collection of interrelated industries and markets located in both industrialized and developing countries".^{ix}

From the World Tourism Organization, international tourism figures show that "663 million people spent at least one night in a foreign country in 1999, up 4.1 percent over the previous year. Spending reached US\$453 billion^x – a growth rate of nearly 3 percent over 1998. These totals fall in line with the

'Tourism: 2020 Vision' predicting a tourism sector expansion of 4.1 percent a year over the next two decades, surpassing one billion international travelers by 2010 and reaching 1.6 billion by 2020".^{xi} Stay over tourist arrivals in the Caribbean grew by "over 64% in the last decade (1989-99). Travel and tourism is expected to create 93 million new jobs worldwide by 2005".^{xii} Although the tourism sector in Trinidad and Tobago makes a "relatively small contribution to the economy in comparison with other Caribbean islands, the government recognizes that it has considerable potential to generate employment as well as foreign exchange".^{xiii}

"Expenditure by visitors to Trinidad and Tobago tripled from TT\$428 million in 1995 to TT\$1.3 billion in 1999".^{xv} This average level of expenditure by tourists visiting Trinidad and Tobago is "low by Caribbean standards, due to the mix of tourists the country receives: most of the tourists visiting Trinidad and Tobago (58.6 percent in 1990) stay in private accommodation and largely consists of nationals who reside abroad".^{xv} Many had moved abroad during the world oil shocks and uncertainties. "Net earnings from tourism were a negative balance of payments item until 1996, and were equivalent to only 1.7 percent of merchandise imports in 1997. Hotels and guesthouses accounted for 1 percent of GDP in 1997".^{xvi}

National statistics from the Tourism and Industrial Development Company of Trinidad and Tobago (TIDCO) for 1995-1999 indicate a "38.1 percent increase in tourist arrivals, the highest for any Caribbean country. Visitor arrivals have been increasing 6.4 percent per annum from 259,000 in 1995 to 358,000 by

1999. The second highest growth rate was 21.5 percent in Dominica, then Grenada with 16 percent. For Trinidad and Tobago, an increase in air traffic, destination awareness and a favourable exchange rate were contributing factors. 4,236 rooms were available in 1999, compared to 2,773 rooms in 1995. Occupancy rates were 59.5 percent in 1999, although guesthouse occupancy was higher at 62.7 percent. Peak periods remain February, July and December. Cruise ship passengers pay US\$5 'head tax', contributing an expected US\$175,000 for the Government. This tax was reduced from US\$10 in 1997 which increased the number of cruise ships to Trinidad. Most cruise ships stay one day and some half a day. In 1999, there were 49,287 cruise ship passengers, a 50.2 per cent increase over 1998".^{xvii} The multiplier effect of tourism indicates that "each tourist dollar spent on the island cumulatively generates \$1.06 of value added activity to the economy of Trinidad and Tobago."^{xviii} The tourism sector "accounted for 1 percent of GDP and 1.5 percent of total employment in 1997. Tourist arrivals increased from 219,836 in 1991 to 324,293 in 1997"^{xix}, and "tourist receipts totaled USD\$104.5 million".^{xx} "Established Caribbean destinations make 25 cents from every dollar of tourism revenue while Trinidad and Tobago retains 65 cents thanks to the competitive 3.7 average inflation rate over the last five years to 1999".^{xxi} The Central Statistical Office is moving toward "tabulating its trade statistics by category of end user (importer) so that details on imports used by the Tourism Sector can be identified which would then facilitate estimation of leakages due to tourism".^{xxii}

Issues in Chaguaramas are stakeholders, users of the environment, and public image. "The relationship of participants and 'insiders' and 'outsiders' is of importance in the planning process, since decisions impact directly on the lives of those living in any community. Though local people may be able to learn from a mistake, they also live with the consequences. For outsiders, it is possible to take a more detached view; to leave a partly successful or unsuccessful project; 'put it down to experience', and try again in a different setting".^{xxiii} The situation in Chaguaramas is much simpler, with only invited tenants, the stakeholders are together on the 'outside' making decisions in the target region. This differs from a neighbouring area, for example, in Las Cuevas on the northern coast of Trinidad where an integrated resort development is experiencing opposition from the local fishing community. Developers rebut the claims being made against them and state, "fishermen and friends of the sea (FFOS) has been waging a campaign to stop the project, while offering no alternatives to the youths or for future village development. Trinidad is perhaps the only Caribbean country which has not yet tapped the richness of its natural and cultural diversities. Insularity and a lack of appreciation for the potential of the tourism industry have left us lagging behind. The developers are black entrepreneurs who had emigrated to England, and are now back to contribute to their native lands – Trinidad is their first choice."^{xxiv} Numerous points demonstrate that typical problems associated with traditional tourist resorts are being anticipated and planned for. A new sewage treatment plant would service the resort and nearby villages. Unlike typical enclaves, beach access would not be restricted and

residents would not be displaced. Yet, even with these developers who are connected locally, are small scale, and who understand local employment patterns, there is built-in opposition.

Opposition to plans in Chaguaramas concern land use designations, most noticeably with the military defence force. The national Defence Force leases sections of the old American base from the CDA. "The Defence Force currently operates ten locations on the peninsula with a combined acreage of 200 acres".^{xxv} The goal is to generate more revenue from the land than it is receiving now. Also, houses built for American servicemen near Macqueripe Beach are rented to CDA board members and other invited citizens^{xxvi} who have a vested interest in participating in land use discussions. Although there are lingering legal issues with the descendants of those relocated during the American occupation, due compensation was paid at that time and the group is not a strong force.^{xxvii}

Fishermen who fish from the Chaguaramas region have been noted to have concerns about other stakeholders, but are not opposed to development. A previous survey of the local yachting community and nearby communities showed that fishermen viewed foreign yacht owners as major contributors to the waste disposal problems in the Chaguaramas area^{xxviii}, and not themselves. Fishermen worried about the need for employment generation particularly for youths in nearby communities, and equal treatment of fishermen by the CDA, as compared with others".^{xxix}

“Even as the local tourism industry contributes TT\$1.3 billion to the economy, a national tourism campaign is not getting enough support from direct beneficiaries like hotels, guesthouses and restaurants. Enterprise Development, Foreign Affairs and Tourism Minister Mervyn Assam hoped for more private sector partners beyond major sponsors such as BWIA, American Airlines, AT&T International, Coco Reef Resort and Spa, Hilton Trinidad and Hilton Tobago, and Tobago Dive Operators. The campaign aims to ‘create and sustain tourism awareness’ in a climate which is often not acceptable to the idea of tourism. The results are testimonial ads by those in the industry, from chefs and restaurant owners to an immigration officer, a dancer and a police corporal.”^{xxx} To increase the cooperation of both direct and indirect stakeholders, awareness campaigns have been on-going. “National Tourism Week November 5-11 main objectives are: to create public awareness of the importance of tourism in T&T; to encourage greater levels of cohesion and co-operation among tourism industry stakeholders; to encourage greater participation by nationals in the industry. Activities include a tourism exhibit, a documentary series, school lectures, trivia contest, and daily TV interviews with industry partners”.^{xxxi}

The public image of both Chaguaramas and Trinidad and Tobago were boosted by events such as the 1999 Miss Universe Pageant in Chaguaramas, and the yearly pre-Lenten Carnival. For Chaguaramas specifically, infrastructure and cosmetic appearances were greatly improved in time for the pageant. Despite officially losing \$54 million, high profile coverage and exposure to the US market was gained. Donald Trump was rumoured to have spent time looking into

a potential gambling casino site on Chacachacare Island in Chaguaramas^{xxxii}. This site has been described as, "by virtue of its climate, topography and soil-type, supporting one of the most interesting and diverse ecological communities in the National Park".^{xxxiii} It is also the site of an abandoned leper settlement, unpopular with those suspicious of latent germs. "80,627,805 million people in the US"^{xxxiv} were reached by the media, and tourism website hits increased to "3,259,496 by December 1999".^{xxxv} The event was credited with "Carnival 2000 being the most highly attended; a 200 percent increase in cruise ships; and new joint venture projects in ceramics and leisure boat building industry".^{xxxvi} Carnival is a very visible cultural symbol of Trinidad and Tobago. TIDCO's Director of Tourism, Dr. Carla Noel, hopes to "properly identify every Carnival photograph and story as part of the celebration of Trinidad and Tobago to develop the concept of Carnival as a product, offered to the public for a price, then marketed to earn revenue for the country".^{xxxvii} Many lament the Carnival of their youth, before the gaudy mass produced sequined swimwear became a media favourite. Costumes used to be made at home, with more attention paid to creating a well-loved garment. These latest tactics coincide with financial realities such as the inability to host "any foreign press at Carnival 2001 due to a budget slashed to \$6.7 million, compared to \$27 million in 1997".^{xxxviii}

The Chaguaramas region is a "microcosm of Trinidad and Tobago wetlands, marine and coastal forest and other natural areas. The CDA considers the introduction of environmental policies and standards as key to its use of the

peninsula's environment as an incentive for financial investment".^{xxxix} Currently an Environmental Management Authority reports to the Ministry of Planning and Development, and "establishes and monitors compliance with environmental standards and criteria".^{xi} Trinidad and Tobago's Industrial Policy includes a particular objective to "ensure that economic development takes place in harmony with national environmental consideration".^{xi} The Environmental Management Authority issues Certificates of Environmental Clearance after an environmental impact assessment is completed, if necessary, to "recognize the need to incorporate environmental concerns in business operation and planning".^{xiii}

"An obstacle to achieving the sustainable use of environmental resources is that they are freely available, so it is necessary to attribute a social value to them, a combination of use value, option value which takes account of consumers' willingness to pay for the option of using the resources in the future, and existence value, which is consumers' willingness to pay to ensure the continued existence of the resources, irrespective of whether they will use them".^{xiii}

"Since the 1960s, resource-abundant countries have experienced significantly slower growth than resource-poor countries. There is no convincing explanation as to why resource abundance should be inherently disadvantageous. Indeed, the additional rents and foreign exchange obtained from commodity exports should permit higher levels of investment and greater capacity to import capital goods with which to accelerate economic growth. Most

resource-abundant countries traced the development trajectory summarized by the staple trap model. Commodity exports sparks contests for rents that usually fostered factional or predatory political states. Their governments espoused infant industry policies that quickly degenerated into systems for transferring rents from the politically weak resource sector into a burgeoning non-tradable sector, characterized by slow-maturing manufacturing and an over-extended state bureaucracy”.^{xiv} Trinidad has been lucky to have on-going growth in manufacturing with periodic discoveries of new oil and gas reserves.

“National parks have typically been associated with public sector ownership of the area identified for resource protection. This is changing as national fiscal crises places park funding behind basic services such as education and health, especially in developing nations. New models should include park designation of private lands within the park boundary, and innovative concessions and development agreements with the private sector, benefiting local and national businesses. This maintains park integrity, while providing revenue sources which fund ongoing park operation and, potentially, park capital investments”.^{xv} Although designated a national park, that is not the primary identity attached to Chaguaramas, as the area has no gate where entry fees and permits are required. Boaters, hikers, picnickers freely pass in and out and often disregard the official requirement to hire an official CDA guide to access certain sites. The system remains relatively unmonitored and informal, beyond the regulation of an agency with limited manpower.

Development zones are formally divided into: Ecological and Recreational Tourism; Industrial-Marine; Resort-Residential; Commercial; Light-Industrial; Forest Reserve, Agriculture and Domestic-Residential.^{xvi} The hope is to, as quickly as possible, put its property assets to commercial use to generate revenue. These “standing, wasting assets can be pressed into active service, and the tide can be turned to a more vibrant, pro-active, and commercially viable development facilitator, partner and landlord”.^{xvii}

“The lack of waste disposal facilities is a critical environmental issue currently affecting Chaguaramas National Park. Users indicated a willingness to pay fees for the use of improved recreational facilities, through an annual license fee. Scotland Bay was described as the most unregulated, overcrowded and degraded areas”^{xviii} which is unfortunate as the “value of Scotland Bay stems from the existence of diverse coastal ecosystems in close proximity to one another, with an extremely high potential for ecotourism development”.^{xix} Some areas, having been repeatedly affected by fires and other forms of human disturbance, indicate the least diversity in its ecosystems”.ⁱ Overall, barbecuing and recreational activities are popular.ⁱⁱ “Angling and swimming were engaged in, but picnicking, hiking and camping were not popular activities. Other recreational activities included water skiing and sailing”.ⁱⁱⁱ

GOVERNMENT POLICY

In general, the role of the government has been “redefined as a promoter and catalyst of trade and industrial development, while the private sector is expected to become the prime generator of economic growth and development”.^{liii} The government’s economic policies are “specifically designed to foster private sector growth and development by providing a favourable climate for investment and commercial activities”.^{liv} Historical context and statistics and ideas by the government and the CDA, highlight tourism and economic development possibilities. Three periods, 1962 to 1989, 1990 to 1995, and 1996 onwards denote the significant events of independence to structural adjustment, increased development of the non-oil sector and the first positive earnings from tourism in 1995, up to the present.

Early era 1962-1989

A 1970 report on international tourism illustrates national tourism policies for the period 1969-73. “Infrastructural development took place from 1958-1968, a Tourist Board was set up, and both Piarco International Airport and Crown Point in Tobago were developed. Investments were made in improving road access to the best beaches of Trinidad and Tobago, development of beaches and historical sites, and direct investment in a first-class hotel, the Hilton. In addition, loans for upgrading other hotels addressed chronic room shortages.

Considerable expenditure went into British West Indies Airlines (BWIA), and advertising, planning and other pre-investment work. Plans have been drawn up for intensive tourist development in South-West Tobago and the Chaguaramas peninsula. Rapid expansion of the tourist industry can help to diversify the country's structure of production. It has allocated \$4 million for capital expenditure (on the financing of hotels and promotion and publicity) to be spent over 1969-73".^{lv} Procedures were yet to be streamlined, as "prospective investors must themselves co-ordinate with all Government Agencies, such as Lands and Surveys, Ministry of Agricultural, Trinidad and Tobago Electricity Commission".^{lv} From the beginning, caution was exercised in tourism pursuits which still hold influence today. "Guiding social principles for tourism policy include: the preservation of the dignity of the local people, whatever their colour; banning of casinos which experience has shown can lead to the influx of organized crime syndicates; and the prevention of the alienation of a disproportionate amount of the country's land to foreigners".^{lvii}

"Trinidad and Tobago experienced rapid economic growth in the 1970s, fuelled by the substantial increase in international oil prices and domestic crude oil production. Output of the petroleum sector rose from 8 percent of GDP in 1970 to 39 percent in 1980. During 1982-1989, the economy contracted sharply as it adjusted to reduced domestic oil production and the decline in the price of oil in the early 1980s. Nominal GNP per capita fell by more than one half, from USD\$7,226 to USD\$3,246. Beginning in the early 1980s, Government initiated a number of reform measures which included a 33 percent devaluation of the

Trinidad and Tobago dollar in 1985; further devaluation of 15 percent in 1988; personal and corporate income tax reductions; implementation of 15 percent Value Added Tax (VAT); tighter control of public expenditures; strengthening the Public Sector Investment Programme (PSIP); divestment of state enterprises; increases in public utilities tariffs; rescheduling external debt; relaxation of exchange control measures and trade regime liberalization; improving private sector incentives; strengthening social sector policies and programmes. The adjustment programme was supported by two Stand-by Arrangements with the International Monetary Fund in 1989 and 1990, and by a Structural Adjustment Loan with the World Bank in 1990".^{lviii}

During the 1980s lost decade of development, developing economies experienced a "collective decline in output and continued deterioration in the terms of trade of their traditional export commodities. Changes in the global environment unraveled the previous consensus that developing countries be afforded special status, to a growing insistence on reciprocity".^{lix} The government sought to "expand and transform the economy. The number of state corporations increased, establishing the dominance of the government beyond previous areas for control. The size of the public service also increased by more than one-third in less than eight years".^{lx} "The number of posts expanded through a new apprenticeship scheme for unemployed high school graduates, a system of almost permanent employment".^{lxi} Industries could afford to "utilize labour intensive techniques with the ready supply of monetised oil revenues supporting its inefficiency".^{lxii}

“The governments of three Caribbean countries [Trinidad and Tobago, Barbados, and St. Lucia], which have had a similar pattern of development in the post-independence period tried to diversify the economy to become less vulnerable in the primary export sector, and in the few industries that have contributed to foreign exchange earnings. Industries that attracted official attention have usually been the labour intensive industries and an important strategy has been to prevent the escalation of wages. The state was the locus of employment creation, but with the objective of expanding government services in health and education, synonymous with a modern progressive state. The public service was also the location for the formation of some of the most powerful unions in the country”.^{biii} This combination of inefficient wage labour coupled with a perception that jobs were locked in, have generally diminished the urgency for pursuing revenue generation.

Middle era 1990-1995

“During 1990, the Government implemented the final phase of the tax reform, which combined with favourable international oil prices, resulted in higher Government revenue in both 1990 and 1991. In 1991, the overall fiscal deficit narrowed considerably to TT\$78.9 million (0.4 percent of GDP) from TT\$877.2 million (4.8 of GDP) in 1989”.^{biv} “Much progress has been made in implementing the adjustment programme. In 1990, for the first time in seven years, real GDP increased by 1.7 percent and by an estimated 3.1 percent in 1991. However, this

was largely attributable to the substantial rise in oil prices in the latter half of 1990 and early 1991".^{bv} Unemployment doubled from 1982 to 20.2 percent in 1992^{bvi}, so the government chose to save jobs by "taking the unprecedented step of cutting public service salaries unilaterally to balance the budget, but since then, union/government relations have been highly antagonistic".^{bvii}

The tone remained hopeful as the economic situation began to be tamed. "Geography locates Trinidad and Tobago at the crossroads of North America and a resurgent Latin America. The nation has a modern telecommunications network and sound basic infrastructure. Another advantage is a literate, urbane and cosmopolitan population which is easily trained and has acquired expertise in world-scale processing through our energy-based industries. Country size may facilitate the exploitation of niche opportunities in manufacturing, tourism, financial and other up-market services".^{bviii}

"Three strategic initiatives are: enhanced fiscal discipline; reliance on the private sector; and exports as the major source of growth and employment with policies and measures aimed at: strengthening external competitiveness and export-oriented economic growth; a durable increase in employment; economic efficiency; boosting private capital flows to improve balance of payments; and conserving and safeguarding the environment".^{bix}

Trinidad and Tobago has the potential to "accelerate its economic growth on rapid expansion in the services sector. This can take place not only through traditional domestic economic activities but also by exploiting its air-links, locational advantages, natural beauty and tourist attractions, and by maximizing

its most valuable asset, well developed human resources. Government will develop: offshore banking, insurance, legal, accounting, computing, brokerage, translation, engineering, architectural and telecommunications services. This will provide additional employment opportunities in highly skilled professional and technical areas. Of all the sectors, tourism has the greatest potential to generate significantly increased employment opportunities within a short period of time".^{box}

"The Government of Trinidad and Tobago in its Strategic Plan 1991-95 recognized the great potential of tourism in its development process and as such stated its intention to pursue the exploitation of this potential with utmost vigour as one element of its strategy to strengthen the economy through diversification".^{boxi} Thus TIDCO was created in 1994, "an amalgam of three separate government agencies dealing with tourism, export promotion and industrial development. Although the IFC (International Finance Corporation), World Bank and other bodies have questioned the wisdom of such an approach, the agency was set up with the aim of closely integrating activities in these three areas, with tourism development providing the main thrust".^{boxii} The Ministry of Tourism is responsible for overall tourism policy formulation, monitoring, and regulation. TIDCO is responsible for the overall coordination and marketing of Trinidad and Tobago as an international tourist destination, as well as the promotion of investment opportunities and private sector participation".^{boxiii}

Present era 1996 onwards

Tourism's net earnings became positive after 1995, tied into a continuing upward swing overall. "Trinidad and Tobago's economy is projected to expand by approximately 5 percent in 1998, due to growth in the non-oil sector, manufacturing and services sub-sectors. Unemployment fell to the lowest in 14 years, 14 percent, and inflation in 1998 stood at 4.7 percent. A small fiscal account is expected, 0.1 percent of GDP in 1998".^{boxv} As a "small island economy, Trinidad and Tobago fully supports initiatives in international for a to identify measures to integrate small states into the global economy".^{boxv} By 2005, membership in the Free Trade of the Americas Agreement is expected, for "increased trade and investment-related opportunities".^{boxvi} "Trinidad and Tobago is not immune to international developments, as financial flows that would have been available to developing economies were diverted to bail out the Russian and Asian economies, for example".^{boxvii} The "last decade of the 20th century finds these countries in the throes of the adjustments to sustained external competitiveness, where small countries need to be flexible and resilient in the international economy. Strategies in which government, private sector, and trade unions collaborate in determining the structure of compensation in the economy are likely to manage changes best."^{boxviii} "Thought is being given to a reward system built around a recognition of experience, qualifications and performance rather than on the present structure, rigidly tied to duties and presence in the job environment as a putative claim of experience".^{boxix}

“The government’s aim is to create an average of 20,000 new jobs a year, or 100,000 in its second five-year term. The two-pronged strategy is to ensure the competitiveness of Trinidad and Tobago and to create an environment in which local firms could be competitive. One example is the new US\$105 million Piarco International Airport terminal will open in May 2001 creating 2,500 new permanent jobs”.^{boox} Tourism infrastructure again is the literal gateway for the nation.

With a “view to promoting the tourism industry as a whole, including the hotel industry, a Tourism Development Bill, repealing the Hotel Development Act [originally enacted in 1963, intended to be implemented by 1998, and finalized in 2000], is to extend investment incentives to a wide range of activities in the tourism industry”.^{booxi} Incentives offered to the hotel industry, hotel owners and operators include: “a tax holiday for a period of five to ten years; an accelerated depreciation for equipment owned by the hotelier; a capital allowance in respect of approved capital expenditure; carry-over of losses incurred by owners and/or operators during the tax holiday period; and tax exemption on dividends accruing to the owner/operator”.^{booxii} Areas to be encouraged are: “marinas, boatyards, dive operators, water sports, charter boats, cruise activities, tour operations (land, sea, air), recreational space use, theme parks, cultural centers, film making, special events, and golf courses”.^{booxiii} There are fears that priorities will collide, so tourism start-ups are carefully reminded of the parameters to work with other sectors where possible. For “articles of equipment for tourism accommodation facilities: in keeping with national tourism objectives, the

linkages with agriculture, manufacturing and services is considered a priority. However, if the desired quantities and qualities of the following items are not manufactured in Trinidad and Tobago, they may be imported duty free: room furnishings and fixtures; entertainment equipment; cutlery; floor coverings; office equipment; stoves, refrigerators; air-conditioning apparatus; sewer systems...^{»boodv}

In Chaguaramas specifically, the major obstacle has been financial constraints. This is despite ambitions that the “Chaguaramas Peninsula and offshore islands have comparative advantages that warrant consideration as an economic zone, within the wider national economy”.^{boov} Criticism has been leveled at the CDA by non-TIDCO, non-CDA consultants for being too ambitious. “Development of the Chaguaramas tourism potential must take into account other targeted regions. Development of Chaguaramas in the way proposed by the CDA will eventually force the population of Trinidad into the North Western corner of the island. The preliminary plan framework does not foresee the Chaguaramas area having the wherewithal to develop along the lines envisaged by the Chaguaramas Development Authority”.^{boovi} Some projects proposed include “a detailed re-assessment and re-evaluation of the Chaguaramas development plans and projects being implemented by the CDA, and a review and amend the Chaguaramas Development Authority Act to give it greater autonomy to conduct its activities”.^{boovii} The relationship between the CDA and TIDCO is not clearly demarcated beyond obvious geographical responsibilities.

There are overlaps but the CDA positions itself above intra-regional competition as that is not part of its mandate. The CDA “envisages a symbiotic relationship with TIDCO whose enunciated marketing and product development functions include: the development of international markets to secure and maintain a globally competitive position and awareness of the destination; and the provision of a basis for the integrated planning and sustainable development of the tourism industry”.^{booxviii}

The main bottleneck is in receiving funds already approved. For example, “only 12 percent of its \$37,114,000.00 request during 1999-2000 was allocated, with inordinate delays in receiving releases from the Public Sector Investment Programme (PSIP) fund”.^{booxix} Each programme area has been hit, for example, as with “\$165,000.00 was received out of \$4,490,000.00 proposed PSIP funding in mid-April 2000 in the Plans & Studies Programme only two projects can move forward”.^{xc} Delays are harming the region, especially with a simultaneous aging of the infrastructure. The main “deficiencies and constraints to the national tourism product are the water supply, sewerage systems and access roads”.^{xc}

Assorted ideas for Chaguaramas include call centers, a stronger marine industry, a cruise ship facility, camping options, and public recreation facilities. “Among the immediate investment sectors to be encouraged is the Informatics Industry. The first operator is a locally-owned call centre, providing 600 new jobs”.^{xcii} An update on the state of the call centre reveals that some employees have been let go due to a downturn in the US economy where much of their

business depends, and on unsatisfactory individual performances. “The real challenge of this business is to get the young workers to understand that they are not selling something in a mall in Trinidad, but that they are really competing in the international marketplace, selling to the richest and most sophisticated market.’ The call centre is labour intensive, where labour and telecommunications each are 20 percent of operating costs. Call centres are already operating in St. Lucia, Barbados, Jamaica, Grenada, and St. Kitts, however, the overall cost structure of Trinidad and Tobago is superior to other Caribbean islands with the generally much lower cost of living”.^{xciii}

Another investment target is the “establishment of a self-sustaining marine sector. The CDA views the incubator concept as a viable mechanism for encouraging positive growth in the marine industries sector, to contribute to raising the productivity and competitiveness of the marine sector through the cooperative efforts of the Inter-American Development Bank (IADB), the CDA and sector representatives”.^{xciv}

Adding to an existing cruise ship facility near downtown Port of Spain, development of Pier II in Chaguaramas would establish a dominant port in the southern Caribbean. This “Cruise Port Terminal and Shopping Facility would create jobs, earn foreign exchange and aid locally produced goods and services”.^{xcv} The current port has had to turn vessels away in the past when weather and other delays caused double-booked berths, a significant inconvenience and loss of business.

Acknowledging a niche market drawn specifically to a national park, it would make sense to establish new camping options for eco-tourists and increase the number of activities they can pursue. The CDA has begun to “implement its plans to upgrade and establish new nature trails, develop camp sites, marinas, beach facilities, water sports and hiking tours”.^{xcvi}

Lastly, the CDA in 1999 leased out restaurant facilities as part of the Short Term Infrastructure & Beautification (STIB) Programme, for new beach facilities and enhancement of the existing infrastructure to improve the beach vista”.^{xcvii} “This beautification project, with its high profile, is not a high commercial yield venture for the Authority, but is intended to provide public recreational facilities, while providing opportunities for the small business community”.^{xcviii} While the restaurant happens to be KFC, it is attracting many visitors, and surrounding food vendor booths are also experiencing steady flows. Clientele is a mixture of beach goers and employees from area workplaces, including the call centre.

Anticipating problem areas, solutions to different risks are proposed. These are: for government commitment, “TIDCO to be the overall coordinator for Master Plan implementation and implementing agency, Ministry of Tourism for facilitation and coordination throughout the public sector; for negative social impacts: tourism awareness programs, community tourism involvement programmes, community enterprise development and local resource management recommendations, entrepreneurial training programmes for tourism sector; for economic linkages: programmes to involve many other sectors of the

economy (eg. brand imaging with the export sector, agricultural and fisheries linkages, community involvement and enterprise development, technology development, events, culture, media and entertainment sectors, and tourism industry suppliers); and for financial resources for expanded services: government revenue estimates of about US\$300 million over the ten year plan and revenue generating tourism attractions development including national parks".^{xcix}

ENTREPRENEURSHIP

It is “obvious that an essential prerequisite for the take-off of the economy is a substantial pool of capital, which would be utilized to fuel investment in the private sector. Such capital could be derived from both domestic and foreign sources”.^c The “development of the small business sector is required for the balanced development of the local economy. It is evident that this sector will continue to be the foundation for the Trinidad and Tobago economy by providing products and services and most importantly, opportunities which would permit the small investor to gain a foothold in the local market. The Securities and Exchange Commission was established in April 1997 to supervise and regulate the authorities of the domestic stock exchange and to foster the use of this facility as a source of start-up capital for business ventures”.^{ci} The 1998 budget showed an “improved range of fiscal incentives available to the small business sector which included: (i) an increase in the loan guarantee ceiling available for small business financing; (ii) the asset value threshold for qualification as a small business at the Small Business Development Company (SBDC) increased from USD\$500,000 to USD\$1.5 million; (iii) government’s annual financial grant to the SBDC increased to USD\$8 million”.^{cii} There was an immediate increase in the number of loan applications “by 30 percent between January to March 1998 when compared to the same period in 1997, and a total of USD\$5 million in loan guarantees were already processed in 1998”.^{ciii}

Programmes, statistics, and the issues of labour force duality in terms of race and formal versus informal sectors, and educational links are important segments of entrepreneurship. "In the late 1980s, the Government estimated that between 80,000 to 100,000 new jobs would need to be created. Attention was paid to training the young to become self-sufficient entrepreneurs and future developers of small businesses as the informal sector appeared to be a good area for entrepreneurial expansion, and open to the young and unskilled. A number of separate programmes were developed to assist with specific issues such as funding, training or education. In 1991, the main institutions consisted of the Industrial Development Corporation (IDC), SBDC, the 'Cottage Industry' Programme, the Youth Training and Employment Partnership Programme (YTEPP), and the development of a number of existing self-help projects based on the Drag Mall in Frederick Street, Port of Spain".^{civ} Two prominent agencies SBDC and YTEPP will be explained.

The SBDC continues to collect statistical data to its original national baseline survey, and expects more information on the informal sector, too. Its central role is the "development institution for the entrepreneurial/small business sector, which can play a vital role in developing and delivering programmes in support of tourism industry development, for example, under TIDCO. One objective is to foster local supplier linkages to the tourism sector. Technical assistance should be provided by the SBDC to develop a national programme on business opportunities, and workshops on how to identify/quantify and pursue tourism related business; focusing particularly on previously-identified supplier

linkages potential”.^{cv} SBDC provides credit by guaranteeing up to 85 percent of loans through participating private agencies, or banks, with a maximum of TT \$150,000 (about US \$25,000). Those eligible are new businesses in operation less than one year, and to informal sector operators. SBDC also encourages businesses to move to less populated regions of Trinidad to promote regional growth. Conditions attached to the loan, although not unreasonable, represent a problem to many informal entrepreneurs. Despite good intentions, the programme fails to assist informal workers as priority is given to energy related products, agro-industry, light manufacturing and tourism, not clothing businesses, catering or trading, as there were already too many of these operations in Trinidad”.^{cv} Hence the push for tourism as a comparatively lower capital start-up activity.

The YTEPP offers courses in “fourteen occupational areas including: agriculture, construction, food preparation, and tourism, for instance. The project runs in cycles of nine months, with training phases and ‘hands-on’ experience. Approximately 1,000 students go through the scheme each year”.^{cvii} The male/female ratio is roughly even. “Unfortunately, due to the domestic nature of the courses favoured by females, they are often found in the same lower paid occupations after graduation as they may have entered without training”.^{cviii} “Agricultural production, market gardening and food processing for young entrepreneurs are growth areas, but few graduates wish to work in this area due to adverse stereotyping of agricultural jobs as backward and low status. Indo-Trinidadian graduates were more likely to enter into this area as a result of family

support”.^{cix} Although participation continues, no major changes are occurring due to the programme.

Another programme is the Venture Capital Incentive Programme (VCIP). “Venture Capital is defined as the supply of equity funds and expertise, over the medium to long term, to fast-growing companies, in the early stages of development. It is termed risk capital due to the uncertainties of success, but is generally high-yielding.”^{cx} “Launched in 1996, VCIP is a Government initiative aimed at financing small and medium sized enterprises in non-traditional sectors. The cornerstone is a tax credit of 35%, where investors may be individuals or corporations. A Venture Capital Company (VCC) is a newly registered company, formed specifically for the purpose of making equity investments in Qualifying Investee Companies (QIC). The potential QIC must employ no more than 75 persons. [Those] interested in establishing a VCC must become incorporated and have at least TT\$50,000.00 in paid up equity capital and an authorized capital of not less than TT\$5 million but not more than TT\$20 million. The VCC must also raise at least TT\$500,000.00 in paid up capital and begin making equity investments within 12 months of its registration”.^{cx}

Small businesses are defined in a baseline survey as “establishments with under 26 employees. Information from the survey has given useful information on the structure and composition of small businesses, constraints on their development, access to finance, training and other support services. The small

business sector is probably 20,000 to 30,000 businesses, including the informal sector. The Baseline Survey therefore covered some 10 percent of the total population of small businesses in Trinidad and Tobago. Defining the informal or unincorporated sector as the sector which consists of sole proprietors with no employees and no formal institutional links with government or with financial institutions (contracts, registration and agreements), approximately 300 informal businesses were covered".^{cxii}

A government task force defined micro, small, and medium enterprises by the number of employees, assets, loan requirements, and sales. Small to medium enterprises are denoted by SME. A micro enterprise has "1 to 5 employees, assets of TT\$1 to 100,000, loan requirements of TT\$500 to 30,000, and sales of TT\$99,000 or less. A small enterprise has 6 to 25 employees, assets of TT\$100,001 to 300,000, loan requirements of TT\$30,000 and above, and sales of TT\$100,000 to 750,000. Medium enterprises have 26 to 50 employees, TT\$300,001 to 1.5 million in assets and TT\$750,001 to 6 million in sales".^{cxiii}

"Access to capital and markets gave a head start to European, Chinese and Syrian entrepreneurs, while family support helped the Indian population. Afro-Trinidadians for reasons of colonial policy were later in the field and those with financial resources were encouraged to enter the professions rather than business. UWI Management Studies economist Louann Barclay shows that micro-enterprises have the following characteristics: the majority were sole proprietors; manufacturing and service industries were the preferred activities;

maximum number of employees was ten; families play a marginal role in black enterprises; little support from the same ethnic group and little social networking; very limited use of development, financial and government institutions; the main problem was access to capital, particularly for male entrepreneurs".^{cxiv}

Information on entrepreneurs is summarized. "Afro-Trinidadians are under-represented with Indo-Trinidadians comparatively over-represented. The largest age groups among entrepreneurs are 25-44 years and 45-59 years. Only 3% of are 18-24 years of age. One-third of owners are female. Younger entrepreneurs are generally higher educated. Entrepreneurs in non-personal services and owners in Northern Trinidad are more highly educated. Specialized training institutes reach about 7 percent of entrepreneurs. Relatively many self-employed enter their activity from a state of unemployment. For the self-employed, getting income/employment has been by far the major reason [or motivation to become an entrepreneur]".^{cxv} "About 70 percent of firms in all sectors provide their workers with a range of fringe benefits. More benefits are provided in non-personal services, particularly maternity leave, health insurance, transportation allowance and paid holidays. In manufacturing almost one-third of employers allow their workers to utilize equipment for private use".^{cxvi} "22 percent of the self-employed work from home. Over 80 percent of firms use equipment they own, only very small numbers use leased, rented or borrowed equipment. In all sectors a large majority of businesses are keeping their own records in handwritten form. More Afro-Trinidadians keep business records in handwritten form".^{cxvii} "Most capital at start-up came from personal savings.

Commercial banks provided 15 percent of start-up capital, slightly more for men than for women, and more for Indo-Trinidadians than for Afro-Trinidadians. Highest contribution of commercial banks is to the start-up capital of highly educated owners. More highly educated owners are more likely to apply and also more likely to qualify for loan granting".^{cxviii}

"There is no detailed analysis of the informal sector in Trinidad and Tobago, although initial estimates suggest that it could account for 5 to 10 percent of GDP, compared to between 25 and 60 percent in Latin American urban areas".^{cxix} Now, "1990 labour force figures show that only 34.5 per cent of the total eligible labour force was formally employed, suggesting a substantial informal economy. The Central Statistical Office (CSO) defines the informal sector as that section of the economy which is not recorded in official statistics, and/or is not legal and/or is not taxed, and further divided into i) the visible informal sector, ii) invisible informal sector or underground, and iii) the domestic sector which refers to domestic servants, family labour and women's work in the home. There are several recognizable patterns of spatial organization of informal activity in Trinidad. Street trading, a long tradition in the Caribbean, is prolific throughout the urban centers of Trinidad. Although Trinidadian hagglers do not dominate the informal food sector as they do in other islands, many products are sold in this manner, from fresh fruit and vegetables to imported electrical goods".^{cxx} "Prominent highway traders of fruit and vegetables occupy the highest position in the informal sector, in wealth and business success, yet their

occupation is regarded as low status and 'backward', a result of social attitudes extending from slavery and colonialism".^{cxod}

"The key issue within the development of the business sector and particularly for micro-enterprises and unincorporated businesses (informal sector) would seem to be one of better access to: cheap finance; more appropriate training, integrated with work experience; information and advice on establishment and managing a small business; better access to certain markets and economic sectors (local authorities, public sector, sub-contracting)".^{cxodi} "A definition has been developed which allows 'informal businesses' to be sorted out from the sample. From 2106 units, 443 units are not registered, not incorporated, small, and have a working owner: 21 percent of all businesses are defined as informal. Informal businesses can be characterized with: lower level of development, active in personal services, smaller firms, female entrepreneurs, younger owners, lower education levels".^{cxodii} "The importance of the informal sector is that it is a response to the pressure of urban growth and unemployment. If properly addressed by policy makers it may also contain the seeds for future small business and entrepreneurial development. [Examples] may include: businesses without records (street vendors and other traders), illegal/parallel activities including crime, drug dealing, prostitution, and smuggling".^{cxodiv}

Echoing the popularity of immediate solutions espoused by politicians, the Sector Assessment states that there is a need "for a focus on existing small firms as these are the ones that will create the most short term jobs. Initiatives could include: export guidance, linkages with universities, linkages with large firms and

supplier networks, inter-generational transfer of businesses, high level management training for growing firms, the establishment of a business angels (donor) network, the provision of temporary management support".^{coxv}

Long-range solutions usually include enticing the upcoming generation to alter their perception of, in this case, entrepreneurship, via the educational system. "To increase the supply of entrepreneurs, government policies should include: teaching entrepreneurship in schools and colleges, seeking to raise the 'profile' of entrepreneurs, encouraging academics to commercialize their research, encouraging under-represented groups particularly Afro-Trinidadians, women and youth to start in business, the provision of training for those in early stages of business experience, and the provision of managed workspace to combine premises and advisory services which could involve the conversion of old redundant buildings into small factory/business units which could act as incubator units for business start-ups".^{coxvi} This effective utilization of existing structures parallels the aims in Chaguaramas.

One individual gives suggestions to controversial and sensitive issues concerning entrepreneurship and societal shifts. "The main reason identified for the slow development of the sector is a risk-averse culture. Dr. Tewarie, Executive Director of the UWI Institute of Business, attributed this partly to the culture of dependency inherent from colonialism and imperialism and believes that 'an entrepreneurial culture must be nurtured by re-thinking how we operate, think, teach children and values'. Instead of forcing our children into traditional careers, he suggests encouraging innovation and creativity by encouraging

questions and overhauling the education system. Emphasis should be on high performance, risk taking and competition in school and work. The small country developing world mentality has to be eradicated. Developing a culture of self-help instead of dependency is another focus. [With the 1990s] came shifts from comparative to competitive advantage. The former derived from the resource economy and is external to the policy system, while the latter is factor performance and technology driven, and thus alterable through policy changes and managerial action. It is the interest of developing countries to develop thriving venture capital industries. Small scale industries, invariably labour-intensive, are better able to provide more employment and earning opportunities for unskilled workers. They also have an integral role to play in reducing poverty and inequality. By utilizing local resources, start-up businesses produce important backward and forward linkages. Consequently, they contribute towards employment stability and save valuable foreign exchange by providing substitutes for imports".^{cxviii} Chaguaramas is still pursuing comparative advantages, because of its natural strengths, and is struggling to enact competitive advantages. These changes are driven by a few individuals who have previous private sector success, and see bigger successes for the region.

Historical issues alter patterns of tourism and economic development possibilities. With high unemployment rates, and a racial clustering in occupational roles, tourism may be one 'neutral' area unrelated to agriculture. This avoids traditional Indo-Trinidadian agricultural ties and Afro-Trinidadian

disdain for full time agricultural work. Changes in employment are encouraged through public awareness. "The Government has two courses of action. The first is to assist groups, tailored to their needs, which maintains divisions based on traditional perceptions and economic constraints. The second option is to encourage horizontal and vertical mobility for all groups, using popular culture, such as the media, to break down workplace divisions".^{cxviii}

"Despite Trinidad and Tobago's economic prosperity, it seems there are two economies in the country: one for the haves, which seems to be booming, and another economy for the poor which is not. In this second economy, more than half the young people aged 15-24 have been failed by the education, health, criminal justice, and social welfare systems. According to the United Nation's Development Programme 2000 National Human Development Report, depending on the region of the country, between 47.8 percent to 63.6 percent of the relevant sector of the population were outside the formal education system".^{cxix}

"The Trinidadian education system problems include socio-economic stratification, with prestige schools biased away from young people of African descent (particularly females), the poor and those from non-nuclear families. In primary schools, the phenomenon of 'missing children' emerges, children who have never been registered in school for reasons of poverty, lack of access, or lack of documents like birth papers, and number around 13,000. Suggestions for improvement include an increase in budget expenditures, education of parents,

redefining curricula to be more relevant, identification of 'at risk' children, and the 'unmasking and removal' of the discriminatory stratification system".^{cxxx}

"There remains high unemployment for males and females, 15 to 34 years, concentrated in urban areas and particularly for Afro-Trinidadians. This has led to poverty, social deprivation and the associated problems of crime and social alienation. Outside the hydrocarbon sector, the economy is dominated by the service sector (financial and insurance, distribution and government services), followed by manufacturing and agriculture. Exports are led by the oil and gas sectors in Trinidad, while imports are dominated by manufactured goods, machinery and food".^{cxxxi} In 1997, the "total labour force in Trinidad and Tobago comprised approximately 541,000 persons".^{cxxxii} "Average wage rates in the restaurant and hotel sector are USD\$1.10 to USD\$1.60 from general hand to chef, in line with the national minimum wage of TT\$7.00 per hour".^{cxxxiii} In the 1990 census, "17.8 per cent of workers were 'own account', a term given to the nonprofessional self-employed who often have their own small business. Recorded male 'own account' workers constitute 19.6 per cent of active labour force, whilst women only account for 14.2 per cent even though research has shown they make a substantial contribution to the informal economy. Interestingly, 6.5 per cent of the active female labour force were recorded as 'unpaid' workers in agricultural, retail and hotel business".^{cxxxiv}

Incorporating technological improvements for the future is the newest wave of enterprise. "Small and medium-sized enterprises form the backbone of the non-oil sector and face unique challenges in respect of access to information

and resources. The Internet, however, gives the same degree of access to small firms as it does to large ones. National Electronic Commerce policy recommends that: government should lay the legal, economic, and infrastructural framework for speedy development; appoint a National E-Business Co-ordinator; increase access to education programmes in computer literacy, Internet usage, E-Business; implement Internet technologies in the Public Service and move towards services to the public via the Internet; improve accessibility to computers and the Internet by the less-advantaged".^{COOAV} Initiatives continue to link pockets of entrepreneurial activity.

CONCLUSION

It is important to be reminded of the real life consequences of policy decisions, especially in tourism and economic development. From the pages of the main publication for tourists, Discover Trinidad and Tobago, “visitors will be treated as a welcome guest in someone’s house, not as a commodity to be processed. Life here would carry on in just the same way even if there was nobody to share it with. This is an authentic place, not a theme park”.^{xxxvi}

Elements of small island states, government policy, and entrepreneurship shed light on the question ‘Is entrepreneurship emerging from government policy in Chaguaramas’. The answer is neutral – neither a concerted push despite assorted incubator methods, nor official discouragement despite lack of financial support. From stakeholders to users of the environment, to image and self containment issues, Chaguaramas remains free of most small island state problems and is ready for further enterprise. Government policy holds Chaguaramas as the anchor to its national tourism plans, so it remains largely a budgetary blockage in funding a coordinated plan which includes, but is not private sector driven. Entrepreneurship has many facets, from the types of programmes available, to sensitive labour force issues regarding race or the informal sector, and educational training to cultivate the essential groundwork for the future of tourism and economic development in Chaguaramas.

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^{xx} Chaguaramas Development Authority. Millenium Doorway Development Programme: Proposals for Development Programme Estimates 2000-2001, 2000, p1. Hereafter referred to as Millenium Doorway.

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- ⁱⁱⁱ Millenium Doorway Section 4.4 Redevelopment of Water and Sewerage Infrastructure, p4.
- ^{iv} Wilson, p656.
- ^v Sinclair, M. Thea. "Tourism and Economic Development: A Survey", Journal of Development Studies, vol 34 no 5, London: Frank Cass & Co, June 1998, p23. Hereafter referred to as Sinclair.
- ^{vi} Sinclair, p25.
- ^{vii} Trade Policy Review Trinidad, pxxi.
- ^{viii} Wilson, p654.
- ^{ix} Sinclair, p14.
- ^x Unless specified, amounts are in Trinidad dollars. Exchange rates are approximately USD\$1 equivalent to TT\$6.20 and CDN\$1 equivalent to TT\$4.
- ^{xi} World Tourism Organization website, www.world-tourism.org/omt/index2.htm, February 8, 2001.
- ^{xii} TIDCO advertisement, Trinidad Guardian, February 23, 2001, p12.
- ^{xiii} Trade Policy Review Trinidad, p101.
- ^{xiv} TIDCO advertisement, Trinidad Guardian, February 23, 2001, p12.
- ^{xv} Warwick Research Institute. Sector Assessment Study for the Small Business Development Programme in Trinidad and Tobago, Final Report, January 1997, p16. Hereafter referred to as Sector Assessment Study 1997.
- ^{xvi} Wilson, p656.
- ^{xvii} "Tourism on a High", Business Guardian, January 18, 2001, p1.
- ^{xviii} Caribbean Tourism Organization. Economic Impact of Tourism in Trinidad and Tobago, March 1994, piv. Hereafter referred to as Economic Impact of Tourism.
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- ^{xx} Wilson, p668.
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- ^{xxii} Economic Impact of Tourism, pv.
- ^{xxiii} Watt, Sheila et al. "Community participation in the development of services: a move towards community empowerment", Community Development Journal, UK: Oxford University Press, vol 35 no 2, April 2000, p129.
- ^{xxiv} "The truth behind the proposed Las Cuevas Resort Development", Daily Express, March 9, 2001, p56.
- ^{xxv} Ibid.
- ^{xxvi} Tour January 11, 2001 with Antoinette Francique, CDA tour guide.
- ^{xxvii} McIntosh, Karel. "Former Chaguaramas landowners walk for justice", Newsday, March 6, 2001, p26.
- ^{xxviii} Rapid Environmental Assessments Limited (REAL). Chaguaramas National Park Study Phase II, Volume II: Data Surveys and Analysis, December 1996, p24. Hereafter referred to as Data Surveys and Analysis, Volume II.
- ^{xxix} Data Surveys and Analysis, Volume II, p27.
- ^{xxx} Mohammed, Allison. "Assam: Tourism drive needs bigger push", Daily Express, February 23, 2001, p4.
- ^{xxxi} "TIDCO plans for bright future", Daily Express, November 8, 2000.
- ^{xxxii} "Chacachacare: Sad legacy of an idyllic island", Trinidad Guardian, May 26, 2000.
- ^{xxxiii} Data Surveys and Analysis, Volume II, p45.
- ^{xxxiv} "TIDCO: Look how much we've gained", Trinidad Express, May 26, 2000.
- ^{xxxv} Ibid.
- ^{xxxvi} Greaves, Debra Ravello. "But we lost \$54 m", Daily Express, May 26, 2000.
- ^{xxxvii} TIDCO Times November/December 2000, p8.
- ^{xxxviii} "TIDCO rules out foreign press", Trinidad Guardian, Thursday, January 19, 2001, p3.
- ^{xxxix} Millenium Doorway p9.
- ^{xl} Trade Policy Review Trinidad, p67.
- ^{xli} Trade Policy Review Trinidad, p132.
- ^{xlii} Trade Policy Review Trinidad, p67.
- ^{xliii} Sinclair, p36.
- ^{xliv} Auty, Richard. "How Natural Resources Affect Economic Development", Development Policy Review, vol 18 no 4, December 2000, p347.
- ^{xliv} ARA Consulting Group. Trinidad and Tobago Tourism Master Plan, August 1995, pV-38. Hereafter referred to as 1995 Tourism Master Plan.

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- xlvi Millenium Doorway, p3.
- xlvii Millenium Doorway, p4.
- xlviii Data Surveys and Analysis, Volume II, pii.
- xliv Ibid.
- i Data Surveys and Analysis, Volume II, p45.
- li Data Surveys and Analysis, Volume II, p29.
- lii Ibid.
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- lix From Stabilization to Growth, p8.
- lx Jones, Edwin et al. Critical Issues in Caribbean Development, no 3, Institutional Aspects of West Indian Development. Jamaica: Ian Randle Publishers, 1997, p98. Hereafter referred to as Jones.
- lxi Jones, p100.
- lxii Jones, p99.
- lxiii Jones, 169.
- lxiv Sector Assessment Study 1997, p63.
- lxv From Stabilization to Growth, p4.
- lxvi From Stabilization to Growth, p3.
- lxvii Jones, p170.
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