



Tourism Development
Company Limited
TRINIDAD & TOBAGO

ADMINISTRATIVE REPORT FISCAL 2008

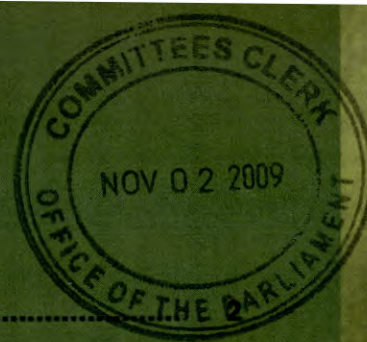
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“To facilitate the development and marketing of the tourism product of Trinidad and Tobago so as to deliver a superior tourism experience, which provides the greatest sustainable value for all stakeholders”.





Growing Towards
Greater Heights

CONTENTS

	List of Tables and Figures	
	Executive Summary.....	3
1.0	Mission Statement	7
2.0	Vision Statement.....	8
3.0	Strategic Plan	9
3.1	Key Issues	9
3.2	Key Strategies	9
4.0	Financial Operations	11
4.1	Budget Formulation	11
4.2	Budget Objectives	14
4.3	Expenditure versus Budget	15
5.0	Human Resources	16
5.1	Promotion	16
5.2	Recruitment and Selection Procedures	16
6.0	Organizational Structure	18
6.1	Corporate Structure	18
6.2	Services Provided	20
6.3	Levels of Authority	20
6.4	Conditions of Employment	21
6.5	Training Programmes	21
7.0	Procurement of Resources	22
7.1	Tendering Procedures.....	22
7.2	Contractual Procedures.....	23
7.3	Purchasing Procedures	24
8.0	Reporting Functions.....	25
8.1	Internal Reports.....	25
8.2	External Reports	26
8.3	Reporting Relationships with Monitoring Agencies	27
9.0	Internal Audits	28
9.1	Internal Audit Procedures	28
10.0	Accomplishments	31
10.1	Human Resource Department	31
10.2	Investment Promotion Department.....	34
10.3	Product Development Department.....	40
10.4	Marketing Department.....	47
10.5	Public Affairs Department	53
10.6	Research and Planning Department.....	58
10.7	Internal Audit Department	60
11.0	Recommendations	62
	Appendices: Organizational Structures.....	63

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Company Limited

ADMINISTRATIVE REPORT
FISCAL 2008

LIST OF TABLES AND FIGURES

TABLES

Table 3.1	TDC's Key Strategies for Fiscal 2008	9
Table 4.1	TDC's Actual Expenditure versus Approved Budget for Fiscal 2008.....	15
Table 5.1	The Interview Panel as it Relates to Vacancy.....	17
Table 6.1	TDC's Signing Authority	20
Table 7.1	Tender Values (TT\$) and Respective Protocol	22
Table 8.1	External Reporting Functions of TDC.....	26
Table 10.1	Work Plan Outline for TDC's Human Resources Department for Fiscal 2008	32
Table 10.2	Work Plan Outline for TDC's Investment Promotion Department for Fiscal 2008.....	35
Table 10.3	Investment Trade Shows for Fiscal 2008.....	37
Table 10.4	Approved Tourism Projects for Fiscal 2008	39
Table 10.5	In-house Meetings with Potential Investors for Fiscal 2008	39
Table 10.6	Work Plan Outline for TDC's Product Development Department for Fiscal 2008	42
Table 10.7	Work Plan Outline for TDC's Marketing Department for Fiscal 2008.....	48
Table 10.8	Work Plan Outline for TDC's Public Affairs Department for Fiscal 2008.....	55
Table 10.9	Work Plan Outline for TDC's Research and Planning Department for Fiscal 2008.....	59

FIGURES

Figure 6.1	Outline Corporate Structure of the TDC.....	19
Figure 8.1	Management Team Line Reporting System within TDC	25
Figure 8.2	The Reporting Relationships of the Various Components of the State Sector	27
Figure 9.1	Flow Diagram of the Internal Audit Procedures	30

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EXECUTIVE SUMMARY

The Tourism Development Company Limited (TDC) is the implementation arm of the Ministry of Tourism, dedicated to realizing the vision for sustainable tourism in Trinidad and Tobago. Established in 2004 as a special purpose State Enterprise, the Company has a mandate to develop the country's tourism sector and market Trinidad and Tobago as a tourism destination.

The TDC is committed to establishing and implementing standards for the development and maintenance of tourism infrastructure and amenities at identified tourism sites. Development of the tourism product in Tobago lies strictly within the purview of the Tobago House of Assembly (THA). All activities are conducted in consultation with the Assembly where any functions of the TDC relate to Tobago. The TDC is also expected to collaborate and consult with key industry partners.

Five core strategies adopted to maximize the Company's productivity and drive the tourism industry toward becoming a pillar of the country's socio-economic growth guided TDC's focus in fiscal 2008. These core strategies were institutional strengthening, destination marketing, value added tourism (sector development), effective strategic partnerships, and investment promotion.

During fiscal 2008, the Company's Human Resources Department developed and started implementing a revised Human Resource Policies and Procedures (HRPP) manual and a Human Resource Information System (HRIS). The former is to facilitate an improved working environment and decision-making process, and the latter, to upgrade delivery of Human Resources information at the TDC. In addition, the Department established an Occupational Health and Safety Management System at Head Office, in accordance with the OSH Act 2004. Human Resources also proposed an organizational restructuring scheme aimed at moving the TDC in a new direction to achieve its mandate. An extensive exercise in job analysis and evaluation, functional job descriptions and specifications for all positions together with complementary job evaluation regimes, were formulated to measure and monitor workforce performance and to accommodate the potential for upward movement within the organization. The employment contracts of all personnel hired when the TDC began its operations ended in fiscal 2008. However, 23 contracts were renewed and seven new employees were recruited. The year in review also marked the start of the drafting of TDC's first strategic plan for the 2009-2011 period.

The Investment Promotion Department produced a comprehensive portfolio of tourism investment promotional material along with Trinidad and Tobago's first Tourism Investment Guide which potential investors can now access via the TDC's corporate website www.tdc.co.tt. In addition, the Department has begun to shape a base of critical stakeholders with the potential to provide tangible support and be a catalyst in potential investors' decision-making processes. The Department's efforts, such as participation in trade shows, the *Caribbean Hotel and Tourism Investment Conference (CHTIC)* hosted by TDC in May 2008 being

one of them, have resulted in a proposal for tourism investment with a capital value of over TT\$80 million. As an advocate for promoting the country as an ideal tourism investment location, the Department secured advertisements in investment magazines with an aggregated readership of approximately 290,000.

During the reporting period, the Product Development Department's Quality Control and Standards Unit relaunched the Trinidad and Tobago Tourism Industry Certification (TTIC) programme and the Small Tourism Enterprises Project (STEP). A *Green Globe 21* pilot project was initiated and phase one implemented. This included a Blue Flag workshop and gap analyses, which were conducted at seven properties as per *Green Globe 21* requirements. Inspections of visitor accommodation properties were completed and registered properties were included in the Department's Annual Accommodation Guides. In accordance with the Department's commitment to produce first class industry standards, during the reporting period, the following standards were produced and subsequently declared by the Trinidad and Tobago Bureau of Standards (TTBS): the Land Tourist Transport Service Provider Standard for tourist taxi drivers, and the Bed and Breakfast Standard. In addition, Visitor Complaint Forms and Visitor Safety Tips Brochures were completed to enhance the Visitor Relations Management Programme.

In keeping with TDC's focus in fiscal 2008 on improving health, safety and sanitation of tourism sites, the Department's Sites and Attractions Unit conducted upgrades of facilities at the La Brea Pitch Lake Visitor Center, and at the Maracas, Las Cuevas, Vessigny, and Manzanilla beach sites. Fire prevention, detection and safety equipment were also installed at the five sites. In addition, through collaborative efforts with the Environmental Management Authority (EMA), the Department continued to conduct water quality testing at various beaches. During Easter weekend 2008, the Unit successfully administered its Regulated Camping Initiative at Maracas and Las Cuevas beaches.

Enhancing its online marketing thrust, the TDC launched its www.gotrinidadandtobago.com website in January 2008. Through the efforts of the Public Relations representative in Florida, USA, several international television productions print and online media featured Trinidad and Tobago. The country was featured on the Travel Channel's *Bizarre Foods* and in print media publications such as the New York Times Newspaper, Nexos – American Airlines Spanish in-flight magazine, and Caribbean Travel and Life Magazine, May 2008 issue. Articles were also featured on the Tampa Bay website, www.tbo.com.

Among its Public Relations activities, the Marketing Department also embarked on press trips, published numerous press releases, and hosted events such as 'Taste T&T in NY' in collaboration with Delta Airlines. The Marketing Department also secured spots on several televised programmes such as: the unscripted travel adventure featuring eco-tourism in Trinidad in Yeago Production's 'Go Wild With Courtenay Rooks'; a promotional opportunity on Wheel of Fortune for their fifth segment aired in September 2008; and Carnival and destination coverage on the Travel Channel's '21 Hottest Caribbean Escapes'. Contribution to the net worth of international media coverage is, in part, a result of hosting international media.





Delta Airlines secured increased airlift in the North American market with the addition of new flights from New York and Atlanta. Commencing December 2007, Delta added one weekly flight to Tobago and a daily flight to Trinidad.

Marketing efforts in the Caribbean have been enhanced by projects such as the Caribbean Road Show, which is held throughout the region and allows tourism and hospitality-based businesses from Trinidad and Tobago to display their services. Locally, the TDC staged signature events such as 'Taste T&T' and its pre event, recipe and cooking competition, 'Potspoon Throwdown' and the post 'Taste T&T Restaurant Week,' as well as the rolling 'Stay to Get Away' campaign.

The Marketing Department maintained its presence at local, regional, and international travel-trade and niche-market shows. As a means of encouraging the travel trade towards the destination, 1500 travel agents were also trained to become Trinidad and Tobago destination specialists.

During the period under review, the Public Affairs Department conducted corporate advertising campaigns and the Local Tourism Awareness programme, which was enhanced by the TDC's sponsorship of local events. The Department also developed public relations and advertising programmes to highlight several projects such as the Small Tourism Enterprises Project (STEP), Trinidad and Tobago Tourism Industry Certification (TTTIC) and the Maracas Redesign Project. To enhance the Maracas Redesign Project, the Department created the www.mymaracas.com website.

Advocating a cleaner, greener Trinidad and Tobago, the Department launched its 'Let's Clean Up and Green Up T&T' campaign in collaboration with the Port of Spain City Corporation in January 2008. Annex to this initiative, were quarterly cleanup activities at varying locations and the distribution of bins together with signage and other collateral material. Further to its public awareness initiatives, the Department embarked on a mobile tourism fair, the 'T&T Roadshow', fashioned after its Tourism Park campaign. This mobile fair visited malls across the country and was aimed at promoting the nation's tourism to its youth. Constructive media relations supported these campaigns.

As the tourism marketing authority of the host country for the 12th Annual Florida Caribbean Cruise Association (FCCA) trade show and the 15th Annual Caribbean Hotel and Tourism Investment Conference (CHTIC), TDC, through its Public Affairs Department, coordinated both events and acted as the liaison with respective local and international bodies. Hosting of these events presented an opportunity to highlight Port of Spain as the Meetings and Conventions Capital of the Southern Caribbean.

The Research and Planning Department has been proactive in seeking to provide supporting data for TDC and industry stakeholders. In 2008, the Department collaborated with the Central Statistical Office (CSO) and affiliated Government bodies towards updating the Tourism Satellite Accounting (TSA) system. The Department also continued its ongoing data collection and surveys with respect to airlift, visitor arrivals and visitor feedback.

TDC commenced fiscal 2008 with an approved overall budget of \$99.7 million, with an allocation of \$30 million for Recurrent Expenditure, \$51 million budgeted for Marketing, \$8.7 million to the Public Sector Investment Programme (PSIP), and \$10 million earmarked for Infrastructure Development Fund (IDF) projects. At the end of the reporting year, TDC's total expenditure amounted to \$96,571,501.

With challenging economic conditions and the volatility of the tourism sector, TDC has taken the necessary steps to navigate successfully through this reporting period. The Company continues to build on its successes and embraces the opportunity to nurture the untapped potential of Trinidad and Tobago's tourism industry.





1.0 MISSION STATEMENT

“To facilitate the development and marketing of the tourism product of Trinidad and Tobago so as to deliver a superior tourism experience, which provides the greatest sustainable value for all stakeholders”.

The TDC became operational in 2005. Its mandate emphasizes the development and enhancement of all aspects of the tourism sector in Trinidad and Tobago. The Company is committed to establishing and implementing standards for the development and maintenance of tourism infrastructure and amenities at beaches, tourism sites and attractions, as well as maintaining those facilities and amenities formally vested in it. The TDC is accountable for the development of the tourism product in Trinidad, while the THA holds that responsibility for Tobago.

The TDC’s mandate includes responsibility for marketing and promotion as well as for tourism investment facilitation. This latter responsibility includes administering the provisions of the Tourism Development Act, Chap. 87:22 (TDA), under which investors in the tourism sector apply for concessions.

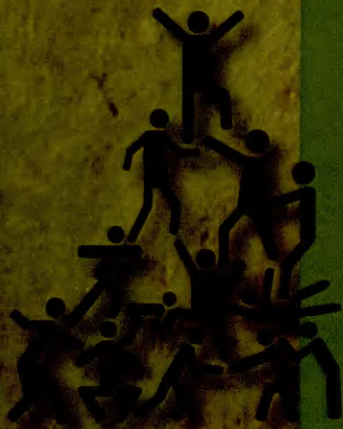
The TDC operates in collaboration with key partners and stakeholders whose expertise and areas of operation overlap with and facilitate the implementation of the Company’s activities. In particular, the TDC consults with the THA Division of Tourism and Transportation on the formulation and implementation of programmes relating to Tobago.

2.0 VISION STATEMENT

"To be the lynchpin for sustainable tourism development so as to improve the quality of life through the development of a unique and vibrant tourism sector that is supported by the people of Trinidad and Tobago."

The TDC is the implementation arm of the Ministry of Tourism, committed to realising the vision for sustainable tourism in Trinidad and Tobago. This vision is steered by a number of long-term goals aimed at making the tourism industry a significant contributor to the nation's Gross Domestic Product (GDP); improving the quality of life for citizens; and transforming Port of Spain as the Business and Culture Capital of the Caribbean. This objective can potentially be realised through the creation of more than 90,000 jobs, directly and indirectly, together with increased revenues to the Treasury.

The objective is to accentuate the uniqueness of the two islands, to offer an internationally competitive tourism product, complemented by a comprehensive, fully functional physical infrastructure and a modern, competitive institutional framework that is supported by the country's citizens. Flagship products with brand names that are globally recognised will anchor the sector.



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3.0 STRATEGIC PLAN

The overall strategy for the development of the tourism industry in Trinidad and Tobago is to position the twin islands to take advantage of its environmental and cultural attributes with a focus on culture and business tourism for Trinidad and culture and leisure tourism for Tobago.

3.1 Key Issues

Challenges that the TDC faced in fiscal 2008 included:

- **Insufficient human resources:** the Company's organizational structure was deemed inadequate to meet its mandate. In addition, key positions were vacant for extended periods.
- **Provision of timely information:** official tourism statistical data was not always available on a consistent, timely basis.

3.2 Key Strategies

The TDC's strategic and business objectives are derived from the Vision 2020 Strategic Plan for tourism. As such, the Company's key strategies and related objectives were as outlined in *Table 3.1* below.

Table 3.1 : TDC's Key Strategies for Fiscal 2008

STRATEGIC FOCUS	STRATEGIC OBJECTIVES
Institutional strengthening	Create an institutional framework that will support and coordinate the development of the tourism sector in an effective and efficient manner.
	Sustain investment in human resource development within the sector to internationally competitive standards.
Destination Marketing	Position Port of Spain as the Meetings and Conventions Capital of the Southern Caribbean and the "culture capital" of the region.
	Market Trinidad and Tobago as a recognized tourism destination in every principal source market.

continued

Table 3.1 : TDC's Key Strategies for Fiscal 2008 (continued)

STRATEGIC FOCUS	STRATEGIC OBJECTIVES
<p>Value Added Tourism (Sector Development)</p>	<p>Develop Trinidad and Tobago's tourism industry to realize its full economic potential.</p> <p>Ensure that the country has the supporting infrastructure necessary for sustainable growth.</p> <p>Position Trinidad and Tobago as providing the warmest welcome and the highest level of international quality service in the Caribbean.</p>
<p>Develop effective Strategic Partnerships</p>	<p>Ensure that the tourism sector is a developmental priority driven by a strong and effective public/private sector partnership.</p>
<p>Investment Promotion</p>	<p>Transform Trinidad and Tobago into an exciting location for tourism investment.</p> <p>Define and enhance Trinidad and Tobago's reputation by upgrading accommodations to the highest international standards.</p>

The measures of success for TDC's operations were:

- An effective institutional structure
- A focus on high value added tourism
- A proactive approach to destination marketing
- A significant investment promotion.





4.0 FINANCIAL OPERATIONS

The Government of Trinidad and Tobago through the Ministry of Tourism funds the TDC. The Company was also granted access to the Infrastructure Development Fund (IDF) for implementation of the Maracas Beach redesign and restoration project and the upgrade/expansion of the Emperor Valley Zoo.

The TDC formulated its budget proposals for fiscal 2008 based on the strategies of twelve policy objectives of the Draft National Tourism Policy that is built upon the Long Range Goals of Vision 2020.

4.1 Budget Formulation

The Company's budget formulation was as follows:

- **Institutional Framework**

- *Implementing the Tourism Satellite Accounting System:* to facilitate TDC's in-house capacity to collect and analyze data
- *Developing new investment incentives*
- *Implementing public awareness programmes:* a comprehensive plan has been proposed and designed to sensitize the population of Trinidad and Tobago with respect to the importance of the value of the country's tourism
- *Encouraging higher visitor expenditure:* a projected outcome of marketing strategies targeting more affluent visitors and because of an improved quality tourism product.

- **Product Development**

- *Developing a specific plan for tourism product development*
- *Influencing the design and improvement of tourist attraction facilities*
- *Supporting the beautification of the nation's capital and its main entrances*
- *Encouraging the expansion and upgrade of the accommodation sector:* a projected outcome of effective marketing and investment incentives
- *Supporting safety and security measures:* inclusive of a continuation of the Visitor Guides programme and safety brochure
- *Upgrading the environmental product:* continuation of programmes to support the implementation of the Green Globe and Blue Flag environmental programmes.

- **Marketing**

- *Developing a Trinidad and Tobago Brand* inclusive of implementation of media campaigns in key overseas markets designed to promote the Trinidad and Tobago brand
- *Conducting market research* involves undertaking consumer research in key markets
- *Encouraging cooperative marketing programmes* includes identifying key trade partners and developing effective and efficient cooperative marketing programmes in Trinidad and Tobago's key markets
- *Developing destination marketing strategies* identification of key niche market segments for each destination and implementation of marketing campaigns to target those niches
- *Supporting or implementing signature tourism events*
- *Ensuring state of the art tourism websites* inclusive of ongoing maintenance and continuous improvement of TDC's websites: www.gotrinidadandtobago.com and www.tdc.co.tt, as well as online marketing to drive customers to these websites
- *Developing crisis management strategies* to deal with specific threats to the industry.

- **Human Resource Development**

- *Sustaining investment in human resource development within the sector to internationally competitive standards:* by measuring and monitoring workforce performance, participating in Tourism Career Fairs, conducting training seminars and workshops for key tourism personnel, promoting the Trinidad and Tobago Tourism Industry Certification (TTIC) programme, and implementing tourism teacher training programmes.

- **Land Use**

- *Establishing and encouraging land use consultations with relevant bodies.*

- **Environmental Conservation**

- *Encouraging adherence to environmental policies ratified by Trinidad and Tobago,* included in public awareness programmes
- *Promoting Green Globe and Blue Flag certification and environmental monitoring.*





- **Cultural Authenticity**
 - *Encouraging the development of tourism development products, included in public awareness and incentives*
 - *Encouraging the development of permanent facilities for entertainment*
 - *Supporting cultural heritage.*
- **Community Participation**
 - *Developing a community based tourism model*
 - *Hosting community based workshops.*
- **Linkages**
 - *Monitoring current local linkages.*
- **Research**
 - *Generating carrying capacity studies for tourism zones*
 - *Strengthening the TDC's in-house capacity to generate appropriate information*
 - *Developing and conducting relevant surveys.*
- **Investment**
 - *Developing, packaging and promoting tourism investment opportunities*
 - *Developing a framework for tourism investment*
 - *Building the image of the destination as an attractive location for investment*
 - *Conceptualizing separate signature projects each for Trinidad and Tobago*
 - *Adopting a Government equity participation policy*
 - *Attracting branded product*
 - *Earmarking tourism project sites*
 - *Administering the provisions of the TDA.*
- **Recurrent Budget**
 - *General administration to maintain ongoing operations.*

4.2 Budget Objectives

The following business objectives were the drivers of the budget formulation process:

- Strengthen Trinidad and Tobago's market position and brand internationally
- Develop signature tourism events in Trinidad and Tobago
- Secure new airlift for Tobago
- Increase airlift to the destination
- Improve TDC's presence at major investment conferences that should lead to significant lead generation and penetration of source markets
- Upgrade, renovate and improve access, drainage and aesthetics of TDC beach facilities
- Launch the Tourism Oriented Policing and Protection Services (TOPPS) programme aimed at improved safety and security for all visitors at TDC sites and attractions
- Launch of Small Tourism Enterprises Programme (STEP) and Trinidad and Tobago Tourism Industry Certification Programme (TTTIC)
- Launch environmental campaign 'Let's Clean Up and Green Up T&T'
- Improve public awareness and perception of the tourism industry through youth awareness and tourism awareness advertising
- Sponsor and partner with industry stakeholders to promote and enhance the tourism product
- Develop a new organizational structure to build institutional capacity necessary to execute TDC's mandate
- Recruit staff to fill key vacancies
- Improve financial reporting system that allows real time access and improved management of department budgets
- Conduct economic impact studies for the tourism industry in accordance with international standards and in collaboration with internationally recognized tourism organizations and key stakeholders
- Execute sample surveys to capture data on visitor arrival and departure, domestic travel and market trends
- Streamline library operations
- Develop a robust legal department that manages all legal documents of TDC.





4.3 Expenditure versus Budget

In fiscal 2008, TDC received a budget of \$99.7 million to carry out operations for the period. Marketing was allocated a budget of \$51 million; \$8.7 million was allocated to PSIP; TT\$30 million was allocated for recurrent expenditure; and \$10 million from the IDF.

The Company ended the year with a total expenditure of \$96,571,501. *Table 4.1* below outlines budget allocated to TDC compared to actual expenditure.

Table 4.1 : TDC's Actual Expenditure versus Approved Budget for Fiscal 2008 (TT\$)

PARTICULARS	ACTUAL EXPENDITURE	APPROVED BUDGET
Marketing Programme		
Overseas Marketing	33,508,804	30,572,000
General Marketing Support	18,630,468	16,450,000
Research & Planning	561,519	1,588,000
Investment Promotion	1,552,657	2,390,000
Subtotal	54,253,448	51,000,000
PSIP		
Tourism Development Support Programme	2,517,170	2,600,000
Additional Support Programme	1,609,798	2,800,000
Tourism Action Programme	3,592,191	3,300,000
Subtotal	7,719,159	8,700,000
Recurrent Funds	32,227,474	30,000,000
Infrastructure Development Fund	2,371,420	10,000,000
TOTAL	96,571,501	99,700,000

5.0 HUMAN RESOURCES

The TDC's Human Resources Policies and Procedures (HRPP) 2007 manual assists the Company in providing a work environment that promotes professionalism and a high level of performance in the execution of its day-to-day operations and decision-making processes. The HRPP 2007 manual sets out TDC's expectations for employee code of conduct and provide a framework for consistent and equitable dealing in the organization. Management is responsible for the dissemination and implementation of policy objectives. The authority for making any exceptions to the policy resides solely with the Company's President for subsequent ratification by the Board of Directors.

5.1 Promotion

TDC strives to fill positions by promoting from within. Key considerations for promotion include an individual's qualification, aptness, and their demonstrated potential to assume duties and responsibilities of the position being sought after together with his/her performance at current post. Promotions are often linked to outstanding performance and are thus considered the reward for successfully executing duties and surpassing job performance levels.

Where a qualified employee is available, he/she may be promoted within their respective department, and if multiple candidates are available, promotion will be in accordance with the most superior combination of skills, competence, merit, and service to TDC. In the event of a lack of qualified personnel within a department where opportunities for promotion exist, a notice may be circulated and the selection processes apply.

Promoted employees serve a mandatory three-month probation period prior to confirmation in the new position. During this time, management monitors the employee's performance and provides feedback. Upon successful completion of the probationary period, as established by the performance levels and output, the employee shall be confirmed in the new position in writing. TDC has the right to extend probationary periods, if thought necessary, by no more than three months on condition that the employee is notified in writing prior to the expiration of the first three-month period.

If a promoted employee fails to meet the requirements of the new position during the probationary period, he/she shall regress to his/her previous post.

5.2 Recruitment and Selection Procedures

When vacancies arise, the respective line manager submits an approved staff requisition form to the Human Resources (HR) Manager and notices of





vacancies are published. Based on the requirements of the positions being offered and the availability of qualified applicants, the extent of the search is determined by the HR Manager.

An internal notice of vacancies is circulated to all departments for the attention of all employees and interested staff members may apply in keeping with the procedures outlined in such notice. After approximately one week, external searches may commence.

This begins with the examination of the TDC's applicant database, composed of the Company's previously short-listed and speculative applicants for similar positions. If this process yields no suitable candidates, vacancies are then advertised in the press. Recruitment registers at educational, professional, or similar institutions are also considered, and in circumstances deemed necessary, recruitment agencies may be consulted. The latter is resorted to only upon approval of the President and selected at the HR Manager's discretion.

The HR Department is charged with the duty to populate an initial shortlist for a given vacancy in accordance with the requirements and qualifications as advertised. This is then followed by a further short-listing by the relevant line manager, who produces the final listing of potential candidates to be invited by the HR Department to attend an interview. In the event that there are insufficient or unsuitable candidates, the Company reposts notices repeating the process as outlined above.

All interviews are conducted by a panel, the composition of which will vary dependent on the nature and responsibilities of the vacant position(s). The HR Department prepares and distributes an interview package for each member of the panel. This package includes the shortlist of candidates, a copy of each candidate's curriculum vitae, and the interview guidelines. *Table 5.1* below summarises interview panel composition with respect to vacancy.

Table 5.1 : The Interview Panel as it Relates to Vacancy

VACANCY / JOB TITLE	INTERVIEW PANEL
President/Director of Tourism	Board of Directors
Vice President/Deputy Director	Representative Board Member on HR Sub-Committee and President
Management	President and/or Vice President, and HR Manager
Professional, Technical and Administrative Staff	HR Manager and Line Manager or his/her Representative
Temporary Staff	HR Manager and Line Manager/ Supervisor

6.0 ORGANIZATIONAL STRUCTURE

6.1 Corporate Structure

In fiscal 2008, the TDC's organizational structure comprised a complement of 56 employees (see *Appendix I*). The Company is subdivided into four Divisions: Executive, Tourism, Investment, and Corporate Services. These Divisions were further categorised into Departments (*Figure 6.1*), some of which were further divided into Units.

The TDC reports to its Board of Directors via the Company's President and Director of Tourism. In fiscal 2008, the Board comprised eight individuals, a Chairman and seven other members, including two representatives of the THA, as approved by Cabinet.

The President and Director of Tourism are responsible for implementing the strategic objectives commissioned by the Board and in this regard, he establishes intermediate goals consistent with the ultimate objectives and manages staff accordingly. *Figure 6.1* outlines TDC's organizational structure during the reporting period. The responsibilities of the Divisions outlined in the organizational structure are as follows:

- The **Executive Division** comprises the President and Director of Tourism, and the Public Affairs Department. In addition to the President's duties as mentioned above, this Division is also responsible for developing and implementing strategies and programmes to build, maintain and improve the image, stakeholder relationships, and public awareness of the tourism industry and the TDC.
- The **Corporate Services Division** is made up of the *Human Resources (HR)*, *Finance*, *Information Systems*, and *Legal Departments* and are collectively responsible for all administrative services of the TDC.
 - The *HR Department* is charged with the tasks of meeting the Company's human resource needs and sustaining an optimal working environment
 - The *Finance Department* is responsible for recording and reporting all financial matters of the Company. In addition, the Department supports TDC's corporate governance and facilitates initiatives between the TDC and its stakeholders
 - The *Information Systems Department* functions as a database of the Company's records relating to the industry and is responsible for the timely collection and dissemination of the resource
 - The *Legal Department* ensures that the TDC functions in compliance with its statutory and common law obligations. The Department also provides legal advice and advocacy services within an approved framework for matters in which the Company is involved.

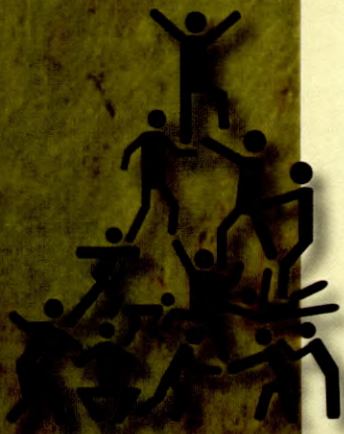
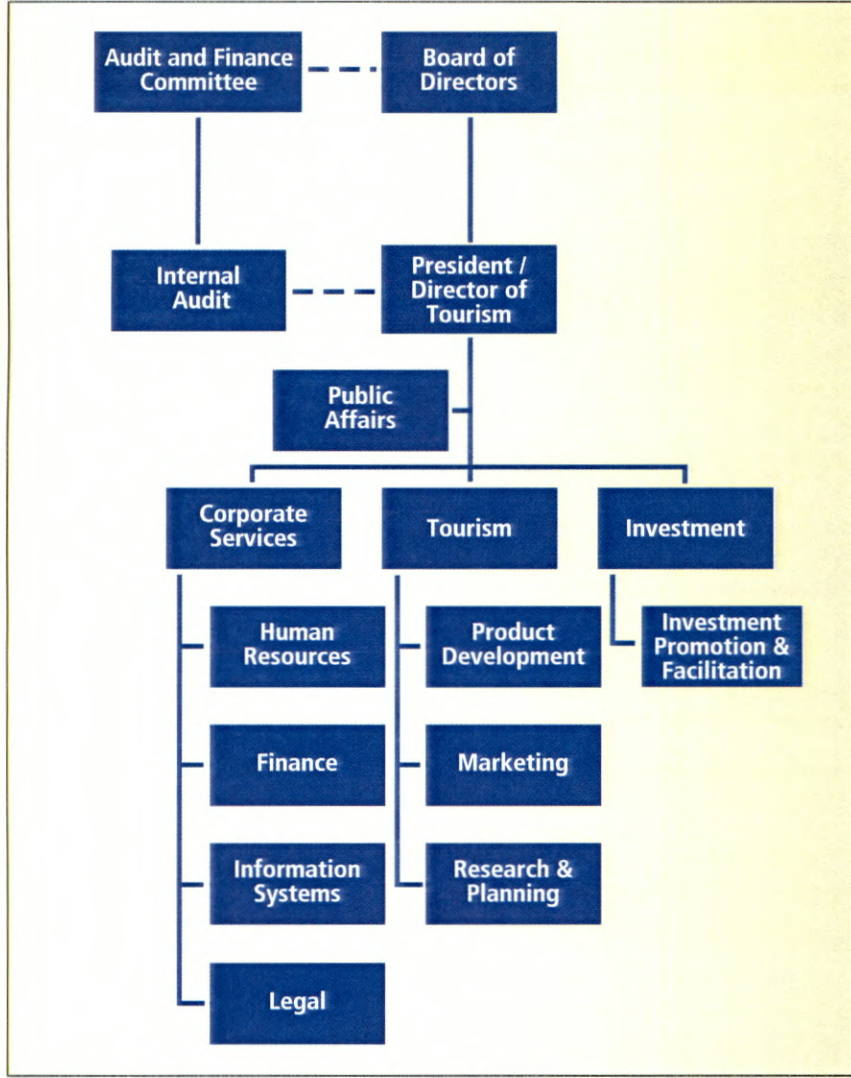




Figure 6.1 : Outline Corporate Structure of the TDC



- The **Tourism Division** comprises the *Product Development, Marketing, and Research and Planning Departments* which are collectively responsible for developing the country's tourism product.
 - The *Product Development Department* is subdivided into two units:
 - **Quality Control Unit** is responsible for the sustainability of the tourism product through building stakeholder capacity and developing industry-wide standards for tourism infrastructure, amenities and services
 - **Sites and Attractions Unit** is responsible for providing functional physical infrastructure through the redevelopment and refurbishment of identified tourism sites

- The *Marketing Department* is responsible for promoting Trinidad and Tobago and its tourism product
- The *Research and Planning Department* processes tourism data and evaluates the initiatives undertaken by the TDC.
- **The Investment Division** is responsible for attracting and facilitating potential investors contributing to the tourism industry.
- **The Internal Audit Department** assists management in the effective discharge of its responsibilities by furnishing analyses, appraisals, recommendations and pertinent comments concerning the business activities reviewed.

6.2 Services Provided

Services provided by the TDC through its various Departments include:

- The development and maintenance of an environmentally sustainable, high quality tourism product while ensuring a safe and satisfactory visitor experience
- Marketing Trinidad and Tobago as a tourism destination
- Developing, packaging and promoting tourism investment opportunities to attract local and foreign investment in diverse, world-class accommodation and complementary clusters of ancillary facilities
- Public Relations activities with regard to the credibility and the awareness of the tourism industry and the TDC.

6.3 Levels of Authority

The levels of authority during the financial year for purchase requisitions are presented in *Table 6.1* below.

Table 6.1 : TDC's Signing Authority

UPPER LIMIT (TT\$)	TDC'S SIGNING AUTHORITY
Up to 25,000	Managers; Senior Accountant
Up to 250,000	President; Vice President
Over 250,000	Tenders Committee; President *

* Clause 9 of the TDC's Tender Rules stipulates actions in cases of emergency





6.4 Conditions of Employment

All employees are appointed for periods as stipulated in their contract on a contract, temporary or internship basis unless otherwise specified. The Company's employment practices are non-discriminatory and are governed by Trinidad and Tobago's established labour laws and regulations. The authority to recruit and terminate staff is limited to the President or his/her designated representative. Contract appointments are by formal agreements for a specified period which may be terminated by either party giving notice as stipulated in the terms of contract. TDC may terminate contracts without notice by paying salary in lieu of notice. At the end of an employee's term of engagement, his/her contract of employment may be subject to renewal or a new contract issued at the sole discretion of the Company. Considerations are based on the fit between the employee's skills, competencies, experience, and performance demonstrated together with a projected or existing job vacancy within the organization.

Temporary employment shall be for a limited period as a substitute for an employee on leave, or until a particular project is completed. Temporary employees shall not be eligible for any benefits other than those agreed to upon appointment. Temporary employment is also utilized to fill jobs which are needed for specific projects which may exceed six months that are outside the core business of the Company.

Requests are entertained from students or graduates wishing to gain professional experience and/or complete requirements for graduation. These interns are not eligible for any benefits other than those agreed to on their appointments.

6.5 Training Programmes

The TDC encourages employees to engage in continuous learning throughout their period of contract. The Company seeks to foster this learning environment by offering and supporting opportunities for training and development to contract employees whose performance can be enhanced by short-term training, on and off the job.

Training and development activities were derived from recommendations from the Performance Management Review and/or from planned training activities for the Company.

7.0 PROCUREMENT OF RESOURCES

7.1 Tendering Procedures

The TDC's internal tender policy and the Ministry of Finance Investment Division's State Standard Procurement Procedures govern TDC's tendering procedures. Open, selected and sole tenders are reviewed and are subjected to due diligence.

With the exception of sole and pre-selective tenders, all other public tenders are advertised. In order to maintain transparency, advertised or open tenders are collected and kept in a locked box until the deadline date for submission and subsequent public opening which is done in the presence of tenderers, members of the tenders committee and staff members of TDC. Financial and technical bids are submitted separately in sealed envelopes, and all late submissions rejected.

After the tenders have been opened, an evaluation team considers them and their recommendations forwarded to the TDC tenders committee. Contracts are generally awarded to the lowest bidder; however, other factors such as contractor's performance, guarantee, and ability to deliver are also taken into consideration. The recommendation of the tenders committee is submitted for approval to the Board of Directors. A contract is subsequently remitted to the successful tenderer indicating the terms and conditions of the contract and is signed by a representative of the contracting agency and TDC.

The tendering process is reviewed and administered by the tenders committee which comprises a minimum of three members and is a sub-committee of the Board of Directors. *Table 7.1* below highlights the protocol with respect to the value of tenders.

Table 7.1 : Tender Values (TT\$) and Respective Protocol

TENDER VALUE (TT\$)	PROTOCOL
1,000 – 10,000	One quotation required
10,001 – 50,000	Two quotations required
50,001 – 250,000	Three quotations required
Less than or equal to 250,000	Tendering process does not apply Requests for proposals are not required
More than 250,000	Tendering process applies Requests for proposals are required





7.2 Contractual Procedures

Contracts awarded by TDC are either prepared by the Legal Department or submitted by the service provider which is then vetted by the Legal Department. The terms and conditions of all contracts are reviewed by this Department and then forwarded to the President's office for authorization. All approved contracts are signed by the President, and endorsed by the legal officer as shown with his/her initials at the bottom left corner of the first page of the contract document.

All internal requests for drafting or reviewing contracts are made via the submission of a completed Basic Instruction Sheet – Contracts, to the Legal Department. This is however not a requirement with respect to requests for amendments to existing contracts, or reviews of contract documents submitted by the service provider. Manager's approval must be granted in all cases. Pending confirmation of approval, the authorized contracts may then be remitted to the requesting department.

The requesting department must specify the requirements of the contractor, in addition to indicating whether proper procurement procedures were adhered to. Supporting documents must be attached to the Instruction Sheet, including the following:

- Request for proposal
- Quotations by interested suppliers
- Award letter.

Upon approval, final contracts are then delivered in duplicate to the requesting department for execution. All requests are registered in the contract logbook and are signed by a member of staff of the requesting department upon receipt of the contract. After execution, the service provider retains one duplicate contract and the other returned to the Legal Department. A member of the Legal Department notes the return in the logbook.

In the event of deviation from the procurement process, reasons must be given. If there are irregularities in the procurement process, the Legal Department may deny either the drafting of the contract or granting approval for an otherwise legally sound document and the President is so informed.

The Legal Department is responsible for monitoring all contracts.

7.3 Purchasing Procedures

The TDC's purchasing procedure is governed by the Tender and Procurement Policy and applies to goods and services up to \$250,000. These goods and services are acquired via the Purchase Order Method outlined below:

The purchasing procedure commences with a request from the 'requesting department' for goods or services which are in accordance with the TDC's Business Plan Objectives and operational requirements for the fiscal year. For goods or services valued up to \$250,000 a purchase requisition (PR) is generated by the 'requesting department' and approved in accordance with the PR approval limits outlined in the Tenders and Procurement Policy. Quotations are sought from:

- An existing pool of vendors provided by the requesting department
- Vendor references (from past clients)
- Reputable companies that provide the required goods or services.

The selection of the vendor follows the Company's procurement process and will be based on a preliminary evaluation of a number of factors such as, the vendor's:

- Credit rating
- Reputation in the industry
- Financial capability
- Technical expertise and competencies
- Experience
- Organizational structure and size
- Resource availability (staff, equipment etc.)
- Understanding of TDC's requirements (goods and services)
- Price
- Delivery time.

After selection of a vendor the Company generates a Purchase Order and/or enters into a contractual agreement with the selected vendor for the provision of goods and/or services.





8.0 REPORTING FUNCTIONS

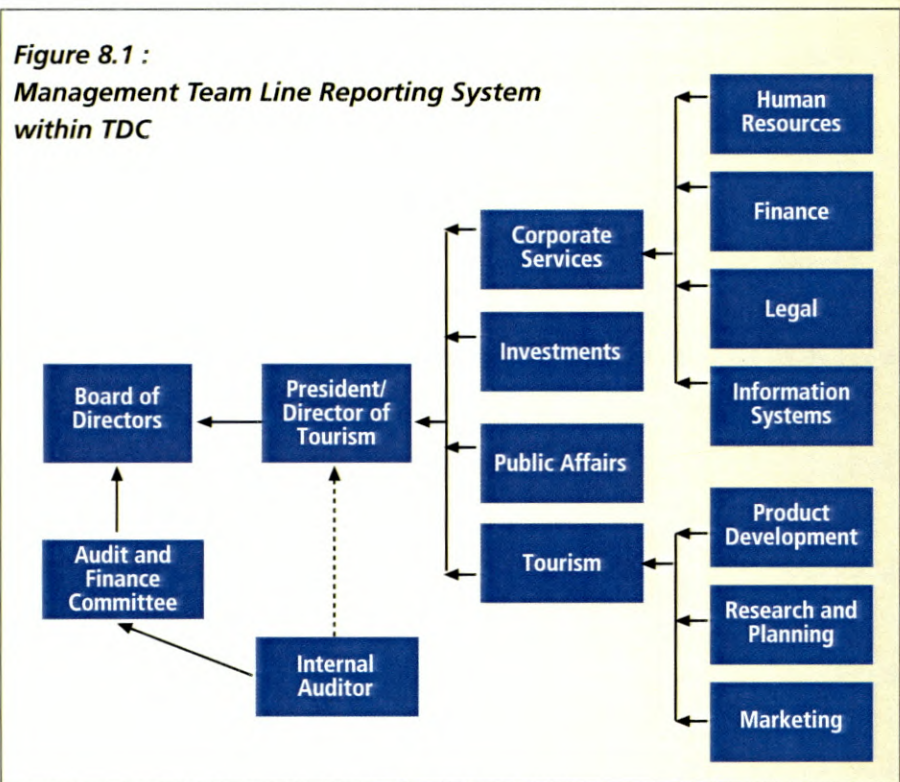
8.1 Internal Reports

Internal reports help to sustain stability and discipline within the organization. Communication down the hierarchy ensures that tasks are delegated and that the Company shares the same objectives and common goals to develop the tourism sector. Reporting, communicating and delegating responsibilities usually occur via meetings or through the Company's intranet.

Members of staff generate reports on tasks performed with regard to delegated responsibilities which are submitted to their respective line managers. Managers then interpret information contained in staff reports to prepare department reports to be submitted to the President and Director of Tourism.

Staff meetings are conducted on a monthly basis with the President and Director of Tourism and the Company's Management Team to provide a forum for monthly progress reports of their respective Departments. The Management's monthly progress reports contribute to the President/Director of Tourism's reports to the Board at its monthly meetings. The Internal Auditor reports administratively to the President/Director of Tourism and functionally to the Board of Directors.

Figure 8.1 below outlines the Management Team line reporting system within the Company.



8.2 External Reports

The TDC reports externally to Government departments, tax authorities and shareholders in accordance with the Company's statutory obligations. These reports are inclusive of the Company's requirements and progress in response to tasks designated by the Ministry of Tourism.

As mentioned before, the TDC is a special purpose State Enterprise created to implement actions of the Ministry of Tourism with regard to the sector's development and therefore reports primarily to this Ministry. *Table 8.1* below outlines the external reporting functions with respect to the Company's statutory obligations.

Table 8.1: External Reporting Functions of TDC

REPORT:	GOVERNING BODY:					
	LINE MINISTER	MIN. OF TOURISM	MIN. OF FINANCE	AUDITOR GENERAL	CABINET	PARLIAMENT
Annual Operating Budgets	X	X	X			
Annual Audit Reports	X	X		X	X	X
Annual Administrative Reports	X	X			X	X
Monthly/Annual Performance Reports		X	X			
Monthly Financial Reports		X	X			
Monthly Status Report – Vision 2020	X	X				
Monthly Status Report – PSIP		X	X			
Monthly Status Report – Marketing		X	X			
Monthly Status Report – IDF		X	X			
Monthly Status Report – Recurrent Expenditure		X	X			

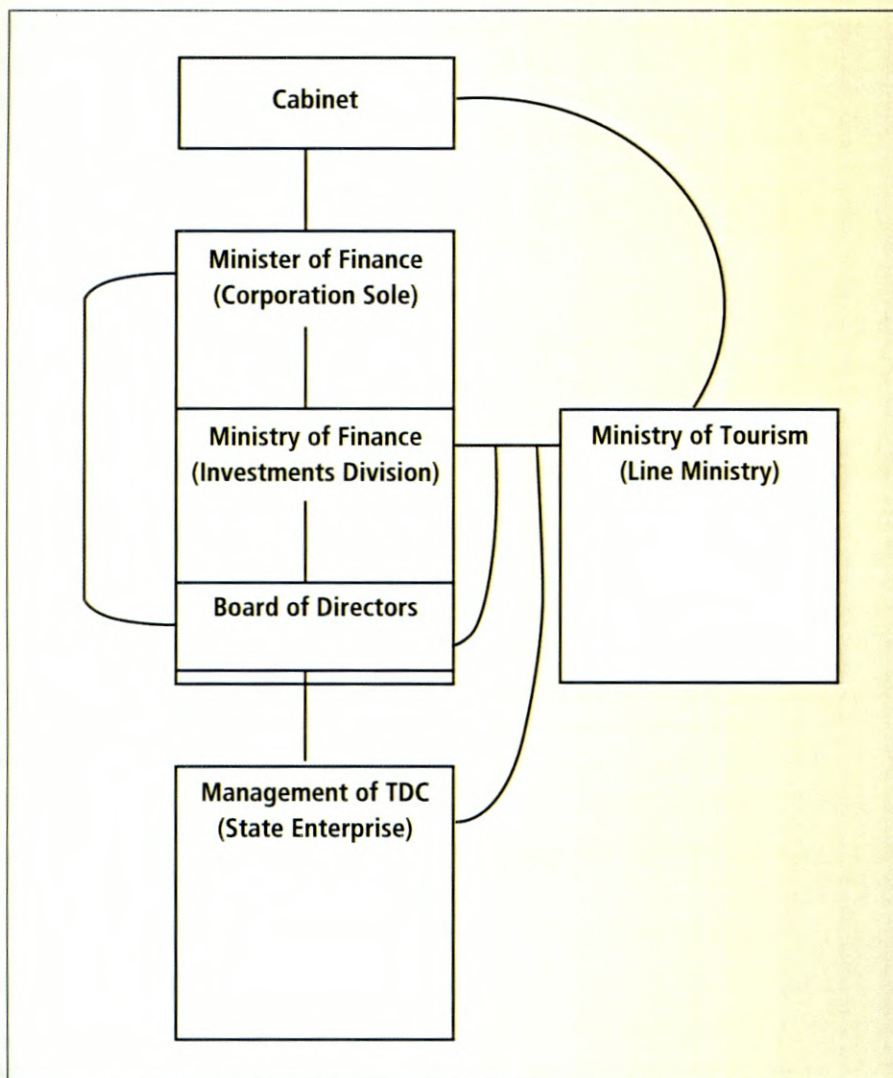




8.3 Reporting Relationships with Monitoring Agencies

As stated in the 2008 State Enterprises Performance Monitoring Manual, the structural reporting relationship between the TDC and the Central Government is presented below.

Figure 8.2 : The Reporting Relationships of the Various Components of the State Sector



9.0 INTERNAL AUDITS

Internal audits are intended to assist management to manage financial systems and internal controls, to improve the effectiveness and efficiency of operations, and to investigate alleged inappropriate acts. The main purposes of an audit report are to communicate to the auditee and senior management the observations and recommendations resulting from the audit, to persuade those audited to improve their operations, and to measure internal audit activity.

Operations audits allow for appraisals of the resourcefulness and functioning of a department. This is used to determine the department's adherence to predetermined operational procedures and its capacity to achieve maximum performance.

The Internal Audit Department conducts various types of assessment, which include reviews of complete departments, financial systems, and operational systems.

9.1 Internal Audit Procedures

Prior to an audit, the internal auditor documents the systems and procedures employed in the department under review to date. This is achieved by using an Internal Control Evaluation Questionnaire. This questionnaire is intended to be used as a guide to evaluate the department's accounting and other control systems, and its compliance with TDC's policies.

The TDC's internal audit manual details the audit report format and the structural framework for conducting an internal audit at the company. Figure 9.1 summarizes the actions undertaken when conducting internal audits. The steps indicated are strictly adhered to in the order detailed as follows:

Step 1 – Audit Particulars: Initial meetings are conducted with the internal auditor and head of department under review to determine the type of review, its scope, timing and any other matters relating to the review.

Step 2 – Confirmation: This is then followed up by a letter confirming all decisions made regarding the review.

Step 3 – Staff notice, information solicited and reviewed: The head of department is then requested to advise his/her staff of the review and solicit their cooperation by providing access to all information, records and facilities necessary for the conduct of the audit.

Step 4 – Findings Discussed: During the review, preliminary findings are discussed with appropriate personnel to ensure accuracy.





Step 5 – First Draft: At the completion of each assignment, a draft report is prepared outlining the results of the review, along with opinions formed and recommendations for improvements within the audit scope, which is addressed to the responsible manager.

Step 6 – First Draft Review: Meetings are then conducted to discuss the draft report; management's comments with respect to recommendations are also solicited at this time.

Step 7 – Second Draft: Following this, a second draft of the report is then prepared, incorporating necessary changes and inclusion of management's comments.

Step 8 – Second Draft Review: The second draft is then reviewed by the auditee and adjustments made if necessary.

Step 9 – Final Report: A final amended report is released to the President and the audit committee and distributed accordingly.

Step 10 – Audit Assessment: Upon completion of audit, the auditee is requested to complete a written assessment of the effectiveness of the audit process used.

Step 11 – Special Investigations: When necessary, special investigations are launched prior to contacting departmental personnel. Distribution of these reports is limited to authorised personnel only.

Step 12 – Audit Committee Report: The internal auditor presents reports of reviews undertaken to the audit committee.

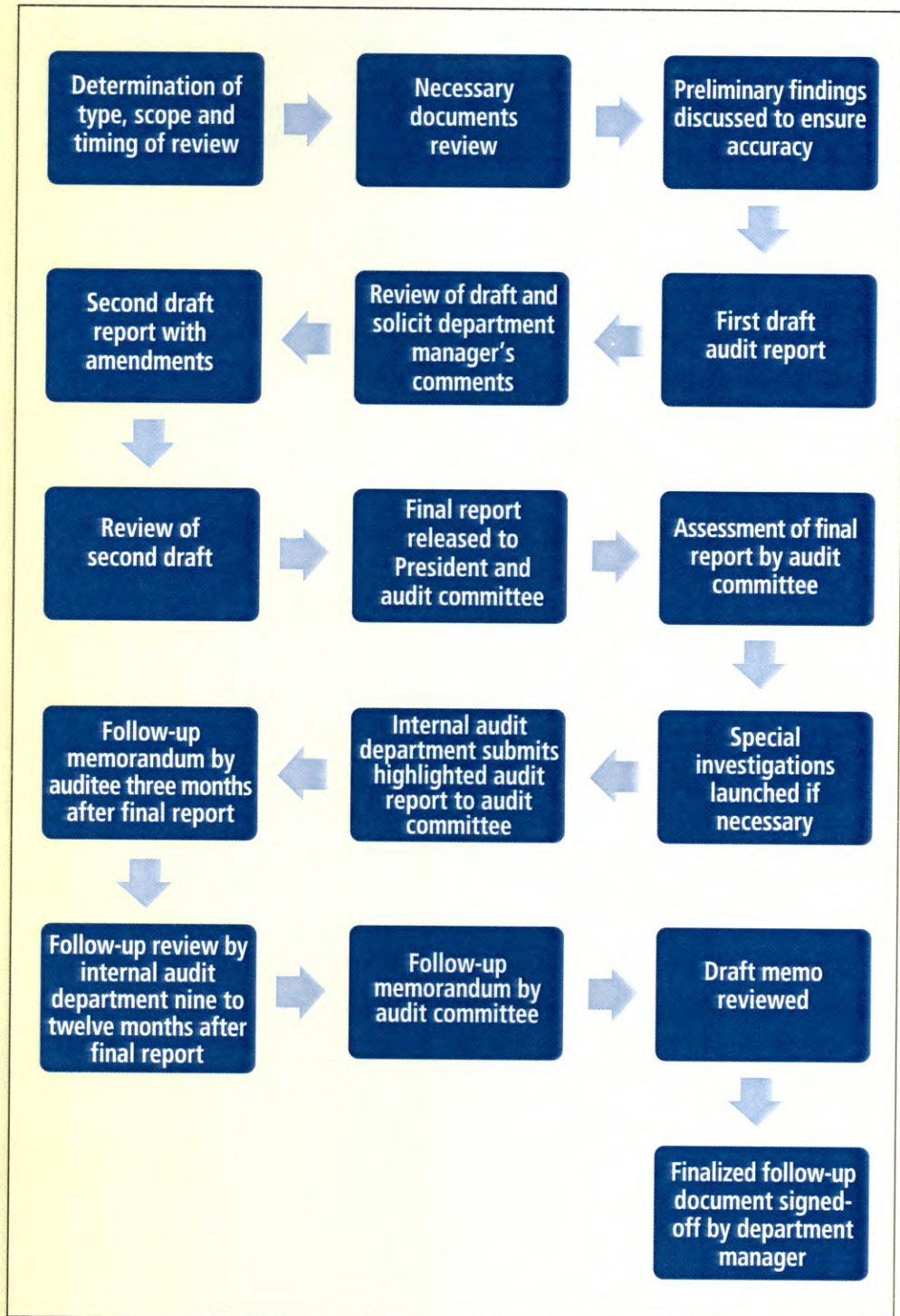
Step 13 – Three-Month Follow Up: Three months after the final audit report is issued, the auditee is requested to submit a follow-up memorandum to the internal audit department outlining the disposition of the recommendations.

Step 14 – Follow up Review: A follow up review is then scheduled nine to twelve months after the audit report is issued, when necessary to determine the status of recommendations contained in the audit report and whether revisions initiated as a result of the review are operating as planned.

Step 15 – Follow up Review Report: At the completion of the review, the audit department prepares a follow-up report on the status of the recommendations.

Step 16 – Signing off by Manager: A draft copy of the report is then sent to the manager of the department for sign-off regarding satisfactory implementation of recommendations.

Figure 9.1: Flow Diagram of the Internal Audit Procedures





10.0 ACCOMPLISHMENTS

This Chapter focuses on the roles, work plans, and accomplishments of the various Departments of the TDC.

The Departments are presented as follows:

- 10.1 Human Resources Department
- 10.2 Investment Promotions Department
- 10.3 Product Development Department
- 10.4 Marketing Department
- 10.5 Public Affairs Department
- 10.6 Research and Planning Department
- 10.7 Internal Audit Department

10.1 Human Resource Department

10.1.1 ROLES

The mission of the Human Resources (HR) Department is to fulfil the human resource requirements of the TDC. The HR Department aims to establish an optimal work environment where high productivity, continuous improvement, and exceptional customer service can be sustained. The role of the Department is critical to building institutional capacity. The Department is committed to filling vacancies, regularizing existing staff, instituting performance reviews, and implementing a fully functional and integrated Human Resource Information System (HRIS).

10.1.2 WORK PLAN

Specific plans for the HR Department during the period under review included:

- To create an institutional framework that will support and coordinate the development of the tourism sector in an effective and efficient manner
- To sustain investment in human resource development within the sector to internationally competitive standards
- To develop a new organizational structure to increase the institutional capacity necessary for implementation of the TDC's mandate.

Table 10.1 is a summary of the work plan for the HR Department for fiscal 2008

Table 10.1 : Work Plan Outline for TDC's HR Department for Fiscal 2008 (TTS)

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATE COST
Job Analysis and Job Evaluation	To provide the right number of competent people in the right places at the right time for executing the organization's strategies.	667,000
Implementation of a Performance Management System	To measure employee performance and organizational achievement.	250,000
Staffing and Regularization	To deliver organizational goals and objectives. Additional staffing.	2,000,000
Health and Safety Programme: Compliance with Occupational Safety and Health Act 2004	To implement a Health and Safety Management System for TDC's Offices, in accordance with the OSH Act 2004.	125,000
TOTAL		3,042,000

10.1.3 **ACCOMPLISHMENTS**

The accomplishments of the HR Department for the period under review were as follows:

- **Organizational Redesign, Job Analysis, Job Evaluation**

Facilitated the process for organizational strengthening of the organizational structure, job analysis and job evaluation exercise.

- Worked in close collaboration with the selected consulting firm, Human Systems Limited, in the preparation and submission to the Board of the final document which included the following components:
 - A new organization structure to provide the appropriate human resources necessary to achieve the TDC's mandate
 - Job analysis which resulted in completed job descriptions for each job position
 - Job Evaluation to complement the job positions stipulated in the proposed organizational structure.





- **Human Resource Policies and Procedures**

- Provided guidance and advice to the Management Consultants to develop the Company's Human Resource Management Policies and Procedures manual which was subsequently implemented
- Implemented a Human Resource Information System (HRIS) to improve on delivery of information to overall management.

- **Staffing and Regularization**

- Filled 7 approved vacancies
- Maintained an average of 50 contracted employees, 16 hourly paid staff, and 9 temporary staff
- Achieved a 92% retention rate
- Turnover rate 16% or 11 employees out of 69 departed from the TDC. This included 5 employees in critical positions
- Ensured that the Visitor Guide Programme for the Cruise Ship and Carnival seasons was adequately staffed and implemented appropriate training. The complement of personnel required for these activities was 45 part-time employees per annum
- Facilitated the renewal of contracts for 23 of 25 employees whose three-year contracts ended during 2008.

Beach Facilities

- Managed the hourly paid employees and security operations at three beach sites: Maracas, Las Cuevas and Vessigny for the period January to May 2008. This operation was handed over to the Product Development Department on the recruitment of an additional Coordinator and Site Supervisor for the Maracas Facility.

Employee Training

- Participated in a career workshop with the Trinidad and Tobago Hospitality and Tourism Institute (THTI) on building relationships with key stakeholders
- Ensured that employees received industry specific training and continuous improvement job related training. Management and Professional staff participated in the following training courses:

- Leadership forum
- Operational risk management
- Project management
- Quality management
- Brand positioning
- Health and safety
- Social media
- Challenging labour markets.

Training and developmental activities provided for other Staff were as follows:

- Personal financial planning
 - Records management
 - Cataloguing
 - Practical defensive driving coaching
 - Administrative professional workshop
 - Health and safety in the workplace.
- **Occupational Health, Safety and the Environment**
 - Initiated the Health and Safety Management System in accordance with the Occupational Safety and Health Act, 2004, by initiating the HSE Committee, Rules, Regulations and Procedures regarding Head Office safety administration
 - Re-trained site personnel at the Maracas and Vessigny facilities in safety practices and identification of job hazards, as required under the Act
 - Implemented an Employee Assistance Programme.

10.2 Investment Promotion Department

10.2.1 ROLES

The mission of the Investment Promotion Department is to attract local and foreign investment in diverse, world-class accommodation and complementary clusters of ancillary facilities. The Department develops and packages tourism investment opportunities and promotes these at selected premier tourism investment conferences and road shows. In accordance with the stipulations of the Tourism Development Act, Chap. 87:22 (TDA), the Department also administers the application, evaluation and recommendation of procedures for fiscal incentives.





10.2.2 WORK PLAN

Specific plans for the Investment Promotion Department during the period under review included:

- Developing, packaging and promoting investment opportunities
- Building the country's image as an ideal tourism investment location
- Defining and enhancing Trinidad and Tobago's reputation by upgrading accommodations to the highest international standards
- Generating investment leads
- Facilitation of inward investment missions and institutional strengthening
- Administering the provisions of the TDA.

Table 10.2 is a summary of the work plan of the Investment Promotion Department for fiscal 2008.

Table 10.2 : Work Plan Outline for TDC's Investment Promotion Department for Fiscal 2008 (TT\$)

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATE COST
Lead Generation / Investor Targeting / Direct Marketing	To promote and market Trinidad and Tobago's competitive advantages and its specific tourism investment opportunities directly to hotel and resort owners/ operators, airlines, financial institutions, public and private equity funds and other key investment decision makers and influencers.	750,000
Promotional Materials	To identify, develop and package Trinidad and Tobago's competitive advantages and its specific tourism investment opportunities.	485,000

continued

ACCOMPLISHMENTS *continued*

**Table 10.2 : Work Plan Outline for TDC's Investment Promotion
Department for Fiscal 2008 (TT\$) (continued)**

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATE COST
Inward Mission	To provide host services to potential investors, business writers, site selectors and other key decision makers and influencers during their site visits.	60,000
Image Building	To enhance the visibility and profile and build the image of T&T, both locally and abroad as an attractive and distinctive location for tourism investment.	680,000
Investment Facilitation	To administer TDC's responsibilities under the Tourism Development Act (TDA) and facilitate the institution of a conducive, responsive and effective legal and institutional framework for tourism investment.	70,000
Developmental	To determine the available sites and the best use concepts for hotel development in Trinidad and Tobago including signature projects. To develop strategies and action plans for attracting investment in the tourism industry by acquiring valuable industry and market intelligence.	270,000
Institutional Strengthening	To enhance the capacity of staff to effectively execute the Department's mandate.	75,000
TOTAL		2,390,000





10.2.3 ACCOMPLISHMENTS

The accomplishments of the Investment Promotion Department for the period under review were as follows:

- **Lead Generation or Direct Marketing:**

Investment Trade Shows for fiscal 2008

Table 10.3 shows the Investment Trade Shows attended with leads generated, prospects covered, and estimated booth traffic for the period under review.

Table 10.3 : Investment Trade Shows for Fiscal 2008

BENEFITS:	BOOTH TRAFFIC (estimates)	LEADS GENERATED	PROSPECTS CONVERTED
CONFERENCE			
International:			
Americas Lodging Investment Summit	600	143	18
New York University Annual Hospitality Investment Conference	400	39	9
The Lodging Conference	400	57	8
Caribbean Hotel and Tourism Investment Conference 2008	450	89	9
Local:			
Euromoney Caribbean Investment Forum	400	25	3

- **Projects under construction:**

- *Star Hotel* - 120 room Airport Hotel located at Piarco. 70% completed and slated for soft opening second quarter 2009.
- During fiscal 2008, rooms were being refurbished and were under construction, however, there were no new hotel rooms added.

- **Promotional Materials:**

Production of printed and audio – visual promotional material which included:

- Tourism Development Act, Chap. 87:22 – 2,000 copies
- Tourism Investment Guide – 2,000 copies
- Tourism Investment In Trinidad and Tobago – 2,000 copies
- Investment Opportunity Profile – 1,500 copies
- Investment DVDs – 1,500 units.

Web Development:

Potential investors in Trinidad and Tobago's tourism industry now have the opportunity to browse investment promotional material and to apply for tourism investment incentives online at www.tdc.co.tt. To facilitate this, the following documents are now web-based and accessible via the TDC website:

- Tourism Development Act , Chap. 87:22
- Tourism Investment Guide
- Tourism Investment in Trinidad and Tobago
- Investment Opportunity Profile.

• **Inward Missions:**

- Jordan, Jones and Goulding – UK
- British West Midlands Trade and Investment Mission – UK
- Indian Trade and Investment Mission – India
- International Enterprise Singapore – Singapore.

• **Image Building**

Print Advertising - publications:

Hotels' Investment Outlook:

- Circulation: 20,500
- Readership: 82,000, which includes hotel owners, investors, developers, financiers, consultants and analysts, as well as top executives of hotel chains, management companies and independent hoteliers worldwide.

Contact Magazine:

- Circulation: 12,000 per issue
- Readership: 50,000, which includes financial institutions, independent developers, purchasing companies, interior designers, general managers, management company executives, contractors, and architects.

Hotel Investment Yearbook:

- Circulation: 12,000
- Readership: 40,000, which includes investment/fund management companies, investment corporations, investment banking institutions, commercial banking institutions, and government agencies.

Latin Finance:

- Circulation: 30,000 per issue
- Readership: 120,000, which includes investment/fund management companies, investment corporations, investment banking institutions, commercial banking institutions, and government agencies.





• **Investment Facilitation**

- Evaluation and processing of applications for fiscal incentives of approved tourism projects under the TDA.

Table 10.4 shows the approved Tourism Projects for the period under review.

Table 10.4 : Approved Tourism Projects for Fiscal 2008 (TT\$)

TOURISM ACTIVITY	NO. OF PROJECTS	PROPOSED INVESTMENT	PROPOSED EMPLOYMENT	NO. OF ROOMS
Accommodation (refurbishments)	2	49,200,000.00	0	0
Tourism Transport Services	59	8,368,067.37	60	n/a
Boats	1	2,500,000.00	11	n/a
Ancillary Services	1	20,010,625.77	35	n/a
TOTAL	63	80,078,693.14	106	0

- In-house meetings conducted with potential investors:
 - Dispensed information on investment opportunities, requirements for fiscal incentives and provision of other assistance related to tourism investment.

Table 10.5 shows the number of in-house meetings conducted with potential investors.

Table 10.5 : In-House Meetings with Potential Investors for Fiscal 2008

TOURISM ACTIVITY	NO. OF MEETINGS
Accommodation	42
Tourism Transport Services	84
Boats	7
Ancillary Services	10
Film Production	4
TOTAL	147

- Workshop on Tourism Development Act, Chap. 87:22
One workshop was hosted at Tobago Hilton Hotel for the Tobago Hotel and Tourism Association (THTA), approximately 45 persons attended.

- **Developmental and Institutional Strengthening**

Studies Completed

- ERA Hotel Market Analysis for Port of Spain and San Fernando
- Ernst and Young Hotel Site Options Assessment Report for East, Central and South Trinidad
- Sector profile of the tourism industry in Trinidad and Tobago.

Advocacy Through Committee Participation

- Cabinet appointed Committee to review tourism investment incentives under the TDA
- Ministry of Trade and Industry Working Committee to establish a one-stop-shop for investment: Business and Investment Services of Trinidad and Tobago (BISTT)
- Ministry of Trade and Industry Investment Sub-Committee: Bi-lateral Investment Treaties
- e TECK Investment Advisory Group: TDC, e TECK, Ministry of Trade and Industry, and National Energy Corporation.

- **Human Resource Development**

Protocol and Dining Etiquette Workshop conducted by Grace Talma & Associates

- Two members of staff trained.

10.3 **Product Development Department**

10.3.1 **ROLES**

The Product Development Department comprises two specialist units, Quality Control and Standards and Sites and Attractions. The Department is central to developing and maintaining an environmentally sustainable, high quality tourism product and to ensuring a safe and satisfactory visitor experience. The Department is mandated to develop and enhance tourism products to cater for the domestic and international markets as well as establish and implement standards for development and maintenance of tourism infrastructure and amenities.





TDC's role in product development is primarily one of working with other related agencies on the coordination, prioritization, monitoring, planning and execution of their initiatives. Essentially, the TDC will be a catalyst for improvement by interacting with various organizations to prioritize tourism activities.

The **Quality Control and Standards Unit** aims to achieve the sustainability of the tourism product through building stakeholder capacity and developing industry-wide standards for tourism infrastructure, amenities and services.

The Unit also collaborates with the Marketing Department on the promotion of Trinidad and Tobago Tourism Industry Certification (TTTIC) branding and other collateral; the Public Affairs Department on the promotion of industry training and public awareness; and the Investment Promotion Department on the provision of incentives and tax breaks. The Unit also collaborates with the Research and Planning Department.

The **Sites and Attractions Unit** aims to provide functional physical infrastructure through the redevelopment and refurbishment of identified tourism sites and is focused on the project management and procurement of such initiatives with a view to enhancing visitor experience. The Unit is charged with providing an environmentally sustainable, aesthetically pleasing, modern, safe, clean and effectively managed attraction of international standard. The Sites and Attractions Unit works in collaboration with several state agencies and government ministries to improve the environmental management systems across Trinidad and Tobago. The TDC participates in a number of anti-litter initiatives including the International Coastal Clean Up.

10.3.2 WORK PLAN

All programmes implemented by the Product Development Department are financed by Public Sector Investment Programme (PSIP) funds. Specific plans for the Units of the Department during the period under review included:

- **Quality Control and Standards Unit:**
 - The inspection of accommodation properties
 - The hosting of meetings and seminars geared towards enhancing visitor safety, security and the overall visitor experience
 - Tourism Development Support Programmes Support (TDSP) such as the Small Tourism Enterprises Project (STEP)
 - Additional Support Programmes (ASP) such as Ecosystem Projects.

- **Sites and Attractions Unit:**

- Tourism Action Programmes, including facility upgrades and maintenance for tourism sites, such as the Maracas, Las Cuevas, Manzanilla and Vessigny beach facilities, La Brea Pitch Lake Visitor Centre, and other designated sites
- To spearhead sustainable tourism initiatives at identified tourism sites
- The annual Regulated Camping Initiative.

Table 10.6 is a summary of the work plan for the Product Development Department for fiscal 2008.

Table 10.6 : Work Plan Outline for TDC's Product Development Department - Fiscal 2008 (TT\$)

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATED COST
Accommodation	To inspect all types of accommodation properties To develop annual accommodation guide To increase public awareness of the accommodation standards To have independent assessment from internationally recognized body.	150,000
Safety and Security: Food and health safety with respect to visitor relations management programme	To train food and beverage operators in food safety To provide visitors with safety tips to observe during their stay To educate hotel employees on health and safety at the workplace To manage visitor relations programme.	125,000
Visitor Guides	To provide cruise passengers visiting Trinidad with increased security and guides to Port of Spain To enhance visitor welcome.	575,000
Reintroduction of Trinidad and Tobago Tourism Industry Certification Programme (TTIC)	To encourage awareness of TTIC standards To encourage tourism tour operators to become TTIC certified.	350,000





PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATED COST
Environmental Conservation: Green Globe 21 and Blue Flag Caribbean	To promote awareness of the impact persons' operations within the tourism industry on the environment and to consider implementing programmes to reduce negative impact To develop a programme of incentives and promotions for companies who enter into the Green Globe 21 programme.	350,000
OAS Small Tourism Enterprises Project (STEP)	To provide technical support, resource enhancements, resource material and training to small tourism operators To enhance the Resource Walk In Centre To raise the awareness of careers in tourism.	550,000
Standards Development	To develop and upgrade national tourism standards in keeping with TDC's mandate To implement service and excellence standards: Hospitality Assured Programme.	50,000
Eco-Tourism Projects: Adventure Travel and Canopy Walkways	To develop the country's ecotourism product through canopy walkways and managed adventure tourism and tourism activities at international standards.	600,000
Conferences and Workshops (Local, Regional and International)	To increase the technical knowledge of TDC's Product Development Department 's staff To facilitate opportunities for networking and knowledge sharing amongst international stakeholders and technical experts.	350,000
Sector Support	To assist in building capacity of various tourism organizations To support tourism stakeholders.	100,000

continued

Table 10.6 : Work Plan Outline for TDC's Product Development Department - Fiscal 2008 (TT\$) (continued)

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATED COST
Facility Upgrade at core sites: Maracas, Las Cuevas, Vessigny, and Manzanilla Beaches, and La Brea Pitch Lake, in addition to other tourism sites	At beaches: to provide a cleaner, safer, more enjoyable experience; to monitor beach water quality; to improve signage; to increase commercial opportunities; to satisfy current user demand for recreation; to make adequate preparations to implement regulated camping initiative; to coordinate coastal cleanup at Las Cuevas, and to locally promote the sites for leisure and group activities.	Maracas: 1,060,000
		La Brea: 250,000
		Vessigny: 870,000
		Las Cuevas: 580,000
	At La Brea Pitch Lake: to increase commercial opportunities and signage, to satisfy current user demands for recreation and tours, and to promote the site locally as a tour destination for schools and families.	Manzanilla: 540,000
TOTAL		6,500,000

10.3.3 **ACCOMPLISHMENTS**

The accomplishments of the Product Development Department for the period under review were as follows:

Quality Control and Standards Unit

- **Tourism Development Support Programme (TDSP) :**
Approved Accommodation Programme
 - A total of 45 persons were introduced to the programme at the first ever "Bed and Breakfast Forum" to increase awareness of the programme
 - A total of 92 hotels, guesthouses, bed and breakfast and self-catering properties were inspected and registered utilizing the newly redesigned inspection checklists
 - Annual Accommodation Guide (printed and online) showcased images of properties thereby increasing value of programme.





- **Visitor Relations Management Programme:**
 - Upgraded to include a visitor complaint form to be completed by the visitor
 - Visitor safety tips brochure was redesigned
 - Training was held in Food Safety for 43 concessionaires and hoteliers.

- **Visitor Guides Programme**
 - 46 persons were recruited and trained for the Visitor Guides Team and related media awareness campaign was conducted
 - The pilot project of “Walk and Learn Outings” was completed and 10,000 historical brochures were printed
 - Approximately 25,000 Carnival flyers were distributed, 700 of which were issued to cruise vessels.

- **Trinidad and Tobago Tourism Industry Certification (TTIC) Programme**
 - Thirteen tour guide audits were conducted
 - Three seminars were conducted for tour guides and tour operators to increase awareness of the certification programme.

- **Small Tourism Enterprises Project (STEP) programme**
 - Approximately 267 persons were trained in a number of areas including first aid, computer literacy, customer service, defensive driving, front desk representative and certified hospitality educator
 - Introduced in Tobago where the resource centre was expanded through the acquisition of more learning materials and a loan system developed.

- **Environmental Conservation: Green Globe/ Blue Flag:**
 - Funding approved for Green Globe 21/ Hazard Analysis and Critical Control Points (HACCP) Pilot Project from the Centre for Development of Enterprise (CDE), Brussels
 - Phase one of pilot project initiated, where:
 - Gap analyses at seven properties inclusive of four TDC beaches and two THA beaches as per Green Globe 21 requirements were conducted
 - Blue flag workshops were conducted for 32 persons in Trinidad and Tobago.

- **Tourism Industry Standards Development**
 - The Land Tourist Transport Service Provider Standard for tourist taxi drivers was declared by the Trinidad and Tobago Bureau of Standards (TTBS)
 - The Bed and Breakfast Standard was also declared by TTBS

ACCOMPLISHMENTS *continued*

- The Tour Guide and Tour Operator Standards was revised
- The Recreational Spaces: Camping Standard commenced.

- **Additional Support Programme (ASP):**

Eco-tourism Projects: The TDC awarded the contract for the conceptual design for Canopy Viewing Structures (CVS) to Planning Advisory Consulting Services Limited and the first payment (mobilization fee) was made.

SITES AND ATTRACTIONS UNIT

- **Tourism Action Programme:**

Facilities Upgrade

- During fiscal 2008, focus was placed on improving the health, safety and sanitation of the tourism sites under the TDC's purview namely Maracas, Vessigny, Las Cueva, and Manzanilla beaches as well as the La Brea Pitch Lake Visitor's Centre.

Upgrades included:

- i. The complete installation of Fire Safety and Prevention equipment including smoke and fire detectors, alarms, horns and extinguishers at all five sites listed above
- ii. Renovations on all major buildings at all sites, which included:
 - 13 vendor huts at Maracas
 - All seven public change rooms
 - Lifeguard headquarters at Maracas, Las Cuevas, Vessigny beaches
 - Restaurant buildings at Manzanilla, Vessigny, and Las Cuevas.
- iii. Renovations at the sites include replacement of doors, railings and ceilings, re-tiling of several areas, carpentry, painting and minor plumbing and electrical repairs.
- iv. At Maracas, additional water tanks were installed at the West End and East End bathrooms as well as the Life Guard Headquarters, increasing the water supply on the beach. In addition, spot resurfacing was carried out in the car park and the river mouth was dredged through assistance from the Ministry of Works and Transport to assist in alleviating the flooding in the car park.
- v. A joint venture with the Marketing Department to increase TDC branding on beach sites began with branding of bins, benches, facility walls and installation of signs on the Maracas beach facility. Along with this was an increase in the number of bins, benches and bench sets at the beach. In keeping with the theme of beautifying the beach, over 100 coconut trees were planted with about 40%





expected to survive to become full-grown. These activities will continue into the next two fiscals coinciding with the completion of the Maracas Bay Redesign and Restoration Project.

- *The Regulated Camping Initiative* was implemented during the Easter holidays at Maracas and Las Cuevas sites. As such,
 - Campers were registered and regulated
 - Security and public health and fire officials were present at sites
 - A safety and security seminar was conducted for prospective campers.
- In keeping with efforts to improve the visitor experience through the implementation of various safety and health initiatives, the TDC continued to conduct regular water quality testing with the collaboration and assistance of the Environmental Management Authority (EMA).

10.4 Marketing Department

10.4.1 ROLES

The mission of the Marketing Department is to market Trinidad and Tobago in key source markets, working with local and international stakeholders to increase the number of visitors to the destination. The Department aims to do this by establishing a brand new image for Trinidad and Tobago, increase the level of awareness of the country as a desirable destination in order to increase the number of visitors to hotels and guesthouses, and increase business during the low season. Additionally, it aims to identify additional airlift, diversify and increase the number of cruise lines serving Trinidad and Tobago, and support the development of high quality competitive service by the national air carrier.

The campaigns for Trinidad targets meetings, conferences, trade shows and other business that will attract long-stay visitors, as well as shoppers, sports tourists, adventure tourists and members of the Diaspora. The campaigns for Tobago focus more on leisure vacationers from Europe and increasingly from North America.

Trinidad and Tobago have significantly different tourism products appealing to different markets. Consequently, marketing campaigns have been implemented to appeal to those respective markets.

10.4.2 **WORK PLAN**

Specific plans for the Marketing Department during the period under review included:

- Promotions through overseas representation in key markets
- Development and maintenance of an official website for Trinidad and Tobago
- Implementing international public relations, advertising and direct marketing activities
- Intensifying online promotion efforts
- Participating in trade and consumer shows based on requirements and support of local private sector
- Implementing public relations activities to reinforce advertising campaigns
- Campaigning to attract sufficient new airlift into Trinidad because considerable attention must be paid to ensuring that there is an adequate number of high quality reasonably priced air seats to match the increase in the number of hotel rooms
- Targeting domestic tourists (residents of Trinidad and Tobago) encouraging them to stay at local hotels
- Targeting the Diaspora in New York, Toronto, Miami and London to encourage them to return home more frequently.

Table 10.7 is a summary of the work plan for the Marketing Department.

Table 10.7 : Work Plan for TDC's Marketing Department for 2008 (TT\$)

PROJECT DESCRIPTION	ESTIMATED COST
Brand Trinidad and Tobago Promotions	13,400,000
Cooperative Marketing Programmes	14,400,000
Destination Marketing Strategies	8,030,000
Supporting the marketing and expansion of appropriate international air services	795,000
Develop and support signature tourism events	9,500,000
TOTAL	46,125,000





10.4.3 ACCOMPLISHMENTS

The accomplishments of the Marketing Department were as follows:

- **Airlift Support**

Delta Airlines secured increased airlift in the North American market with the addition of new flights from New York and Atlanta. Commencing December 2007, Delta added one weekly flight to Tobago and a daily flight to Trinidad.

- **Trade Promotions**

US

In 2008 a trade education programme was conducted in conjunction with Recommend Magazine (a trade specialist publication), whereby 1,500 travel agents were trained to become Trinidad and Tobago Travel Specialists. As part of the incentive to participate, five agents were randomly selected to win a five-day familiarization trip to Trinidad and Tobago in September 2008. Key results of this activity included:

- Advertising of Trinidad and Tobago at Machel Montano's concert at Madison Square Garden, New York
- Advertising on Caribbean International Network (CIN), a Diaspora targeted television station in New York.

UK

Several trade promotions were held as a way to encourage the travel trade towards Trinidad and Tobago. The major activities consisted of:

- Online training on www.learntrnt.com with the Steely Pan Trini Character
- Game Show Style training evenings throughout the UK
- Game Show Style training days/afternoons for regional agencies
- In-house training for agency staff by request
- Tour operator training events
- Caribbean Tourism Organization (CTO) training events
- Destination support kits.

- **Trade and Consumer Shows**

Tradeshaw marketing was carried out at the following niche market shows:

- a. *October 2007*: Caribbean Hotel Association (CHA) travel trade show, in Puerto Rico
- b. *November 2007*: Diving Equipment Marketing Association (DEMA) dive trade show, in Orlando, Florida

- c. *March 2008*: Sea Trade cruise trade show, in Miami, Florida
- d. *May 2008*: Caribbean Hotel and Tourism Industry Conference (CHTIC), Trinidad and Tobago
- e. *June 2008*: 1st Annual Caribbean Tourism Summit (ACTS) regional trade show, Washington D.C.
- f. *October 2008*: Florida Caribbean Cruise Association (FCCA) trade show, Trinidad and Tobago
- g. *November 2008*: World Travel Market (WTM): key meetings were held with:
 - Major airlines such as Monarch, Virgin, XL Airways
 - Tour operators including British Airways Holidays, Thomas Cook Signature, TUI Germany
 - Local and international media, for example: Travel Weekly, Food Magazine and Selling Long Haul Magazine.

Caribbean

Caribbean Road Show

In 2008, TDC, in collaboration with the Trinidad Hotels, Restaurants and Tourism Association (THRTA), again held the Caribbean Roadshow which is aimed at exposing the travel trade in the Caribbean islands to hoteliers, tour operators and business people from Trinidad and Tobago. As in 2007, Barbados was again selected because of the high levels of arrivals from Barbados to Trinidad. In 2008, the Trinidad and Tobago contingent was made up of 16 persons and three cultural acts. The result was a high level of media coverage for this country in Barbados.

• **Public Relations Activities**

Media Highlights

- A Public Relations firm in Florida was contracted to assemble and deliver a press kit on the dual islands of Trinidad and Tobago. This coverage reached target audience and coverage resulted in:
 - Travel Channel: Bizarre Foods, 76 million viewers. YouTube still features videos of the Bizarre Foods television series
 - Nexos - American Airlines Spanish in-flight magazine, readership of two million
 - A 10 page article in Caribbean Travel and Life (May 2008), readership of 153,060
 - Articles featured on Tampa Bay website, www.TBO.com, viewership of 13.5 million
 - New York Times Newspaper, readership of 13.5 million.





- The TDC's PR representative in Ireland and the UK was responsible for publicizing such events as the "Take Time Out" trade campaign, and for maximizing media opportunities at WTM which was hosted in London in November 2007.

Television Coverage:

- *Travel Channel "21 Hottest Caribbean Escapes"* – TDC arranged and confirmed request details submitted by its production company for filming while on the island
- *Wheel of Fortune* – TDC secured a promotional opportunity for Trinidad and Tobago on Wheel of Fortune, the longest-running syndicated game show in American television history. The segment was broadcasted during the fifth season of programming that began airing on September 9, 2008
- *Yeago Productions "Go Wild With Courtenay Rooks"* –TDC arranged and confirmed request details submitted by Yeago Productions needed for filming the pilot episode of "Go Wild With Courtenay Rooks." The programme provides viewers with an opportunity to enjoy unscripted travel adventures with Trinidad's own highly experienced eco-tour guide.

Press Releases

Plymouth/Tobago Jazz Festival; T&T Sail Week; T&T News new Website Launch; Tobago Heritage Festival; T&T Game Fishing; T&T Spirit Flights; Pan Jazz Festival; T&T Cultural Travel; Tobago: Cruise Development; T&T Green Tourism; and Trinidad Carnival 2008.

Press Trips

Travel Channel 21 Hottest Caribbean Escapes; Florida Sport Fishing Magazine; Caribbean Travel & Life Magazine; Nexos Magazine; Sport Diver Magazine; Trinidad Carnival; Plymouth/Tobago Jazz Festival; Taste T&T; and Fashion Week T&T.

Newsletters

Spring 2008, Summer 2008, and Winter 2008

International Media

International media was hosted for Carnival 2008

Events

Taste of T&T in New York

Hosted in collaboration with Delta Airlines; Annual Caribbean Tourism Summit (ACTS) in Washington, DC; and Tobago Cruise Media Tour in New York.

Taste T&T in Trinidad - May 2008

The two day chef-concessionaire focus of the event was maintained. However two new event elements were added:

- Pre Event Activity: Recipe and Cooking Competition, "*The Potspoon Throwdown*"
- Post Event Activity: "*Taste T&T Restaurant Week*"

A modest increase in numbers was recorded over 2006 and 2007, with 9,410 patrons.

One of the newest elements, *Potspoon Throwdown*, garnered a high degree of publicity for the event and highlighted the local food aspect of Trinidad and Tobago's food. Compared to 2007, the event received higher ratings in 2008 in the following areas – food quality, beverages, booth variety, event staff, signage, and crowd control. The other premiered event, Taste T&T Restaurant Week, promoted the restaurants featured at the Taste T&T event.

Carnival 2008

For Carnival 2008 there was an increase in the number of journalists invited to participate, compared to 2007. More than 40,000 maps were distributed to visitors, over 35 visitor guides were positioned throughout Port of Spain and there was the live promotion of Carnival on CMC network in the Caribbean and North America.

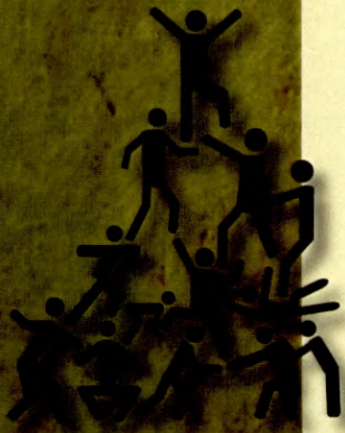
Campaigns

Stay To Get Away

The Stay to Get Away campaign continued and data collected by the TDC indicate that hotel occupancy in Trinidad increased, especially on the weekends that were featured, and that Tobago has also seen a dramatic increase in domestic tourism.

Panyard Sensations

The seventh edition of Panyard Sensations was staged. This event forms part of TDC's efforts to assist in developing sustainable cultural activities that would attract foreign visitors, create a more sustainable market for the country's national instrument, the Steel Pan, and give foreign visitors and nationals alike a real "Pan Yard" experience.





Digital Image Library

The TDC continued to increase its digital image library and develop a bank of images for TDC usage in advertising and other publications as well as dissemination to local and international publications for promotional purposes. A record number of short DVD presentations were also produced as follows:

- True Caribbean (generic destination DVD in English and Spanish)
- Showcasing Trinidad and Tobago (generic destination DVD in English and Spanish)
- T & T – A Sports Haven
- Conference Facilities (for MICE market)
- Carnival Presentations (two generic and “Too Young to Soca” (Kiddies Carnival)

Online Marketing

Launch of www.gotrinidadandtobago.com

Cruise Sector Activities

To ensure that Cruise Ship passengers had a memorable experience in Trinidad, the TDC took the opportunity to showcase the country through:

- Cultural shows
- Branded décor of the Cruise Ship docking area
- Provision of shopping shuttles to the three most popular malls in the western district
- Collaboration with the Police Service for increased police presence in Port of Spain, in order to assure visitors’ safety
- A Tourist Information Office at the Cruise Ship Complex throughout the season
- Providing visitor guides strategically placed in downtown Port of Spain.

10.5 Public Affairs Department

10.5.1 ROLES

The mission of the Public Affairs Department is to build and maintain the reputation and credibility of the tourism industry and the TDC. The Department is responsible for the coordination of all communication with the national community inclusive of corporate brand management, stakeholder relationship building and management, media relations, and corporate support programmes.

The Department's programmes include corporate advertising and branding to build the image and raise the profile of tourism in Trinidad and Tobago. The development of strategic sponsorship can further the organization's mandate to promote and enhance the tourism product, and tourism awareness which can increase the public's understanding and perception of the industry.

10.5.2 **WORK PLAN**

Specific plans for the Public Affairs Department included:

- Development and implementation of a Local Tourism Awareness Programme
- Development and maintenance of the TDC's corporate website
- Implementation of national public relations and corporate advertising campaigns
- Development and maintenance of good stakeholder and media relations
- Development and maintenance of the TDC corporate brand
- Implementation of a strategic programme of corporate support that aligns to TDC's mandate
- Development and maintenance of good media relations.

Table 10.8 is a summary of the work plan for the Public Affairs Department.

Table 10.8 : Work Plan Outline for TDC's Public Affairs Department for 2008 (TT\$)

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATED COST
Promotions, Publicity & Printing : inclusive of corporate advertising, public relations; and corporate branding	To promote TDC as the keystone organization that will drive sustainable tourism development. To build credibility for the TDC to influence decisions that affect the industry and organization.	980,000
Sponsorship	Promotion of the TDC and T&T brands. To build credibility for the TDC to influence decisions that affects the industry and organization.	3,000,000

continued





Table 10.8 : Work Plan Outline for TDC's Public Affairs Department for 2008 (TT\$) (continued)

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATED COST
Local Tourism Awareness Campaign	To raise awareness and understanding of the importance of tourism to the local economy among the public, the media, youth, stakeholders and opinion formers.	2,200,000
TOTAL		6,180,000

10.5.3 ACCOMPLISHMENTS

The accomplishments of the Public Affairs Department were as follows:

Public Relations and Advertising Programmes

Articles and News Releases

Developed articles and news releases for local and international newspapers and publications to highlight several projects such as the Small Tourism Enterprise Programme (STEP), Trinidad and Tobago Tourism Industry Certification (TTTIC), The Development and Enhancement of The Emperor Valley Zoo Project and the Maracas Redesign and Restoration Project in support of the other operational departments within the organization

Company Publications

Assisted with the development of all company publications, including brochures and signage

Corporate Advertising

For image building and institutional strengthening/operations of TDC and the tourism industry

Crisis Communications Plan

Developed a Crisis Communications plan for the company

Career Fairs

Participated in several Career Fairs and presentations at various schools

Website Development

Developed website: www.mymaracas.com

Information Programmes developed for television

Press Releases

- *November 2007*: T&T's Cruise Ship Season Kicks Off
- *January 2008*: Environmental Campaign – "Let's Clean Up & Green Up T&T"
- *April 2008*: "Taste T&T 2008 Pot Spoon Throw Down" Recipe & Cooking Competition
- *May 2008*: "Taste T&T 2008" Countdown
- *June 2008*: FCCA Foundation 2008 Children's Essay Contest; 6th Annual Condé Nast Traveller "My Caribbean" Essay Contest; mymaracas.com launched
- *August 2008*: "T&T Roadtrip" Takes Tourism To The Malls
- *August 2008*: T&T Youth Top Florida-Caribbean Tourism Competition
- *September 2008*: "Panyard Sensations 2008".

Events Hosted

Caribbean Hotel Tourism Investment Conference (CHTIC)

The TDC coordinated the hosting of the Caribbean Hotel and Tourism Investment Conference (CHTIC) 2008 at the Hyatt Regency Trinidad in May 2008. A record 522 participants attended the Conference. TDC was responsible for all planning and implementation of logistics, events, food and beverage, tours and liaison with the respective international bodies and local agencies.

Hosting of this Conference contributed to two key objectives of the tourism industry:

- It further positioned the nation as the preferred tourism investment location in the Caribbean and as the Meetings and Conventions Capital of the Southern Caribbean.

Florida Caribbean Cruise Association (FCCA) Conference:

The TDC was also responsible for the planning and implementation process for the hosting of the FCCA Conference, which took place in October 2008 and brought 789 visitors to Trinidad.

Sponsorship

Through the creation of partnerships with tourism stakeholders, TDC assisted many organizations in the areas of community, sport, cultural and event tourism. This strategy focused on the areas of:

- Marketing the destination
- Development of the tourism product
- Building of awareness throughout the destination.





Initiatives under the Additional Support Programme (Local Tourism Awareness)

Let's Clean Up and Green Up Trinidad and Tobago

TDC launched an environmental awareness campaign, "Let's Clean Up & Green Up Trinidad and Tobago" in collaboration with the Port of Spain City Corporation at the Brian Lara Promenade in January 2008. The aim of the campaign was to raise awareness about the negative impacts of unsanitary behaviour on the environment, and to encourage and reinforce positive behaviour. The project included:

- A media campaign including print, radio and TV advertising
- Quarterly cleanup activities at varying locations such as a city, beach, or tourism sites, with assistance from partnering agencies, stakeholders and other groups
- Distribution of bins, signage and other collateral material, in conjunction with other sponsors.

T&T Roadtrip

In collaboration with the Ministry of Tourism, TDC hosted a new tourism awareness programme, "T&T Roadtrip" in August 2008. This mobile tourism fair visited various malls and targeted teenagers. The aim was to increase awareness about the nation's tourism product. The fairs featured:

- Booth displays
- Interactive media displays
- Career sessions
- Live entertainment
- Roving petting zoo
- Facility to sign up at the malls for:
 - Familiarization tours for the media
 - Tours of pre-selected sites and attractions throughout Trinidad and Tobago at discounted rates.

16th Annual Condé Nast Traveller "My Caribbean" Essay Contest

In cooperation with the Caribbean Tourism Organization (CTO), the TDC hosted the 16th Annual Condé Nast Traveller "My Caribbean" Essay Contest in June 2008 for children between the ages of 8-12 years.

FCCA Foundation 2008 Children's Essay Contest

Together with the FCCA, the TDC invited children in the "12 and under" and "13 to 16 years" categories to enter the FCCA's 2008 Children's Essay Contest.

Primary and secondary school students from FCCA-partner destinations were invited to participate in the contest and students were asked to write a 300 to 500 word essay on the topic, "What steps can we take as a cruise destination to make cruise passengers feel more welcome while in port?" Of the 15 countries that competed, Trinidad and Tobago copped first place and second place respectively in the junior and senior divisions.

Finalists were judged on the content, creativity, style, structure and grammar used in their essays. The students received cash scholarships and their schools were given a monetary award. As the winner in the junior division, Joel Jones of Presentation College, Chaguanas, was invited to read his essay and accept his prize during the opening ceremony of the 15th Annual FCCA Conference and Tradeshow in October 2008 at the Hyatt Regency Trinidad.

10.6 Research and Planning Department

10.6.1 ROLES

The mission of the Research and Planning Department is to generate, collate, and analyze statistical and diagnostic information associated with the tourism industry. Its aim is to become the central repository of current and reliable tourism statistics and information that will be made available to industry stakeholders in a timely and efficient manner. This aim will further facilitate the development and marketing of the Trinidad and Tobago tourism destination.

10.6.2 WORK PLAN

Specific programmes and tasks of the Research and Planning Department included:

- Providing stakeholders with accurate, reliable and practical statistics on the industry
- Strengthening and developing TDC's relationships with stakeholders
- Developing TDC's internal capacity for sound decision making
- Being involved in and supporting the monitoring and evaluation of all programmes and projects undertaken by the TDC
- Evaluating the initiatives undertaken by TDC to ensure implementation of the Vision 2020 mandate.

Table 10.9 is a summary of the projects of the Research and Planning Department for fiscal 2008.





Table 10.9: Work Plan Outline for TDC's Research and Planning Department for Fiscal 2008 (TT\$)

PROJECT DESCRIPTION	ESTIMATED COST
Implementation of an effective and timely reporting system of arrival and departure statistics using Immigration card data	1,000,000
Conducting visitor satisfaction and expenditure surveys	140,000
Assessment of the economic impact of tourism on an ongoing basis	200,000
Conducting cruise visitor surveys	25,000
Evaluation of local awareness of tourism	13, 000
Accommodation data collection	200,000
Airline data collection	10,000
TOTAL	1,588,000

10.6.3 ACCOMPLISHMENTS

The accomplishments of the Research and Planning Department were as follows:

Visitor Arrivals and Departure Database

The Department enhanced the ability of the Central Statistical Office (CSO) to disseminate more timely arrivals data through partnerships with various organizations involved in capturing visitor and passenger statistics.

Ongoing Data Capture

- Airlift data was collected on a timely basis to aid in the estimation of visitor arrivals and provide information regarding the trends/changes in the performance of airlines into Trinidad and Tobago.
- Departing visitors were surveyed with a view to gauging visitor views on destination Trinidad. The surveys were conducted bi-monthly. Results are used internally along with the Domestic Tourism Survey data to identify areas of improvement for Trinidad and Tobago's tourism product and trends in visitor spending by category of expenditure.

Economic Impact of Tourism

The Department engaged in critical review and update of the Tourism Satellite Account (TSA) model with the World Travel and Tourism Council (WTTC).

TDC Support

The Department conducted an evaluation of the CHTIC and FCCA Conferences/Trade Shows hosted in Trinidad and Tobago.

10.7 **Internal Audit Department**

10.7.1 **ROLES**

The Internal Audit Department is concerned with all phases of business activity at the TDC. The duties require going beyond the accounting and financial records to obtain a full understanding of the operations under review.

10.7.2 **WORK PLAN**

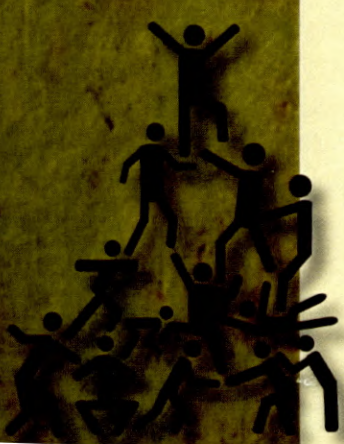
Specific programmes and tasks of the Internal Audit Department included:

- Reviewing and appraising the soundness, adequacy and application of accounting, financial and other operating controls and promoting effective control at a reasonable cost
- Ascertaining the extent of compliance with established policies, plans and procedures
- Ascertaining the extent to which the TDC assets are accounted for and safeguarded from losses of all kind
- Ascertaining the reliability of management data developed within the organization
- Appraising the quality of performance in carrying out assigned responsibilities
- Recommending operating improvements.

10.7.3 **ACCOMPLISHMENTS**

The Internal Audit Department was set up in June 2008. Its accomplishments during fiscal 2008 were as follows:

- The Terms of Reference for the Audit Committee of the Board were drawn up and approved by the Committee and subsequently the Board
- The Internal Audit Charter was approved by the Audit and Finance Committee





- An Internal Audit Plan for TDC was drawn up and approved by the Audit Committee
- Internal Audit procedures were documented
- A risk assessment of the Company was performed:
 - Work was started on elements of the Internal Audit Plan and eight Internal Audit checks were completed.

11.0 RECOMMENDATIONS

In the review of fiscal year 2008, the TDC recommends the following courses of action for emphasis during fiscal 2009:

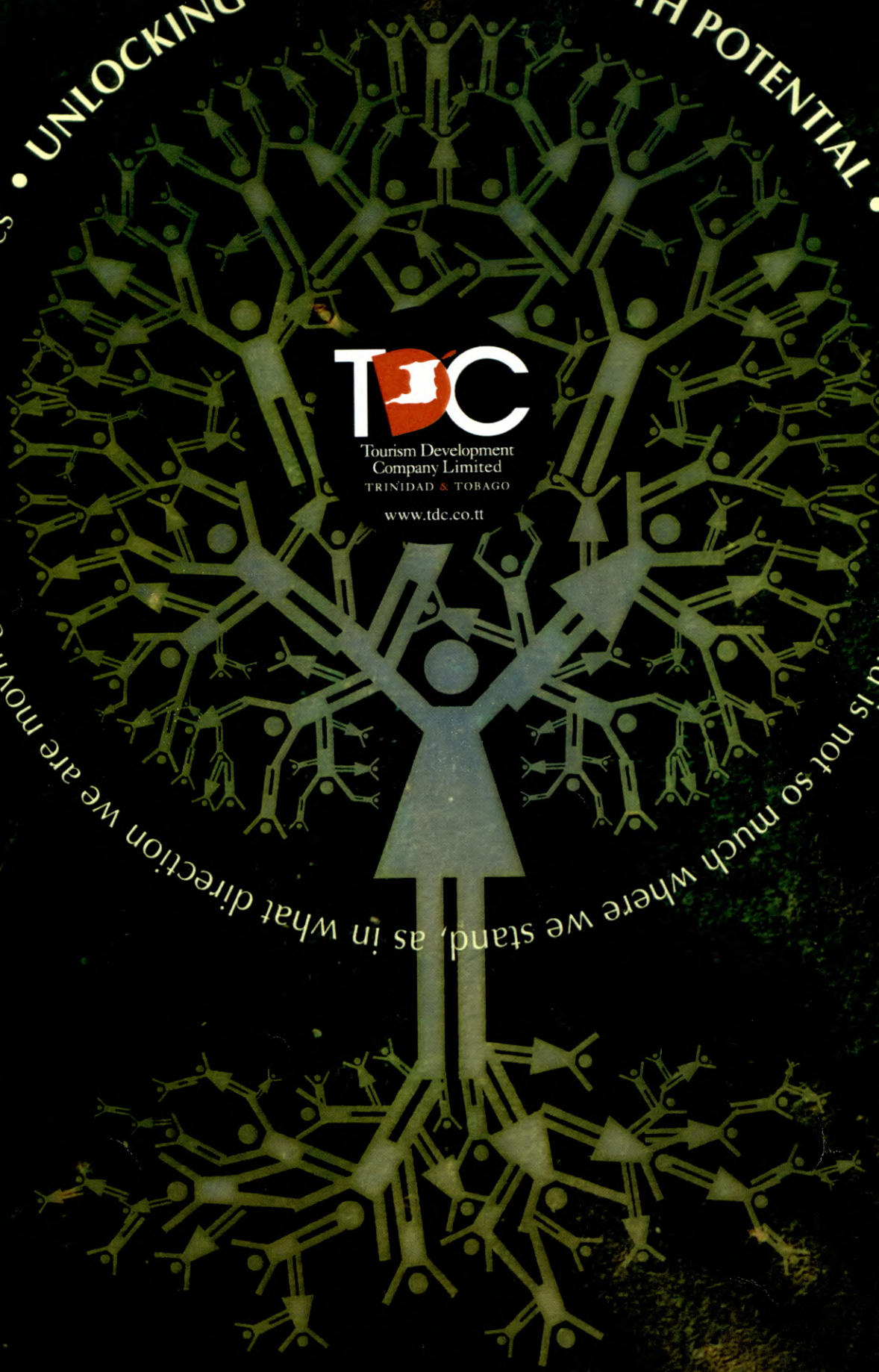
- i. **Institutional Strengthening:** adequate staffing at all levels, appropriate compensation packages, and essential training are required to accomplish TDC's mandate and overcome challenges in the tourism sector
- ii. **Tourism Data Collection:** timely data collection, dissemination and processing of information in collaboration with key partners are required to support planning, ensure informed decision making, and solicit advice to key stakeholders
- iii. **Effective Strategic Partnership:** development and maintenance by the TDC of strategic relationships with key partners in the public and private sectors is required to ensure that the tourism sector is a developmental priority and increase public awareness and participation in the industry
- iv. **Destination Marketing:** marketing and branding of Trinidad and Tobago at an international level is necessary to increase the level of awareness of the country as a desirable tourism location, thereby increasing the number of visitors to the destination.



UNLOCKING POTENTIAL WITH POTENTIAL

Oliver Wendell Holmes

"The great thing in the world is not so much where we stand, as in what direction we are moving"



TDC

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TRINIDAD & TOBAGO

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