



**GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO  
FREEDOM OF INFORMATION ACT (FOIA) 1999 CHAP 22:02**

**UPDATED PUBLIC STATEMENT OF THE CHAGUARAMAS DEVELOPMENT  
AUTHORITY 2026**

**In compliance with Sections 7, 8 and 9 of the Freedom of Information Act (FOIA)  
1999**

In accordance with Sections 7, 8 and 9 of the Freedom of Information Act, ("FOIA") the Chaguaramas Development Authority ("CDA") is required by law to publish the following statement, which lists the documents that are available to the public.

The FOIA gives members of the public:

1. A legal right for each person to access information held by the Commission;
2. A legal right for each person to have official information relating to him/her amended where it is incomplete, incorrect or misleading;
3. A legal right to obtain reasons for adverse decisions made regarding applicant's request for information under the FOIA; and
4. A legal right to complain to the Ombudsman and to apply to the High Court for Judicial Review to challenge adverse decisions made under the FOIA.

The following information satisfies the requirements of the FOIA and the CDA publishes the following statement as approved by the Minister of Land and Legal Affairs:

**Section 7 Statements**

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**Section 7 (1) (a) (i)**

**Function and Structure of the CDA**

**Mission Statement:**

"To provide exceptional customer experiences through eco-friendly business, recreational facilities and services, utilizing a sustainable business model built on good governance, continuous learning and employee development"

The CDA is a statutory body established by the Chaguaramas Development Authority Act, Chapter 35:02, No. 37 of 1972 ("the CDA Act") located on Airway Road, Chaguaramas.

The CDA is governed by a Board consisting of a Chairman, a Deputy Chairman and seven (7) Board Members all appointed by the President of the Republic of Trinidad and Tobago. The Chairman of the Board reports to the Minister of the Ministry of land and Legal Affairs.

### **Structure of the CDA**

The CDA comprises of a staff of One Hundred and Sixty-Two (162) persons headed by the General Manager. The CDA is divided into the following divisions:

1. Office of the General Manager;
2. Office of the Corporate Secretary;
3. Corporate Communications;
4. Revenue Optimization and Land Development;
  - Legal Services and Lease Revenue
  - National Parks & Customer Services
  - Finance & Accounting
  - Golf Course;
5. Human Resources & Administration;
6. CDA Estate Police; and
7. Estate & Operations
  - Information Technology
  - Facilities
  - Project Management
  - Health, Safety and the Environment.

### **Office of the General Manager**

This office comprises of the following:

- General Manager
- Executive Secretary

The core functions of this office are as follows:

- Directing and overseeing organisational reviews, strategic plans and related strategic imperatives;
- Driving strategic initiatives and supporting the development of long-term growth plans and profitability goals;
- Ensuring the creation and implementation of a strategy designed to grow the CDA while containing the cost base of the CDA;
- Coordinating the development of key performance goals;
- Directing, coordinating, integrating and guiding all the activities at the CDA to ensure achievement of revenue targets;
- Ensuring the ongoing review of the business environment that affects the CDA and making recommendations to the Board of Directors;
- Ensuring that operational plans are developed for all functional areas in keeping with the approved strategic plan;

- Ensuring the effective management key stakeholder relationships with clients, suppliers and potential investors to ensure customer satisfaction, value for money purchases;
- Promoting and ensuring the maintenance of an organizational culture;
- Overseeing organisational reviews; and
- Ensuring the prudent management of the CDA's resources.

### **Office of the Corporate Secretary**

This office comprises of the following:

- Corporate Secretary
- Assistant to the Corporate Secretary

The core functions of this office are as follows:

- The scheduling of regular and special Board meetings in accordance with directives of the Board;
- The upkeep of minutes from all meetings of the Board and any sub-committees;
- Having possession of and keeping current the CDA's records (including minute books, agendas, notices of meeting, proxies, filings with regulators, reports required by law) and correspondence with external auditors;
- Maintaining custody of the CDA's seal and other instruments of its authority and attesting to and executing documents on behalf of the CDA;
- Ensuring the CDA is compliant with all applicable laws and regulations;
- Developing and periodically reviewing the CDA's corporate governance policies and practices;
- Advising the Board on aspects of the CDA's operations, relevant legislation and rules affecting the functioning of the Board;
- Administering the CDA's tendering process to ensure that goods and services required by the CDA are procured in accordance with established rules and authorities; and
- Developing, implementing and managing procedures pertaining to the Freedom of Information Act.

### **Corporate Communications**

This office comprises of the following:

- Manager, Corporate Communications
- Business Support Officer II
- Marketing Assistant
- Marketing Specialist

The core functions of this office are as follows:

- Developing communication polices and plans for internal and external communications;
- General internal communications;

- Upkeep of bulletin boards, notice boards etc.;
- External releases and publications;
- Relations with stakeholders;
- Management of social media platforms;
- Idea generation;
- Creation of pamphlets, brochures, magazines etc.;
- Public awareness campaigns;
- Development and implementation of marketing and communication strategies; and
- Coordinating events.

## **Revenue Optimization and Land Development**

### **i. Legal Services and Lease Revenues**

This office comprises of the following:

- Manager, Legal Services and Lease Revenues
- Legal Officer I
- Legal Officer II
- Business Support Officer I
- Tenancy Officer
- Compliance Officer
- Customer Service Officer

The core functions of this office are as follows:

- The provision of legal services and advice to the CDA;
- Lease Management;
- Litigation Management;
- Legal Research;
- Documentation, preparation, drafting and negotiating of legal documents such as contracts, leases, licenses, agreements, briefs, opinions, policies and procedures
- Ensuring tenants are compliant with their leases;
- Reviewing external contracts and/or documents in connection with the CDA;
- Reviewing internal policies, documents etc.;
- Management of legal risks; and
- Representing the CDA externally and internally in negotiations, disputes, consultations and other proceedings that require legal representation.

### **ii. National Parks & Customer Services**

This office comprises of the following:

- Manager, National Parks & Customer Services
- Customer Relations Officer
- Clerk Stenographer III
- National Park Assistant I/Tour Guide
- Senior Car Park Attendant

- Car Park Attendant (3)

The core functions of this office are as follows:

- Ensuring protection of the environment and the promotion of adventure and eco-tourism through relevant strategies as collaborated with the EMA and Tourism Trinidad Ltd;
- Ensuring the application of environmental law and the fighting of poaching in order to maintain the conditions of the CDA's National Parks;
- Development of revenue earning from events on the Chaguaramas peninsula;
- Ensuring that customer service satisfaction objectives are reached;
- Developing customer relationship management policies, systems and processes to ensure retention of key customers;
- Maintaining customer satisfaction levels of key customers through regular meetings, visiting operational environments, conducting surveys and forming focus groups;
- Improving customer service quality results by studying, evaluating and redesigning processes;
- Promotion of events in collaboration with Corporate Communications; and
- Managing customer complaints.

### iii. **Finance & Accounting**

This office comprises of the following:

- Chief Accountant
- Assistant Accountant
- Accounting Assistant
- Clerk VI/Cashier
- Purchasing Officer
- Procurement Specialist
- Inventory Officer

The core functions of this office are as follows:

- Developing, implementing and monitoring financial and accounting strategies, policies and procedures;
- Management of financial risks;
- Preparation and submission of reports on budgets, estimates and expenditure;
- Reviewing operating models for use and ownership of assets;
- Managing the accounts receivable;
- Managing the accounts payable;
- Managing the investment portfolio;
- Payroll;
- Preparation of management and external accounts;
- Collection of rental income;
- Ensuring tenants are compliant with rental obligations; and
- Cash flow forecasting.

#### iv. **Golf Course**

The Golf Course comprises of the following:

- Customer Service Representative
- Maintenance Assistant (4)
- Maintenance Contractor
- Green Keeper (3)
- Range Hand

The core functions of this Golf Course are as follows:

- Upkeep and maintenance of the Golf Course in keeping with health and safety Policies
- Management of the golf course;
- Development of the Golf Club Business Plan;
- Development of golf tournaments, special events, activities, marketing and promotion programs;
- Training courses;
- Turf maintenance;
- Development of operating procedures; and
- Maintaining the golf course membership.

#### **Human Resources & Administration**

This office comprises of the following:

- Manager, Human Resources & Administration
- Human Resource Generalist
- Human Resource Assistant
- On the Job Trainee – Human Resource Admin Assistant

The core functions of this office are as follows:

- Administration of human resource plans and procedures;
- Implementation of the employee handbook, other policies and procedures;
- Recruitment and new employee orientation;
- Counseling and exit interviewing sessions;
- Training and development of employees;
- Performance review of employees;
- Leave administration;
- Represents CDA in Industrial Relations matters and matters including collective bargaining and conflict resolution;
- Employee relations;
- Administration of collective agreements;
- Man power planning;
- Retirement process; and
- Termination

## **CDA Estate Police**

This division comprises of the following:

- Superintendent
- Inspector
- Corporal
- Sergeant
- Constable (32)
- Business Support Officer II
- CCTV Team Leader
- CCTV Operator (2)

The core functions of this division are as follows:

- Maintains law and order and ensures security of the CDA's assets, its employees and all other users of the Peninsula and offshore islands
- Performs all duties assigned in accordance with the Police Standing Orders
- Conduct of personal searches as required
- Investigation on theft or any other irregularities
- Patrolling
- Control movement in and out of the CDA's office
- Service as an arm escort where required

## **Estate and Operations**

Headed by the Manager, Estate and Operations

### **i. Information Technology**

This office comprises of the following:

- Manager
- Assistant Manager
- IT Help Desk (OJT)

The core functions of this office are as follows:

- Development, implementation and monitoring of IT strategies, policies and procedures;
- IT operations;
- Network administration;
- Disaster recovery;
- Contingency planning;
- Implements ICT security policy and procedure;
- Minimizes risks of external security threats;
- Oversee daily operational activities of the technology system;
- Coordinate IT support; and

- Provision of advice, assistance and training to staff.

**ii. Facilities**

This division comprises of the following:

- Manager, Estate and Operations
- Maintenance Coordinator
- Business Support Officer I
- Sanitation Worker (6)
- Sanitation Man (5)
- Labourer (12)
- Semi Skilled Labourer (16)
- Driver (3)
- Driver Heavy Equipment (2)
- Lifeguard (3)
- Woodsman
- Handyman
- Foreman (4)
- Checker
- Welder
- Course Steward Checker (2)
- Mason
- Carpenter
- Electrician
- Stores Hand
- Nursery Man
- Oiler/Greaser
- Plumber
- Mechanic – Heavy Equipment
- Mechanic – Light Equipment
- Operator Light Equipment (Drivable Mower) (2)
- Operator heavy equipment (Tractor Driver)

The core functions of this office are as follows:

- Developing, implementing and monitoring strategies and procedures for the facilities of the CDA; and
- General upkeep and maintenance of the Chaguaramas Peninsula and offshore islands.

**iii. Project Management**

This office comprises of the following:

- Draughtsman/Estimator
- Project Administrator

The core functions of this office are as follows:

- Planning of work schedules to support full scale project plans;
- Management of budget allocation;
- Develop and implement internal projects;
- Develop and implement PSIP projects;
- Provision of progress reports on projects;
- Project evaluation and assessment of results; and
- Ensure policies and practices are implemented.

**iv. Health, Safety and the Environment**

This office comprises of the following:

- HSE Officer

The core functions of this office are as follows:

- Ensuring health and safety measures are put in place;
- Hazard identification;
- Risk assessment;
- Compliance visits;
- Conducting investigations;
- Covid-19 safety management;
- Public access areas safety management;
- Liaising with regulatory bodies to ensure compliance; and
- Development and implementation of HSE Policies.

**Effect of Functions on Members of the Public**

The CDA Act mandates the CDA to provide for the establishment and operation of the CDA for the development of the North-West Peninsula in the interest of the People of Trinidad and Tobago.

**Section 7 (1) (a) (ii)**

**Categories of Documents in the Possession of the CDA:**

**1. Legislative Documents**

- The CDA Act
- The Chaguaramas Development Plan, 1974
- Legal Notice No. 127 of 2021 – The Chaguaramas Development Authority Divesting (Guave Road Triangle) Order, 2021

**2. Corporate Documents**

- Minutes of Board Meetings and Sub-Committee Meetings
- Board Notes and other documents presented to the Board and Sub-Committees
- Strategic Plans

- Policies pertaining to the internal operations of the CDA
- Corporate Governance Handbook

### **3. Correspondence with Line Ministry**

- Reports to the former Line Ministry, Ministry of Planning and Development
- Reports to the present Line Ministry, Ministry of Land and Legal Affairs

### **4. Legal Department Documents**

- Tenants' Leases
- Licenses
- Contracts/Agreements
- Land Leasing Policy
- Applications for Lease of Land
- Litigation Documents inclusive of intended legal actions, judgments, decisions etc.
- Legal Opinions
- Compliance Reports
- Whistleblowing Policy
- Survey Plans
- Valuation Reports

### **5. Financial Documents**

- Accounting and Financial Records (cheques, vouchers, receipts, journals)
- Annual Financial Reports
- Reports to Governments, audited financial reports laid in government and other public financial entities
- Records in relation to budgeting, investments, financial planning and reporting, taxation, cash management
- Financial Statements of Tenants
- Files dealing with procurement of supplies, services and equipment
- Customer Financial Information
- Delegated Approval Policy

### **6. Human Resource Documents**

- HR Policies
- Collective Agreements
- Templates/forms such as medical forms, pension forms etc.
- Personal files of employees of the CDA

### **7. HSE Documents**

- Environmental Impact Assessments
- HSE Policies

## **8. Documents within National Parks & Customer Services**

- Tours Booking Forms
- Vending Forms
- Gazebo Renting Forms
- Terms and Conditions for approved events
- Post Covid 19 Tours' Policy
- Post Covid 19 Beach Policy
- Books, Brochures, newspaper clippings

## **9. Miscellaneous**

- Maps/charts/photographs

### **Section 7 (1) (a) (iii)**

#### **Documents prepared for publication and inspection**

The public may inspect and/or obtain copies of the following material between the hours of 8:00 a.m. and 4:00 p.m. on working days at:

Address: Chaguaramas Development Authority  
Airway Road, Chaguaramas

Telephone: 225-4232

Email: [gmdesk@chaguaramas.com](mailto:gmdesk@chaguaramas.com)

Website: [www.chaguaramas.com](http://www.chaguaramas.com)

- i. The CDA Act;
- ii. 1974 Chaguaramas Development Plan;
- iii. General Information in the form of publications, booklet, magazines, brochures;
- iv. Various Application Forms; and
- v. Reports.

### **Section 7 (1) (a) (iv)**

#### **Literature available by subscription**

The CDA does not possess any literature available by subscription.

### **Section 7 (1) (a) (v)**

#### **Procedure to be followed when accessing a document from the CDA**

##### How to Request Information:

- **General Procedure:** -

The Applicant must complete the appropriate form (Request for Access to Official Documents) as mentioned in the FOIA and available at the CDA for information that is not readily available to the public

- **Addressing Requests: -**  
To facilitate prompt handling of your request, please address it to the Designated Officer of the CDA
- **Details in the Request: -**  
Applicants should provide details that will allow for ready identification and location of the records that are being requested. If insufficient information is provided, clarification will be sought from the applicant. If you are not sure how to write your request or what details to include communicate with our Designated Officer.

**Requests not handled under the FOIA: -**

- A request under the FOIA will not processed to the extent that it asks for information which is readily available to the public, either from the CDA or from another public authority, for example brochures, pamphlets, reports etc.

**Responding to your Request**

- *Retrieving Documents: -*  
The CDA is required to furnish copies of documents only when they are in our possession or they can be retrieved from storage.
- *Furnishing Documents: -*  
An applicant is entitled to copies of information we have in our possession, custody or power. We are required to furnish only one copy of a document. If we cannot make a legible copy of a document to be released, we may not attempt to reconstruct it. Instead, we will furnish the best copy possible and note its quality in our reply.

Please note that we are not compelled to do the following:

- a. Create new documents. For example, we are not required to write a new programme that a computer will print it in the format you prefer; or
- b. Perform research for you.

**Time Limits**

- *General*

The FOIA sets a time limit of thirty (30) calendar days for determination of your request for access to documents. If we fail to meet this deadline, the FOIA gives you the right to proceed as though your request has been denied. We will try diligently to comply with the time limit. If

it appears that processing your request may take longer than the statutory limit, we will acknowledge your request and advise you of its status.

- *Time Allowed*

We will determine whether to grant your request for access to information as soon as practicable but no later than thirty (30) days as required by Section 15 of the FOIA. If a decision is taken to grant access to the information requested, you will be permitted to inspect the documents and/or provided with copies.

**Section 7 (1) (a) (vi)**

**Officers in the CDA responsible for:**

- **The initial receipt of and action upon notices under Section 10;**
- **Requests for access to documents under Section 13; and**
- **Applications for correction of personal information under Section 36 of the FOIA, are:**

**The Designated Officer:**

Ms. Olivia Ramesar  
Job Title: Corporate Secretary  
Chaguaramas Development Authority  
Airway Road  
Chaguaramas  
Phone: 225-4232 ext. 241  
Email: [oramesar@chaguaramas.com](mailto:oramesar@chaguaramas.com)

**Section 7 (1) (a) (vii)**

**Advisory Boards, Councils, Committees, and other bodies  
(Where meetings/minutes are open to the public)**

At present, there are no bodies that fall within the meaning of this section of the FOIA.

**Section 7 (1) (a) (viii)**

**Library/Reading Room Facilities**

Certain information may be readily available in our library or through our website at [www.chaguaramas.com](http://www.chaguaramas.com).

The Library/Reading Room at the CDA is located on the ground floor, Airway Road, Chaguaramas and is open to the public from Mondays to Fridays between the hours of 8:00 a.m. and 4:00 p.m.

## **Policy of the CDA for the provision of copies of documents which are readily available to the public**

Members of the public may:

- i. Indicate the form in which the copies are to be made available e.g. soft or hard copies, and must take into consideration the possibility that the copies may not be available in the form required; and
- ii. Be required to supply copying paper for hard copies in instances where requests require large amounts of paper. This is to be determined at the discretion of the CDA.

### **Section 8 Statements**

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#### **Section 8 (1) (a) (i)**

**Documents containing interpretations or particulars of written laws or schemes administered by the CDA, not being particulars contained in another written law.**

- The CDA Act
- 1974 Chaguaramas Development Plan
- Legal Notice No. 127 of 2021 – The Chaguaramas Development Authority Divesting (Guave Road Triangle) Order, 2021

#### **Section 8 (1) (a) (ii)**

**Manuals, rules of procedure, statements of policy, records of decisions, letters of advice to persons outside the CDA, or similar documents containing rules, policies, guidelines, practices or procedures.**

- Board Minutes
- Sub-Committee Minutes
- Corporate Governance Handbook
- Leasing Policy
- Covid-19 Policy
- Whistleblowing Policy
- HR Policies
- HSE Policies
- Delegated Approval Policy
- Financial Policies
- Employee's Handbook

#### **Section 8 (1) (b)**

**Documents containing information on the procedures to be employed or the objectives to be pursued in the environment of the written laws or schemes.**

At this time, there exist no such documents.

## Section 9 Statements

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### **Section 9 (1) (a)**

**Reports or statements containing the advice or recommendations, of a body or entity established within the CDA**

Statements and Reports of the PDAC and Disposal Committee

### **Section 9 (1) (b)**

**Reports or statements containing the advice or recommendations, of a body or entity established outside the CDA by or under a written law, or by a Minister of Government or other public authority for the purpose of submitting a report or reports, providing advice or making recommendations to the CDA or to the responsible Minister of the CDA**

N/A

### **Section 9 (1) (c)**

**A report or statement containing the advice or recommendations of an inter-departmental committee, whose membership includes an officer of the CDA.**

N/A

### **Section 9 (1) (d)**

**Report or statements containing the advice or recommendations of a committee established within the CDA to submit a report, provide advice or make recommendations to the responsible Minister of the CDA or to another officer of the CDA who is not a member committee.**

N/A

### **Section 9 (1) (e)**

**A report (including a report concerning the results of studies, surveys or tests) prepared for the CDA by a scientific or technical expert, whether employed within the CDA or not, including a report expressing the opinion of such an expert on scientific or technical matters.**

N/A

### **Sections 9 (1) (f)**

**Reports prepared for the CDA by a consultant who was paid for preparing the report.**

-Reports prepared by an Actuary for pension calculations

-Yearly Financial Reports

-Manpower Audit 2017

-Legal Opinions from External Counsel

**Section 9 (1) (g)**

**Reports prepared within the CDA and containing the results of studies, surveys or tests carried out for the purpose of assessing, or making recommendations on, the feasibility of establishing a new or proposed Government policy, programme or project.**

N/A

**Section 9 (1) (h)**

**Reports on the performance or efficiency of the CDA, or an office, division or branch of the CDA, whether the report is of a general nature or concerns a particular policy, programme or project administered by the CDA.**

-The Audit Reports prepared by the Auditor General's Department

**Section 9 (1) (i)**

**Reports containing (1) final plans or proposals for the re-organization of the functions of the CDA, (2) the establishment of a new policy, programme or project to be administered by the CDA, whether or not the plans or approvals are subject to approval by an officer of the CDA, another public authority, the responsible Minister of the CDA, or Cabinet.**

-Draft Development Plan

-Draft Organisational Structure

**Section 9 (1) (j)**

**Statements prepared within the CDA and containing policy directions for the drafting of legislation**

N/A

**Section 9 (1) (k)**

**Report of tests carried out within the CDA on a product for the purpose of purchasing equipment**

N/A

**Section 9 (1) (l)**

**Environmental impact statement prepared within the CDA**

N/A

**Section 9 (1) (m)**

**Valuations reports prepared for the CDA by a valuator.**

- The CDA contains numerous valuation reports as prepared by valutors in the CDA's approved panel of valutors for the purpose of leasing land in the Chaguaramas region.

- These reports can be requested through the process mentioned hereinabove.