

- 1959, Fidel Castro stages the Cuban Revolution
  - toppled Fulgencio Batista
  - In April 1961, he makes the government socialist
  - 1960:
    - gov't nationalized all private property
    - including Cuban nationalists and Americans prop.
    - this was 9 billion then and 50 billion today
    - everything that was done contradicted Cuba's Constitution of 1940
      - specifically Article 24 and 87
    - Batista's Constitutional Act of 1952 had repealed the 1940 constitution
    - But Castro had brought the constitution back during his rev.
    - Constitution article 14 of the 1976 constitution basically eliminates private property
- Eisenhower places embargo on Cuba (eco sanctions on Cuban exports + travel limitations)
- There are 6 sanctions currently:
  - Trading with the Enemy Act of 1917
  - Foreign Assistance Act of 1961
  - Cuban Assets Control Regulations of 1963
  - Cuban Democracy Act of 1992
  - Helms-Burton Act of 1996
    - foreign firms liable to US lawsuits or forfeiture of US visas for doing business on property confiscated from Cuban-Americans or US companies in Cuba
    - does this only at the discretion of the President
    - President may be afraid of alienating allies with big investments there
  - Trade Sanctions Reform and Export Enhancement Act of 2000
- Bay of Pigs
  - Bridge 2506 of the 1961 Bay of Pigs Invasion
    - counted with 1400 paramilitaries
    - most are anti-Castro Cuban exiles
    - organized from the Miami area
    - sought to recapture what had been taken away from them
- January 1961, US severs diplomatic relations with Cuba
- The US continued to be mean and Cuba had to make some market reforms to save itself
- 1964
  - US Congress est. Cuban Claims Program
    - Foreign Claims Settlement Commission of the US (FCSC) was given the authority to determine the amount and validity of personal claims against the Cuban gov't by US nationals
    - they found, in 1972, that the total value was \$1.8 billion using:
      - fair market value
      - book value

- going concern value
    - cost of replacement
  - with a simple interest of 6%
    - total debt of \$5.364 billion in 1993 (August)
    - total debt of \$12 billion in June 1998
    - this does not include national expropriation from Cuban nationals
- while a lot of people have given up on reclaiming their land they still hope to get some money
  - De La Camara family had to sign over oil assets)
    - petitioned the George W Bush administration to pull US visas from business executives from EU, Canadian and SA firms operating on that land so they can leverage a financial settlement
- Czechoslovakia: The Restitution Model
  - post-Communist democratic transition - former Czechoslovakia Federal Republic (CSFR) adopted restitution model
    - the laws deal primarily with commercial rather than residential prop.
    - various conditions are set forth which former owners must meet to qualify
    - laws are based on a clear deadline for filing claims
  - CSFR based its restitution proceedings on 3 fed acts:
    - Small Federal Restitution Act (SFRA) (small businesses and apartment buildings)
    - Large Federal Restitution Act (LFRA) (“large” prop. except where the prop was in use by natural persons or foreign entities)
    - Federal Land Act (FLA) (agricultural land and forests to the original owners)
  - there were time limits for claims
  - CSFR did not set up an agency - they let the past and present owners fight it out
- Hungary: The Compensation Model
  - July 1991, Parliament passed: the “Law to Provide Partial Compensation for Unjust Damage Caused by the State to the Property of Citizens”
    - compensation in the form of gov’t-issued interest-bearing certificates that could be used to buy state-owned prop., businesses, or shares in businesses sold by the State Property Agency or local gov’t
    - former owners given priority in getting the prop except for apartments and purchases of agricultural land (lim to those who were currently farming there)
    - could still reclaim their rural holdings if they were Hungarian citizens at the time of expropriation
    - set up offices for compensation in each county and in Budapest
- Germany: A Mix of the Restitution and Compensation Models
  - When it reunified, Germany adopted this model
    - seizures that took place b/w 1945-1949 in the German Democratic Republic (GDR) under Soviet occupation unrecoverable

- Under 1990 Property Law:
  - Any prop. confiscated by East German gov't and transferred to a third party or state ownership were to be returned to former owners or successors and those owners or successors could chose compensation or restitution
- Special Investments Law
  - Right of a present owner to sell prop, even if the former owner had filed a claim, if the present owner can obtain a certificate stating that the prop has "special investment purpose"
- Obstacles Removal Law (1991)
  - amended both previously mentioned laws
  - moved Germany away from reconveyance and towards compensation
- 1992 - settlement with the US concerning East Germany's expropriations of assets belonging to US nationals.
- December 17, 2014 - Obama and Raul Castro decided that the US and Cuba would restore full diplomatic ties
  - announcement followed prisoner swap (3 still-jailed members of the Cuban Five for US intelligence asset, Rolando Saraff Trujillo - imprisoned in Havana for nearly 20 yrs)
  - Alan Gross (subcontractor) released as well - humanitarian grounds
  - Obama is more chill with remittances, travel, baking
  - Castro releases 53 political dissidents
- However for relations to normalize these (previously mentioned) claims need to settle
- Article 14 of the Universal Declaration of Human Rights of 1948, a fundamental constitutive document of the United Nations that Cuba voted to ratify, reads as follows:95
 

"(1) Everyone has the right to own property alone as well as in association with others.  
 (2) No one shall be arbitrarily deprived of his property."9
- Cuba is still a communist country
- all of these success stories came from communist countries turned democratic
- People seem to have hope for Raul
  - removed restrictions on purchases
    - DVD players
    - computers
    - rice cookers
    - microwaves
  - unused state-owned land went to private farmers and cooperatives
  - allowed sale of homes and cars
  - Mariel Free Trade Zone (FTZ) near Havana
- Claimant eligibility
  - are heirs of former owners allowed to share in the remedies
  - who is an heir?
- there are differences b/w US and Cuban nationals
  - US claims fall under International Law

- Cuban claims fall under Cuban Law
- Cuba may want to limit what people use the land they get back for
- Some land has been lost
- claims from foreign companies who invested in the land must be dealt w/
- What is compensation
  - providing claimants w/ financial restitution for the value of the confiscated property
  - usually comes as a “lump sum payment” or interest in government securities
  - if prop value decreases pay-off may change
- Natural and Financial Insufficiency
  - Cuba doesn't have enough \$ for full payoff
  - is a Highly-indebted Poor Country (HIPC)
- Procedural and Evidentiary Matters
  - there will need to be a gov't agency for this
  - it will need to be transparent
  - it will be hard to est previous claim (lack of docs)
  - maybe if Cuba and US worked together...?
- Positions:
  - Cuba - wants sovereignty; wants to stay a commie; scared of foreign ownership
  - US - good old GOP wants to keep hating Cubans; wants its nationals to get their money;
  - Latin America & Caribbean - don't like the embargo; left-ward shift in Latin American politics + Cuba's shift to reform = Latin America loves Cuba
  - Nations investing in Cuba - embargo bad for investors; plus investors want to avoid legal prob about what belongs to whom
- Spanish push Cuba to settle old debts
  - (<http://www.theweek.co.uk/64358/spanish-push-cuba-to-settle-old-debts>)
  - Spaniards' belongings seized in revolutionary Cuba
  - Jordi Cabarrocas, director of an investment fund that represents some of the Spaniards whose property was seized
  - Spain and Cuba signed an agreement in 1986 in which Cuba agreed to pay about \$40m in compensation for seized assets over a 15-year period. The fee was settled partly in cash and partly in goods, including tobacco
  - "I believe we're in a stronger position than Americans, because we're talking about Cuba expropriating people who were mostly dual citizens, both Spanish and Cuban, so fully covered by international law,"
- Charting a New Course on Cuba
  - (<https://www.whitehouse.gov/issues/foreign-policy/cuba>)
  - The Cold War regime is not working
  - White House Approach:
    - **Re-establish diplomatic relations**

- Our diplomatic relations with Cuba were severed in January of 1961. The President is immediately reopening discussions with Cuba and working to re-establish an embassy in Havana in the next coming months. The U.S. will work with Cuba on matters of mutual concern that advance U.S. national interests, such as migration, counternarcotics, environmental protection, and trafficking in persons, among other issues.
  - **More effectively empower the Cuban people by adjusting regulations**
  - The President is taking steps to improve travel and remittance policies that will further increase people-to-people contact, support civil society in Cuba, and enhance the free flow of information to, from, and among the Cuban people.
  - **Facilitate an expansion of travel to Cuba**
  - With expanded travel, Americans will be able to help support the growth of civil society in Cuba more easily, and provide business training for private Cuban businesses and small farmers. Americans will also be able to provide other support for the growth of Cuba's nascent private sector.
  - Diplomatic relations, helping the people, helping economy
- **General licenses will be made available for all authorized travelers in 12 existing categories:**
  - 1. Family visits
  - 2. Official business of the U.S. government, foreign governments, and certain intergovernmental organizations
  - 3. Journalistic activity
  - 4. Professional research and professional meetings
  - 5. Educational activities
  - 6. Religious activities
  - 7. Public performances, clinics, workshops, athletic and other competitions, and exhibitions
  - 8. Support for the Cuban people
  - 9. Humanitarian projects
  - 10. Activities of private foundations, research, or educational institutions
  - 11. Exportation, importation, or transmission of information or information materials
  - 12. Certain export transactions that may be considered for authorization under existing regulations and guidelines
- Lift embargo
  - US goods to Cuba

- Cuban goods to US
  - Specifics:
    - <https://www.whitehouse.gov/the-press-office/2014/12/17/fact-sheet-charting-new-course-cuba>
- Cuba After Castro: Can Exiles Reclaim Their Stake? (<http://content.time.com/time/nation/article/0,8599,1223316,00.html>)
  - Beguiristain, Cuban citizen who lost Spanish colonial house, 2 sugar mills in Sagua la Grande, east of Havana in 1960
  - 1961 works for the CIA in Bay of Pigs
    - barely escaped alive
  - Now 72 insurance company in Miami
  - wants compensation - his house is torn down and
  - Construction in Cuba is way behind population growth
  - Cubans in Cuba are not thrilled about Castro, but they do not like the exiles either
    - Says the Pentagon analyst, "The Cubans say, Screw you. You're not getting this property back."
  - Cubans that have escaped are more rooted in the US than in Cuba
  - They could be similar, say U.S. officials, to reparations made in post-communist Eastern Europe, which in some cases let original home or building owners regain title to their property as long as they agreed to let the current occupants stay under a rent control agreement; and given Cuba's economic ruin, those who do regain industrial or commercial properties may be required to pump new investment into them.
  - Jose Ignacio, once-owner of De la Camaras (oil company) was locked in a room with by his partner Che Guevara in 1960 and forced to sign over assets of the oil company
  - A lot of people who have suffered want the US to pull visas from execs in EU, Canadian, SA oil co that operate on the land
- 1895: Cuban War for Independence (<http://www.pbs.org/crucible/tl3.html>)
  - American journalists and consequently people were interested
  - Leaders:
    - Maximo Gomez - military leader of revolution in 1895
    - Calixto Garcia - insurgent who meant success for US in Cuba; intelligence provided to the US including maps and info on Spanish officers
    - Jose Marti - Cuban émigré who organized the Cigarworkers Party, joined Gomez in 1895 and was killed in action; martyr of the rev and hero of Cuban people
  - Spain responded to the Cuban insurgency by sending 100,000 soldiers to Cuba in 1895. After the United States government was drawn into the conflict in 1898, the end of Spanish rule became a reality.

- RESTITUTION OF PROPERTY IN CUBA: LESSONS LEARNED FROM EAST EUROPE (<http://www.ascecuba.org/c/wp-content/uploads/2014/09/v09-harper.pdf>)
  - When Castro first showed up, Cuba was doing well - compared to Latin American countries, at least
  - Great foreign investment back then
  - Cuba owes a lot to USSR, but since the ruble fell, its debt fell too
- Same article - strategies
  - most claimants want their physical property back
    - they want to invest in and rebuild Cuba
  - Cuba wants to fix this mess because
    - they want full relations restored w/ US
    - political stability
    - foreign investment
  - Full relations
    - US can restore full relations after US claims are resolved
    - legally
  - You're not scared of refusing people \$/properties? look at Russia - Russian citizens have nothing to lose and as a result assholes like Putin come to power
  - Property ownership helps in creating a capitalist free market which will lift the economy
  - Restitution Model:
    - usually deals w/ commercial prop
    - conditions are set forth that owners must meet
    - laws are based on a clear deadline for filing claims
    - subsidized with cash, bonds, or vouchers in privatized industries
  - Compensation Model
    - sometimes physical restitution, most often compensation
    - various conditions for restitution
    - subsidized with cash, bonds, or vouchers in privatized industries
  - Differences between models:
    - a lot of Cuban people will prefer Restitution
      - it allows them to come home and rebuild economy
      - Compensation is a huge burden on gov't; Cuba's already in debt
    - Restitution means figuring stuff out b/w current owners and past owners
      - Resentment
    - Compensation model means resentment towards foreign cooperations
    - rebuild eco = restitution
  - Germany: the Unification treaty
    - 1990 treaty b/w East and West Germany
    - included Communist - confiscated prop
    - Joint Declaration incorporated into treaty
      - 1945-1949 losses are irreversible





mostly for storage space. Because the foreign corporation's plan is most beneficial to the community, the Treuhandanstalt most probably would decide for the foreign corporation. The former owner will then be able to file a claim for the proceeds resulting from the sale of the land to the foreign corporation. If the sale price is less than the fair market value, the former owner's claim may be for the market value instead of the sales price of the property.<sup>68</sup>

- A former owner seeks restitution of a house that has new occupants. Either the government will pay compensation to the former owner, or the former owner will pay the current occupants, following price negotiations, to vacate the property.<sup>69</sup>
- Two companies bid for the same property. One company plans to build a supermarket, the other, a block of apartments. The local courts will decide which offer is best suited to the needs of the local community. The former owner is compensated.<sup>70</sup>
- Law for the Removal of Obstacles to Privatization for Enterprises and for the Promotion of Investments
  - Passed march 1991
  - Treuhandanstalt or a Governmental Entity to sell and lease any of its real property or buildings, even if the former owner has filed a reconveyance claim, if the sale is to promote "investment purposes."<sup>72</sup> Investment purposes are classified as the same as those for special investments.<sup>73</sup>
  - There is no certification
  - you just need to talk to authorities and former owners
  - owner has less (former owner) rights - can't object
  - former owner still gets proceeds or fair market value
  - present owner can establish long-term lease to the propert
  - if prop is leased, former owner takes title to the prop subject to the lease
  - this law in particular moved Germany away from restitution and towards compensation
- Problems with Applying the German Programs to Cuba
  - Germany was much richer than Cuba when this was going on
  - Cuba has little industry which it can sell
  - Also, restitution means new jobs - which Cuba needs - while compensation does not
- THE CZECH AND SLOVAK REPUBLICS (same article)
  - Following the "Velvet Revolution" led by Vaclav Havel in 1989, the Czech and Slovak Republics instituted the most generous of the East European programs dealing with restitution of, and compensation for, confiscated property.
  - The First Restitution Act
    - October 2, 1990
    - returns all land confiscated by the gov't between 1955 - 1959

- small percent of land/ prop - only applied to to small business in the service sector
  - six-month period to file a claim
  - applies to both citizens and non-citizens
  - Noncitizens could not file a claim, however, if the domiciliary country settled claims with Czechoslovakia through a bilateral treaty.<sup>8</sup>
  - Where third parties<sup>89</sup> held bona fide title, the Czechoslovakian government offered compensation to the original owner.<sup>90</sup>
- The Second Restitution Act
  - 2/21/1991
  - res or compensation for all prop confiscated February 25, 1948 (communists took over) - 1989 when the commies lost power
  - current owners have to give prop to former owners
  - \$750 million for compensation purposes where restitution was not possible, the rest of it was paid in bonds
  - covered \$10 billion worth of prop
  - this only applies to individuals
  - only applies to Czech and Slovak citizens (excluded citizens living abroad or foreign nationals)
  - making people come back, bad for housing market
  - because people come back, the price for housing and living has risen
  - res claims triumph over privatization claims
  - before anything can be privatized, registry of deeds must be consulted; no former owner, no claim, claim disallowed, only then can it be privatized to investors
  - due to lack of comp, gov't raises money for compensation, job training, social programs
- Small-Scale Privatization Act
  - Act Concerning the Transfer of Some State Property to the Ownership of Individuals or Juridical Persons” of October 25, 1990
  - unclaimed small industrial businesses or service est. except for utilities and public services
  - about 120,000 small businesses
  - sold @ auctions to former or current owners
  - proceeds go to gov't
- The Large-Scale Privatization Act
  - “Law on Conditions of Transferring State Property to Other Persons” (the “Large-Scale Privatization Act”) took effect on April 1, 1991
  - privatization of most businesses except for certain industries uch as railroads, nuclear power stations, telecommunications
  - joint stock companies were created
  - offering of shares to investors and the sale of some enterprises directly to domestic and foreign investors

- Application of Czechoslovakian Plan to Cuba
  - good that there's an expiration date - you can develop prop w/o fear of former owners
  - gov't saves money
  - you rebuild economy
  - middle class made of entrepreneurial individuals
  - limitation of benefits to individuals
    - no reason to exclude legal entities and corporations
    - It is better for the government to rid itself quickly of the burden of these state-run enterprises so that investors can take them over and turn them into profit generating, and therefore more readily taxable, enterprises.
- Poland (same article)
  - Poland's plan was to compensate owners whose land was taken without compensation between 1944 and 1960 in contravention of laws then in force. 116 The plan, therefore, does not cover any of the property expropriated under the various Polish nationalization programs
  - if you were screwed by the commies, it's your problem, file your own suit w/ no policies from your good ole gov't to help you
    - this is bad because it's asshole and because investors are afraid to come into a 100-mile range if they think the prop is still up for grabs for previous owners
  - for the few lucky bastards who do get their stuff back you get compensation rather than res
  - Compensation took the form of capital bonds that would enable the former owner to purchase shares in state enterprises undergoing privatization, and guaranteeing priority in purchasing shares of their former enterprises. 119
  - The former landowners could only reacquire their property by paying, in cash, the market value of the confiscated real estate or reproduction value<sup>120</sup> of other "immovable property."<sup>121</sup>
    - you can see the issues: 1. again, asshole, people need to pay to get their stuff back, that's a hell of a bitchy thing to do, and that money can go to improving the land, making jobs
  - Poles abroad get money only if they get Polish citizenship and come back. Permanently.
  - Issues for Cuba
    - A LOT of peeps aren't going to want to come back until the assholes who kicked them out in the first place leave
    - plus this flood of people could put a strain on the housing market
    - Former owners who are forced to move back to Cuba in order to recover their property will, rightfully, most likely want to recover their expropriated residential property, as well. Recovery of residential property would, in

turn, necessitate the forced removal of thousands of Cubans from their homes

- so homelessness
  - & eco meltdown. Fabulous
- Money.
  - The Polish Privatization Ministry reports that over 70,000 applications to reclaim property worth over \$1 billion have been filed.<sup>123</sup> The estimated cost for compensation could eventually cost Poland \$23 billion, an enormous amount considering Poland's annual budget at the time was only \$2.2 billion.
  - 4 As cited above, claims for confiscated property in Cuba exceed \$5 billion with annual payments exceeding \$465 million.<sup>125</sup> Cuba will not be able to pay such an amount. Poland is more industrialized than Cuba, and can therefore earn more from the sale of state enterprises than can Cuba. Additionally, money spent to pay compensation claims could be better spent on job training and/or welfare, as workers are laid off from formerly state-run enterprises.
- Hungary (same article)
  - In July 1991, the Hungarian Parliament passed the "Law to Provide Partial Compensation for Unjust Damage Caused by the State to the Property of Citizens."
    - you get certificates to buy state-owned prop, businesses, or shares of businesses sold by the State Property Agency
    - no restrictions for foreigners
    - former owners given priority to get their prop back, the major exception being apartments where tenants got priorities
    - Purchasers of agricultural lands through the use of certificates were limited to those who were currently farming and living in a community and who were prepared to continue the use of the land for farming purposes.
    - this is bad for people who wanted to use the land for something else
- STATUS OF ECONOMIC RECOVERY IN EAST EUROPE (Same article)
- The Czech Republic, Hungary, Poland, and Slovakia have all recovered significantly since the collapse of communism. Considering that Slovakia has the smallest population of the four,<sup>134</sup> it has made the largest gains, from a negative growth rate in GDP of 16.7 percent in 1991, to a positive growth rate of 7.4 percent in 1995.<sup>135</sup> Next was Poland with a decline in GDP of -11.5 percent in 1990, but an increase of 7 percent in 1995. The Czech Republic was third with a decline of -14.2 percent in 1991 and an increase of 4.8 percent in 1995. Last was Hungary with a decline of -12 percent in 1991 and an increase of only 2 percent in 1995.<sup>136</sup> The long range recovery for all four continues to be hopeful. The main drawback to both Poland's and Hungary's recovery is the large long-term debt they incurred. In 1995 Hungary's public and publicly guaranteed debt amounted to over \$23.5 billion.<sup>137</sup> Similarly classified debt in Poland amounted to a

staggering \$41 billion.<sup>138</sup> The Czech and Slovakian public debt, however, amounted to only \$9.6 billion and \$3.57 billion, respectively.<sup>139</sup> As payment on this debt comes due, those countries, such as Hungary and Poland, that are spending resources to pay the long-term debt and the continued operation of state-run enterprises will have to either take out more loans to finance the expenditures, or sell the state-run enterprises at a significant loss in order to get rid of them to pay their debts.

- Applications to Cuba (You can figure out where this is from at this point)
  - A lot of what Cubans will make, no one will buy
  - the gov't will print more money - inflation
  - on the other hand selling a prop to investor that has problems is selling a "national prob"
  - only one class of people who lost things so yay; no civil war!
  - Also, there are approximately 1.5 million relatively wealthy Cubans only 90 miles away who are ready and willing to support a postcommunist nation
  - By giving Cubans clear title to property quickly, they will be able to sell or mortgage it for entrepreneurial pursuits
  - Cuba, however, is much poorer than pre-reform Europe (Eu has a more diversified base of exports + coal)
  - The importance of restitution and privatization can be seen in the Czech and Slovak Republics.<sup>156</sup> These Republics closely mirrored Cuba before their transition to economic liberalism.
  - Additionally, "[t]he creation of new firms in the manufacturing, construction, and retail sectors has been most dynamic in the countries where privatization has made the greatest progress
  - There should also be an emphasis on the creation of small- and medium-sized businesses
- ESTABLISHMENT OF A CLAIM PERIOD (just stop)
  - Cuba needs a claim period after which the prop can go to the highest bidder
  - Property that was created by the communist regime (such as the national fishing fleet and energy production facilities) and property developed with foreign governments (specifically, hotels and tourist resorts) in which the Cuban state has a share, may likewise be auctioned off.
    - funds from this can be used for job training, loan repayment, entrepreneurial incentives, and other such beneficial social endeavors
- RESIDENTIAL PROPERTY
  - if people just come and take homes there will be violence
  - Germany's three concerns in this issue (the moral right of former owners to the restitution of property that they lost to the former regime; the rights of present occupants to continue living in their houses; and finally, but most importantly, the need to encourage new investments in East Germany)
  - Title in residential property could be settled peacefully in one of four ways.

- Current occupants of residential property can receive clear title to the property, so long as they have, or are in the process of acquiring, title to the land.167
- occupants of government property that have not acquired title to the land may be given the option of acquiring title at advantageous terms.
- property occupied by the government for official use can be returned to the former owners.169
- property may be reconveyed to the former owners if it is either not in use, abandoned, or the present occupants under option two decline to acquire title to the property.
- former owners whose property has been acquired by the current occupants under the first two options may receive compensation in the form of cash or bonds
- First two options, present occupants can mortgage prop
- last two options; people get prop, invest, need materials and workers, good for eco

- FOR CRUISE SHIPS - MAKE PORT DEEPER - TERMINAL
  - GOOD FOR CRUISE COMPANIES + NEW JOBS
  - FASCINATING FOR TOURISTS + INTERNATIONAL TOURISTS
  - COMPANIES, HOTELS, STORES, ETC. WILL FOLLOW
  - SHIPS CAN DOCK FOR A FEW DAYS BECAUSE CUBA HAS SO MUCH TO SHOW
- INCLUSIVE-RESORTS
  - CASINO INDUSTRY WILL FOLLOW
- UNIVERSITIES IN CUBA
  - EG HIGH LITERACY RATE
  - SPONSORED BY INTERNATIONAL UNIVERSITIES - LIKE EXCHANGE PROGRAMS
- INFRASTRUCTURE WILL FOLLOW TOURISM
- UNESCO MIGHT GET INVOLVED TO RESTORE OLD PLACES OF SIGNIFICANCE
- MANUFACTURING FACILITIES -
  - CLOSE TO US (EASY SHIPPING)
  - MANY PEOPLE WHO WANT JOBS
  - A LOT OF LAND
- ADVANTAGES IN CUBA-
  - SUGAR & TOBACCO
  - LOCATION CLOSE TO US AND IN THE CARIBBEAN (PEARL OF CARIBBEAN?)
  - WANTS TO JOIN WESTERN WORLD
  - MUSIC IND (ONCE THRIVING; WORKS W/ TOURISM)