



Tourism Development
Company Limited
TRINIDAD & TOBAGO

Administrative REPORT FISCAL 2009

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

Contents

LIST OF TABLES AND FIGURES	III
EXECUTIVE SUMMARY	1
1.0 MISSION STATEMENT	4
2.0 VISION STATEMENT	4
3.0 STRATEGIC PLAN	6
3.1 KEY ISSUES	6
3.2 KEY STRATEGIES	6
4.0 FINANCIAL OPERATIONS	9
4.1 BUDGET FORMULATION	9
4.2 BUDGET OBJECTIVES	15
4.3 BUDGET VERSUS EXPENDITURE	16
5.0 HUMAN RESOURCES	18
5.1 CAREER PATH SYSTEMS	18
5.2 PERFORMANCE MEASUREMENT TOOLS	18
5.3 RECRUITMENT & SELECTION PROCEDURES	18
5.3.1 THE RECRUITMENT PROCESS	18
5.3.2 SEARCHES	19
5.3.3 SELECTION	19
6.0 ORGANIZATIONAL STRUCTURE	21
6.1 CORPORATE STRUCTURE	21
6.2 SERVICES PROVIDED	22
6.3 LEVELS OF AUTHORITY	23
6.4 CONDITIONS OF EMPLOYMENT	23
6.5 EMPLOYMENT PRACTICES	24
6.6 TRAINING PROGRAMMES	24
6.7 INDUSTRIAL RELATIONS	24
7.0 PROCUREMENT OF RESOURCES	26
7.1 TENDERING PROCEDURES	26
7.2 CONTRACTUAL PROCEDURES	26
7.3 PURCHASING PROCEDURES	27
8.0 REPORTING FUNCTIONS	30
8.1 INTERNAL REPORTS	30
8.2 EXTERNAL REPORTS	31
8.3 REPORTING RELATIONSHIPS WITH MONITORING AGENCIES	32

9.0	INTERNAL AUDITS.....	34
9.1	INTERNAL AUDIT PROCEDURES	34
10.0	ACCOMPLISHMENTS	37
10.1	HUMAN RESOURCES DEPARTMENT	37
10.1.1	ROLES	37
10.1.2	WORK PLAN	37
10.1.3	ACCOMPLISHMENTS	38
10.2	INVESTMENT PROMOTION DEPARTMENT	39
10.2.1	ROLES	39
10.2.2	WORK PLAN	39
10.2.3	ACCOMPLISHMENTS	41
10.2.4	REMEDIAL PLANS	46
10.3	PRODUCT DEVELOPMENT DEPARTMENT	47
10.3.1	WORKPLAN	47
10.3.2	ACCOMPLISHMENTS	48
10.3.3	QUALITY CONTROL & STANDARDS - WORKPLAN	50
10.3.4	ACCOMPLISHMENTS	51
10.4	MARKETING DEPARTMENT	53
10.4.1	ROLE	53
10.4.2	STRATEGY	53
10.4.3	WORK PLAN	54
10.4.4	ACCOMPLISHMENTS	55
10.5	PUBLIC AFFAIRS	59
10.5.1	ROLE	59
10.5.2	WORK PLAN	60
10.5.3	ACCOMPLISHMENTS	60
10.6	RESEARCH AND PLANNING DEPARTMENT	63
10.6.1	ROLES	63
10.6.2	WORK PLAN	63
10.6.3	ACCOMPLISHMENTS	63
10.7	INTERNAL AUDIT DEPARTMENT	65
10.7.1	ROLES	65
10.7.2	TYPES OF REVIEWS	65
10.7.3	ACCOMPLISHMENTS	66
10.8	INFORMATION TECHNOLOGY DEPARTMENT	67
10.8.1	ROLES	67
10.8.2	WORK PLAN	67
10.8.3	ACCOMPLISHMENTS	67
11.0	RECOMMENDATIONS	68

List

Table	3
Table	4
Table	5
Table	6
Table	7
Table	8
Table	10
Table	10
Table	10
Table	10
Table	10
Table	10
Table	10
Table	10
Table	10
Table	10

Figures

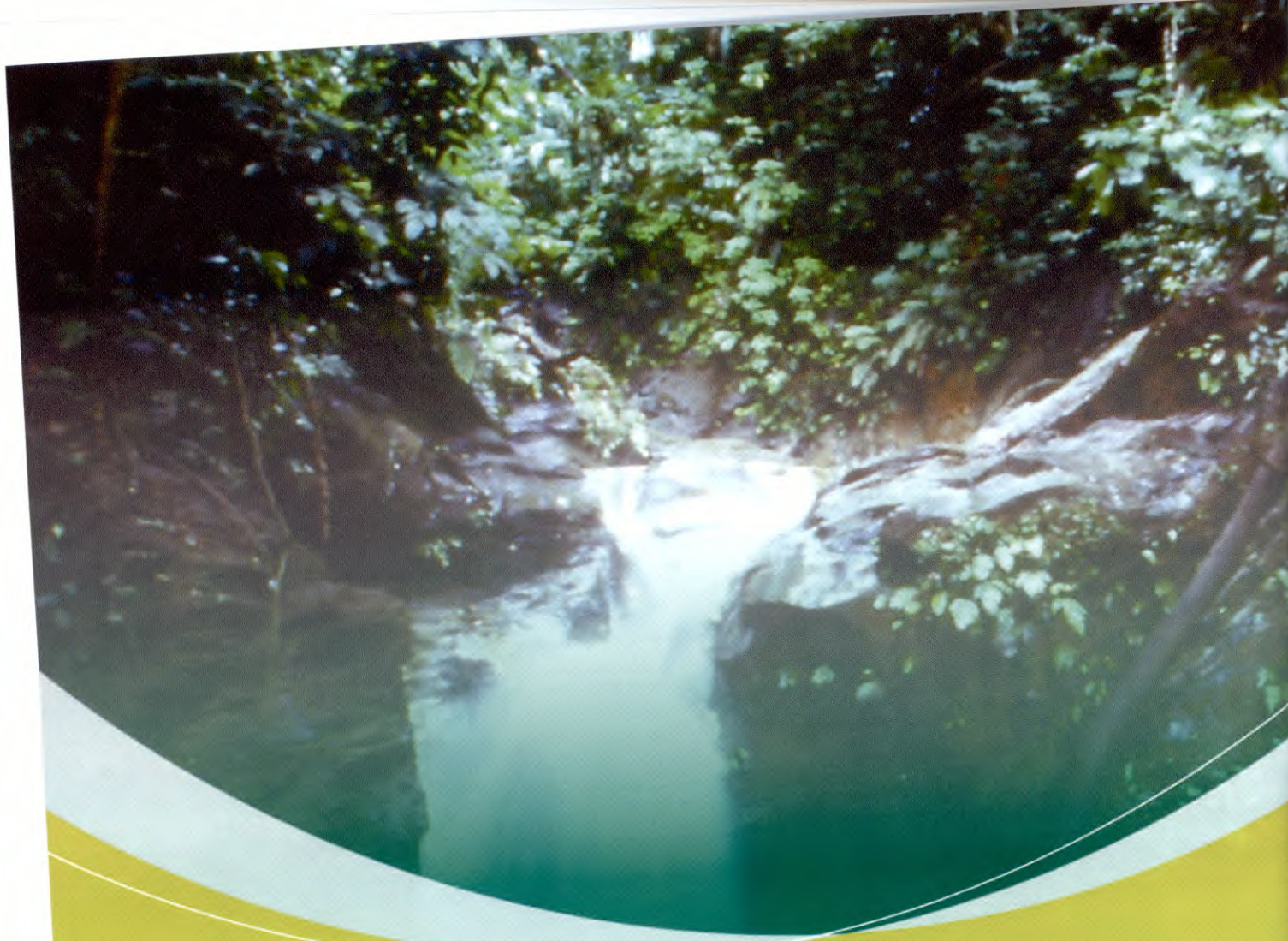
Figure	6.1
Figure	8.1
Figure	8.2
Figure	9.1

List of Tables and Figures

Table	3.1	TDC's Key Strategies for Fiscal 2009	7
Table	4.1	TDC's Actual Budget Expenditure versus Approved Budget for Fiscal 2009	16
Table	5.1	The Interview Panel as it Relates to Vacancy	19
Table	6.1	TDC's Signing Authority	23
Table	7.1	Tender Value (TT\$) and Respective Protocol	26
Table	8.1	External Reporting Functions of TDC	31
Table	10.1	Work Plan Outline for TDC's Human Resources Department for Fiscal 2009	38
Table	10.2	Work Plan Outline for TDC's Investment Promotion Department for Fiscal 2009	40
Table	10.3	Investment Trade Shows for Fiscal 2009	41
Table	10.4	Distribution of Tourism Investment Promotions Material	42
Table	10.5	Approved Tourism Projects for Fiscal 2009	44
Table	10.6	In-house Meetings with Potential Investors for Fiscal 2009	45
Table	10.7	Work Plan Outline for TDC's Product Development Department for Fiscal 2009 (Sites and Attractions Unit)	47
Table	10.8	Work Plan Outline for Quality Control Standards	50
Table	10.9	Step Training and Development Programs for Fiscal 2009	52
Table	10.10	Work Plan Outline for TDC's Marketing Department for Fiscal 2009	54
Table	10.11	Work Plan Outline for TDC's Public Affairs Department for Fiscal 2009	60
Table	10.12	Work Plan Outline for TDC's Research and Planning Department for Fiscal 2009	63

Figures

Figure	6.1	Outline Corporate Structure of the TDC	22
Figure	8.1	Management Team Line Reporting System within TDC	30
Figure	8.2	The Reporting Relationships with Monitoring Agencies	32
Figure	9.1	Internal Audit Procedures	35



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Executive Summary

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Executive Summary

The Tourism Development Company Limited (TDC) is the implementation arm of the Ministry of Tourism. Established in 2004, the Company is a special purpose State Enterprise mandated to develop and market the country's tourism industry and its tourism product.

The TDC is dedicated to the development of tourism in Trinidad and Tobago and is committed to establishing and implementing standards for the development and maintenance of tourism infrastructure and amenities. The Company is responsible for the promotion of hotel investment opportunities and facilitates applications from tourism investors for concessions under the Tourism Development Act or similar legislation. Where the functions of the TDC relate to Tobago, all activities are accomplished in consultation with the Tobago House of Assembly (THA).

The TDC in 2009 continued its focus on the five core strategies previously identified as the means to achieving organizational efficiency and tourism industry growth and development. These core strategies included: Institutional strengthening, destination marketing, value added tourism (sector development), effective strategic partnerships and investment promotion.

The Company continued to face many of the same challenges as in previous years including, insufficient human resources, inadequate organizational structure and delayed tourism statistics from key stakeholders.

In the last year a draft revised organizational structure was developed by the Company's Human Resource Department and reviewed and recommended by the Board of Directors for approval by the Minister of Tourism.

The Investment Promotion Department's mission is to promote the destination as an ideal tourism investment location. During the reporting period the Department developed and packaged tourism investment opportunities and promoted these at selected tourism investment conferences. Over 165 leads were generated at both local and foreign trade shows of which 27 have been converted to prospects and are being followed up. The Department secured advertisements in the major international investment publications with an aggregated readership in key target audiences in excess of 1,000,000, and produced both printed and audio visual promotional material to support its promotional efforts both locally and overseas. In addition, five

new potential on-shore sites were identified and conceptualized for promotion. The Department also continued the evaluation and processing of applications for fiscal incentives of approved tourism projects under the Tourism Development Act, Chap. 87:22 during the reporting year. Sixty-one (61) projects were recommended for fiscal incentives with a proposed investment of TT\$832,455,052 and proposed permanent employment of 501 persons.

Over 125 tourism stakeholders benefited from workshops conducted under the Tourism Development Act Chap. 87:22. Additionally, Investment Facilitation Training for the Division of Tourism and Transportation within the THA was conducted to strengthen staff capability in administering the tourism investment function. The Project to 'Incentivize the Upgrade of Hotel and Guest House Room Stock of Trinidad and Tobago' was approved by Cabinet in June 2009 in the amount of approximately TT\$20 million with implementation earmarked for fiscal 2010.

Over the last year the Product Development Department's Sites and Attractions Unit concentrated on the physical enhancement of the five core TDC managed sites, and improved maintenance and operational initiatives. Training of staff in critical aspects of customer service and health and safety protocols was also achieved. In addition a museum exhibit at the La Brea Pitch Lake Visitor Centre introducing a historically relevant launch pad for the commencement of tours was established.

Under the Product Development Quality Control and Standards Unit the Trinidad and Tobago Tourism Industry Certification Program (TTTIC) was expanded to include the certification of tourist taxi drivers and the accommodation sector. A Memorandum of Understanding was signed by the Trinidad and Tobago Bureau of Standards and the TDC. Under the Small Tourism Enterprises Program (STEP), two hundred and twenty (220) participants from the various associations were beneficiaries of training and development programs.

The TDC also introduced a quality improvement initiative called the Tourism Industry Partnership Program (TIPP) in collaboration with UWI which paired university interns with Bed and Breakfast owners.

The Marketing Department continued negotiations with international airline carriers in key source markets with a view to bringing additional airlift into the destination. These negotiations

resulted in increased flights from 3 to 5 times per week with British Airways and the promotion of holiday packages to Tobago with Delta Vacations. The execution of a Tobago Roadshow promoting the new Delta flight in 4 key North American cities resulted in a 10 percent increase in bookings.

There was more concentrated activity in the Diaspora niche with increased participation in Trade Shows geared toward this group and the sponsorship of promotions in key Diaspora communities. The re-establishment and strengthening of relationships with key stakeholders in the US, such as Trinidad and Tobago Overseas Missions, also assisted in propelling this initiative.

The Department began building awareness of Trinidad and Tobago's entrance into the Meeting Planner market with attendance at specialized Meeting Planner Trade Shows and advertising in the major Meeting Planner magazines.

Public Relations efforts in North America included the hosting of significant press trips around various festivals, locations and events in Trinidad and Tobago. Some of these included Fashion Week, Sport Fishing and Bird Watching, the Tobago Carnival Regatta and Carnival.

The regional and domestic campaigns continued with increasingly positive feedback from the Trinidad Hotels Restaurants and Tourism Association (THRTA) regarding increased occupancy levels especially at the weekends. Tobago also saw a dramatic increase in Trinidadian visitors and has credited the Stay to Get Away Campaign for this.

Recognizing the significant opportunity that Trinidad and Tobago's hosting of the Fifth Summit of the Americas presented for showcasing the destination to the rest of the world, the Marketing Department organized and manned two information booths on the cruise ships –Carnival Victory and Caribbean Princess. The Department disseminated destination collateral to all visitors via these booths and at the airport and provided promotional packages and information on tours for interested media and delegates.

The expanded Visitor Guide program with an intake of 100 visitor guides stationed at five major sites around the country during the Carnival season was extremely well received. Tourism Park "On the Road" took on a new face with the objective to encourage greater awareness and increased local visits to sites and attractions around the country.

The Public Affairs Department instituted programs to increase tourism awareness and strengthen appreciation and understanding of the industry. The hosting of two Tourism

Business Fora designed to inform and promote discussion among key leaders and decision makers in both the public and private sectors and to build credibility for the tourism industry were oversubscribed by stakeholders and received excellent feedback. The fortnightly publication of the e-bulletin "Tourism Tidbits", production of the Industry Achievement DVD "Tourism is Going Places", media and advertising campaigns around the STEP and TTTIC programs and youth awareness and school outreach programs were all geared towards the creation of greater awareness and increased understanding of the business of Tourism and of the programs executed by the TDC.

The Department developed and produced PR communication programs which fostered mutually beneficial relationships between the Company and its key publics and assisted the achievement of its mandate.

As part of the TDC's role in the execution of the Summit of the Americas, the Public Affairs Department organized and executed an Artisan Display on board the Caribbean Princess and also managed the logistics for the embarkation and disembarkation of the Post Summit Cruises. This Department also had full responsibility for the planning and organization of the Florida-Caribbean Cruise Association (FCCA) Cruise Conference and Trade Show held in October 2008, which received high praise from the FCCA Chairman who lauded this country's hosting as the most successful yet. Feedback received from surveys conducted indicated very high positive ratings from the delegates.

During fiscal 2009, the Research and Planning Department continued to gather airlift data which, in the absence of timely visitor arrivals data, has proven very valuable in producing estimates for those months for which data was not available. Dialogue with the Central Statistical Office and the Immigration Department of the Ministry of National Security is ongoing towards a suitable solution for the delayed receipt of visitor arrivals data.

The Department embarked upon an update of the Tourism Satellite Account which among other things forecasted the contribution of the tourism industry to the Gross Domestic Product (GDP) up to the year 2019. Visitor Exit Surveys were also conducted bi-monthly to gauge visitor experiences and identify areas for improvement.

Significant improvements have been made to the material content of the Information Resource Centre (IRC) at the TDC as well as to the aesthetics and operations in the last year. Internal and external usage of the IRC has increased by approximately 15 percent.

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Two major research projects were completed and distributed during the period under review - a working paper on the Meetings, Incentives, Conferences and Exhibitions market and the preparation of the first half 2009 Tourism Report.

The Trinidad and Tobago Convention Bureau (TTCB) was established in 2009 with the mandate to position Port of Spain as the Meeting and Conference Capital of the Southern Caribbean. Through the implementation of a targeted marketing strategy, the Bureau is working to increase the country's share in this lucrative market.

The TTCB offers comprehensive information on the country's venues, hotels, pricing, sites and attractions. It acts as an intermediary between hotels and meeting coordinators or local chapters of international organizations, local business chambers and incoming groups, and develops and issues destination bid documents for presentation to overseas Meeting Planners. The Bureau operates as a liaison and coordinator for hoteliers, tour guides, even consultants and tour operators.

The Bureau organized a Business Tourism Workshop from September 2nd to 4th at the Hilton Trinidad and Conference Centre with the following objectives:

- ***To educate industry stakeholders on international best practices within the sector.***
- ***To instill a working understanding of the mechanics of the meetings industry.***
- ***To leverage industry buy-in to the roles and responsibilities of the TTCB.***



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, that 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 programs 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 realizing 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 realized through the creation of more than 90,000 jobs, directly and indirectly.

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 which is supported by the country’s citizens. The sector will be anchored by flagship products with brand names that are globally recognized.

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3.0 Strategic Plan

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

The challenges which the TDC faced in fiscal 2009 included:

- Availability of timely and accurate data upon which informed management and investor decisions can be made
- Existing air service to Tobago at risk. Insufficient air service to Trinidad and Tobago
- Increased aggressive development and promotion in other Caribbean destinations
- Workforce and public mindset not conducive to high quality tourism environment
- Sites and attractions in Trinidad not up to international standards with respect to facilities or services
- Service levels among various tourism industry providers (Hotels, Restaurants, Tour Operators, Transport Operators etc) are below international standards
- Accommodation Room standards in Tobago deteriorated and not up to international standards
- Trinidad and Tobago's share of Caribbean and international visitor traffic is relatively low

3.2 Key Strategies

- Institutional strengthening
- Establish credibility and awareness among stakeholders (Government, Industry, Investor, Public)
- Develop effective strategic partnerships
- Fast track physical improvements and industry sector service improvements
- Increase T&T branding in regional and international niche markets

Table 3.1.: TDC's Key Strategies for Fiscal 2009

STRATEGIC FOCUS	STRATEGIC OBJECTIVES
<i>Institutional strengthening</i>	<ul style="list-style-type: none"> • Increase funding of organization • Increase numbers and skill sets of staff • Seek to obtain clarification of formal roles, authorities and purposes among state enterprises for tourism development • Stabilize management of TDC
<i>Establish credibility and awareness among stakeholders</i>	<ul style="list-style-type: none"> • Assertive public relations program • Improved reporting • Conduct program mix that is relevant to all segments of T&T society • Bring closure to and deliver projects and programs on time and within budgets
<i>To develop strategic partnerships</i>	<ul style="list-style-type: none"> • Line Ministry of Tourism, other Ministries and THA (e.g. Planning, Trade and Investment, Ports, Sports, Culture etc) • State enterprise (e.g. eTeck, Sports Company, Film Company, Entertainment Company, Udecott etc) • Industry (THRTA, TT Chamber, AmCham, TTMA, Tour Operators Association, Tour Guide Association etc) • Public (Volunteer Programs – Tour guides, Clean Up & Green Up etc)
<i>Fast track physical improvements and industry sector improvements</i>	<ul style="list-style-type: none"> • Maracas Re-design & Restoration • Emperor Valley Zoo • Facelift and Upgrade of Beach Sites • TTTIC Expansion and Branding Campaign • Improved Data Collection and Analysis
<i>Increase T & T branding among travel trade intermediaries in regional and international niche markets</i>	<ul style="list-style-type: none"> • Management review and focused use of overseas representative offices • Development of Convention Bureau and initiate aggressive MICE market segment • Increased support towards targeted advertising and promotion for trade partners in key market areas • Conduct an aggressive public relations program aimed at trade intermediaries in key market areas
<i>Public relations actions</i>	<ul style="list-style-type: none"> • Conduct executive level outreach to sister state enterprises and essential ministerial departments • Conduct on-going outreach and interaction with all key industry stakeholder groups and individuals • Conduct three (3) Tourism Business Forums per year • Follow – through on local tourism awareness campaign • Conduct public reassurance and information campaign for Maracas Re-design and Redevelopment construction project and Emperor Valley Zoo construction project.



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4.0 Financial Operations

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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.

4.1 Budget Formulation

The Company's budget formulation was as follows:

○ **PRODUCT DEVELOPMENT**

- Regulated Camping Initiative
- Provision of new and improved signage at core sites
- Minor resurfacing of car parks and major drainage works at Maracas, Manzanilla and Vessigny
- Upgrade of access points for persons with disabilities at five sites
- Refurbishment of entryways for Manzanilla and Las Cuevas
- Design and refurbishment of Museum at La Brea
- Refurbishment of Life Guard garage and maintenance staff buildings at Manzanilla and Vessigny

○ **COMMUNITY TOURISM SUPPORT INITIATIVE**

- **STEP (Small Tourism Enterprise Project)**
 - Conduct training and developmental workshops in Trinidad and Tobago
 - Establish a STEP Satellite office in Tobago
 - Develop, promote and market STEP Resource Centre
- **Accommodation**
 - Conduct accommodation inspections
 - Develop the accommodation guide
 - Conduct awareness forums
- **Safety and Security**
 - Update and reprint safety tips brochures
 - Conduct food safety workshops
 - Host cruise season stakeholder meetings

- **Standards**
 - Form Specifications Committees
 - Conduct research and benchmarking activities
 - Host seminars and workshops
- **Trinidad and Tobago Tourism Industry Certification Program (TTTIC)**
 - Execute TTTIC audits
 - Conduct awareness sessions
 - Provide advisory services
 - Promote and market TTTIC
- **Green Globe 21 & Blue Flag**
 - Execute GG 21 Pilot Project
 - Conduct advisory services under GG 21
 - Conduct Water Quality Testing for Blue Flag
 - Conduct Blue Flag awareness seminars
- **Sector Support**
 - Evaluate and examine project proposals from industry stakeholders
 - Provide financial and technical support
- **Conferences and Workshops**
 - Attend workshops and conferences (local, regional and international)
- **Visitor Guides**
 - Recruit, train and develop visitor guides
 - Develop collateral material
 - Offer walking tours
- **Eco Tourism Projects**
 - Prepare Terms of Reference and Requests for Proposals
 - Identify project consultant
 - Evaluate proposals
- **National Tourism Quality Service Improvement Program**
 - Mobilization
 - Phase I- Benchmarking and baseline surveys for destination
 - Phase II- Policy development and strategic formulation

○ **INVESTMENT PROMOTION**

- Lead Generation
- Promotional Materials and Image Building
- Inward Missions
- Image Building
- Investment Facilitation
- Institutional Strengthening

○ **MARKETING**

• **Advertising – MICE**

- Advertise in key MICE publications including Successful Meetings, Incentive Magazine

• **Tobago Flight Support**

- Support of Delta Tobago flight through Dive program promotion, support of road show, advertising program with hotel association for Tobago – Atlanta route

• **Diaspora Outreach**

- Marketing activities and outreach through TPOC, Diaspora publications, 2nd and 3rd generation marketing

• **P.R. Programmes**

- Press releases, Familiarization trips
- Public relations for T & T road shows
- Hosting of media groups
- Crisis management activities

• **Direct Marketing / Fulfillment**

- Direct mailing for diving, soft/eco adventure niche
- Direct mail to travel agents and consumers

• **Representation**

- Support of Trinidad and Tobago Foreign Missions in Washington DC, New York and Miami through joint promotions and collateral
- Meetings & Conferences
- General trade and consumer shows (Holland and Scandinavia)

• **Travel Trade Marketing & Support**

- Tour operator activities and support
- Joint trade marketing activities, brochures, road shows etc

- **Advertising**
 - Consumer advertising campaign done jointly with THA
 - Advertising campaign in key regional markets including Barbados, Grenada, Guyana, St Lucia for shopping and events (Caribbean Games, Taste T&T)
- **Online Marketing**
 - Development of new website
 - Online regional marketing plan
- **Brochure and Collateral Production**
 - Printing of maps, brochures, Crè Olè
- **Cruise Marketing**
 - Cruise marketing activities during and post FCCA conference
- **Web Site Development**
 - Newly changed home page for website
- **Pan Yard Sensations**
 - Panyard Sensations program in September
- **CTO Marketing Contribution**
 - Annual marketing contribution to CTO
- **Promotional Materials**
 - Promotional items for tradeshow, conferences and events
- **Domestic Tourism**
 - Continuation of Stay to Get Away campaign
- **Yachting**
 - Support of Yachting industry in Trinidad and Tobago
- **Culinary Festival**
 - Taste T&T festival
- **Carnival Related Expenditure**
 - Hosting of international media, facilitation of visitors, support of stakeholder groups
- **Photo Library**
 - Production of new video and photo images for promotional purposes and use the website
- **Community Tourism Development**
- **Advertising Production**
- **Local Marketing Programmes**

○ **PUBLIC AFFAIRS**

• **Promotions, Publicity & Printing - Corporate Advertising**

- This covers areas such as corporate branding, reputation management and media relations
- Company or industry advertising not related to marketing. This includes advertising that relates to the TDC (corporate ads), tourism industry activities and generation of public information
- Public relations communication activities which foster mutually beneficial relationships between the Company and its key publics with the view to achieving its mandate
- Corporate Branding, communication of the TDC Brand across target audiences including: advertising, new company signage, media kits, promotional items etc

• **Sponsorship**

- Strategic and industry support of tourism initiatives including TDC initiated programs

• **Local Tourism Awareness Campaign**

- A phased campaign to increase tourism awareness and strengthen appreciation and understanding of the industry

○ **HUMAN RESOURCES**

• **Recruitment and Retention**

- Redesign of TDC's organization chart
- Job Analysis and Job Evaluation exercise completed and designed

• **Staff Training and Development**

• **Human Resource Information Systems (HRIS)**

- Implement a Human Resource Information System to improve employee performance feedback and productivity and maintain skills bank
- Design infrastructure and implement internal communication policy
- Implement Performance Management System

• **Staff Events and Activities**

- 5 Cultural Events / Displays (Eid, Divali, Emancipation, Carnival and Christmas)
- Relationship Building

• **Partnering**

- Create and strengthen strategic partnerships with key stakeholders to support delivery of TDC's mandate

○ **RESEARCH AND PLANNING**

- Visitor surveys
- WTTC – Tourism Satellite Accounting

- Airline data collection
- Data Capture
- Awareness Studies
- Accommodation Data Collection
- Cruise Surveys
- Local Awareness Evaluation
- Online Research Database Development

○ **INFORMATION SYSTEMS**

- **Upgrade of Key Communication Services**
 - Upgrade TDC's Voice Network to an IP-based solution
- **Email Upgrade (from the present Exchange 2003 to Exchange 2007)**
- **Continual Development of TDC's Corporate Intranet**
- **Upgrade of TDC's Corporate Website**
 - Development and deployment of ancillary sites including mymaracas.com
- **Upgrade of Internal Network Support Systems**
 - Upgrade of internal network systems
 - Upgrade of PC hardware systems
 - Upgrade of corporate mobile units
- **IT Disaster Recovery**
 - Finalization of disaster recovery plan
 - Design and implement alternative IT infrastructure
- **Distribution and Communication of IT Policies**
 - Develop and communicate IT policies and procedures
 - User training on software and system upgrades
- **Development and Deployment of TDC's Enterprise Project Management System**
 - Consulting with Change Management team re: implementation of systems to facilitate TDC conversion to a Project based organization
- **Finalization of HRIS project**
 - Finalization of the HRIS system which is 80 percent complete
- **Financial Management Information System (FMIS)**
 - Consulting with Finance and Executive teams re: implementation of appropriate systems to facilitate effective financial management software upgrades

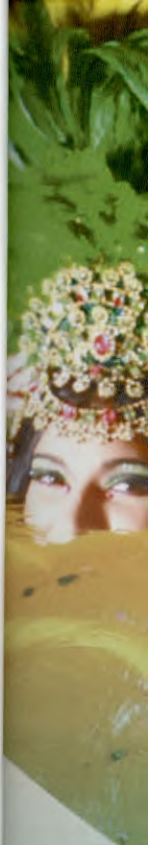
4.2 BUDGET OBJECTIVES

- To improve access to visitor amenities for persons with disabilities (PWD)
- To provide technical support and training to small tourism operators
- To successfully collaborate and influence the T&T Bureau of Standards (TTBS) in the development and revision of national standards for the tourism industry
- To improve and standardize the quality of tourism services through a recognized certification program
- To support key industry associations such as THRTA, TTITOA, Tour Guides and Taxi Associations
- To increase the knowledge skills and capabilities of staff. To ensure that staff has cutting edge up-to-date information
- To enhance the visitors' experience through the provision of reliable and accurate information in a timely manner
- To attract local and foreign investment, offer and provide diverse world class accommodation and complementary ancillary services
- To position T&T in key target markets thereby increasing visitor interests and investment in the destination
- To facilitate development of legal and institutional framework for tourism investment
- Promotion of the TDC as the keystone organization that will drive sustainable tourism development
- Build credibility for the TDC to influence decisions that affect the industry and organization
- Establishment of the TDC as an efficient, responsible organization and a good corporate Citizen by building sound relationships with participating organizations
- To raise awareness and understanding of the importance of tourism to the local economy among the public, the media, youth, stakeholders and opinion formers
- To establish a hospitable, positive and productive corporate culture that fosters the attributes required for tourism development
- To ensure limited downtime of TDC's operation, business continuity, and risk mitigation
- To improved management of TDC's financial resources
- To increase interest in Trinidad as a meetings and conferences destination / location for business travellers from the US

4.3 BUDGET VERSUS EXPENDITURE

Table 4.1: TDC's Actual Expenditure versus Approved Budget for Fiscal 2009

TOURISM DEVELOPMENT COMPANY LIMITED BUDGET VS. ACTUAL EXPENDITURE FISCAL YEAR 2009		
	BUDGET	ACTUAL
	TT\$	TT\$
MARKETING		
Overseas Marketing	27,217,000	28,983,536
General Market Support	19,617,000	16,138,806
Research & Planning	2,006,000	579,079
Investment Promotion	2,660,000	1,599,913
Marketing Total	51,500,000	47,301,334
PSIP		
Tourism Development Support Program	3,100,000	2,873,288
Additional Support Program	3,000,000	2,377,504
Tourism Action Program	4,000,000	3,294,570
PSIP Total	10,100,000	8,545,362
GENERAL ADMINISTRATION	38,990,000	33,645,709
INFRASTRUCTURE DEVELOPMENT FUND	10,280,000	3,848,813
TOTAL	110,870,000	93,341,218





Tourism Development Company Limited • Trinidad & Tobago

5.0 Human Resources

5.0 Human Resources

5.1 Career Path Systems

The Company makes every effort to fill positions by promoting from within. Key considerations for promotions shall be:

- Qualifications and suitability for the position under consideration – specifications for the position sought
- Current performance
- Demonstrated potential to undertake the duties and responsibilities of the position sought – e.g. technical skill, leadership, human relations skills, conceptual and analytical skills

The Company may promote an employee internally if a qualified candidate is available within the Department/Unit/Section. When there are two (2) or more candidates, possessing equal skill, competence, efficiency and merit, seniority of service shall be the determining factor.

If no qualified employee is available within the Department or Unit, the Company shall advertise the vacancy internally and the selection process shall apply.

Promotions shall be linked to performance. Consequently, promotions are considered the reward for successful job performance and will normally take place as one of the conscious arms of systematic management development.

A promoted employee will be required to serve a three (3) month probationary period prior to confirmation in the new position. During this period, Management will monitor the employee's performance and provide 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, writing.

Table 5.1:

5.2 Performance Measurement Tools

Performance reviews are conducted prior to the contract expiration date to determine suitability for renewal of contracts and training and promotional opportunities. In the case of six month contracts performance reviews are held upon completion of the contracted period to determine eligibility for future employment and contract renewal.

5.3 Recruitment and Selection Procedures

Notice of vacancies will be published for the attention of all employees via both internal and external media. External searches commence one week after internal searches.

5.3.1 The Recruitment Process

- Hiring (line) manager submits an approved Staff Requisition Form to the Manager, Human Resources.
- HR department commences search, both internally and externally for best talent given requirements of the job as per Position Description.
- Once suitable candidates are short-listed by the HR department and the hiring manager, interviews are conducted.

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5.3.2 *Searches*

An internal Notice of Vacancies with the deadline date for application will be posted on notice boards and Intranet, and circulated to all departments of the Company for the attention of all employees. If the vacancy cannot be filled internally then an examination of the Applicant Database is conducted, followed by media advertising and/or appropriate Universities and Recruitment centres based on the exigencies of the job.

5.3.3 *Selection*

The HR department will conduct a preliminary shortlist on the applications received for a given vacancy. This preliminary shortlist will be forwarded to the relevant line manager to conduct his/her short-listing. All shortlists are done in accordance with the requirements and qualifications as advertised. The line manager will submit his/her final listing to the HR department, who will then contact the candidates requested to attend an interview.

Should there be insufficient candidates, the Company will advertise a second time, repeating the process as outlined above.

○ THE INTERVIEW

All interviews shall be conducted by a panel, the composition of which will vary dependent on the nature of the position (see Table 5.1 below).

The HR Department will prepare the interview packages for each member of the interview panel. This package will include the short list of candidates, a copy of each curriculum vitae, and interview guides. The interview package shall be forwarded to the interviewing panel at least one (1) day prior to the date of the interview/s.

The interview panel will be comprised as outlined below:

Table 5.1: The interview Panel as it Relates to Vacancy

<i>POSITION</i>	<i>PANEL</i>
<i>President/Director of Tourism</i>	<i>Board of Directors</i>
<i>Vice- Presidents/ Deputy Directors</i>	<i>Representative Board Member on the HR Sub-Committee of the Board and President</i>
<i>Managerial Staff</i>	<i>President and/or Vice President, Director (as applicable), HR Manager</i>
<i>Professional, Technical and Administrative Staff</i>	<i>HR Manager and Line Manager or his designate</i>
<i>Temporary Staff</i>	<i>HR Manager and Line Manager/ Supervisor</i>



Tourism Development Company Limited • Trinidad & Tobago

6.0 Organizational Structure

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6.0 Organizational Structure

6.1 Corporate Structure

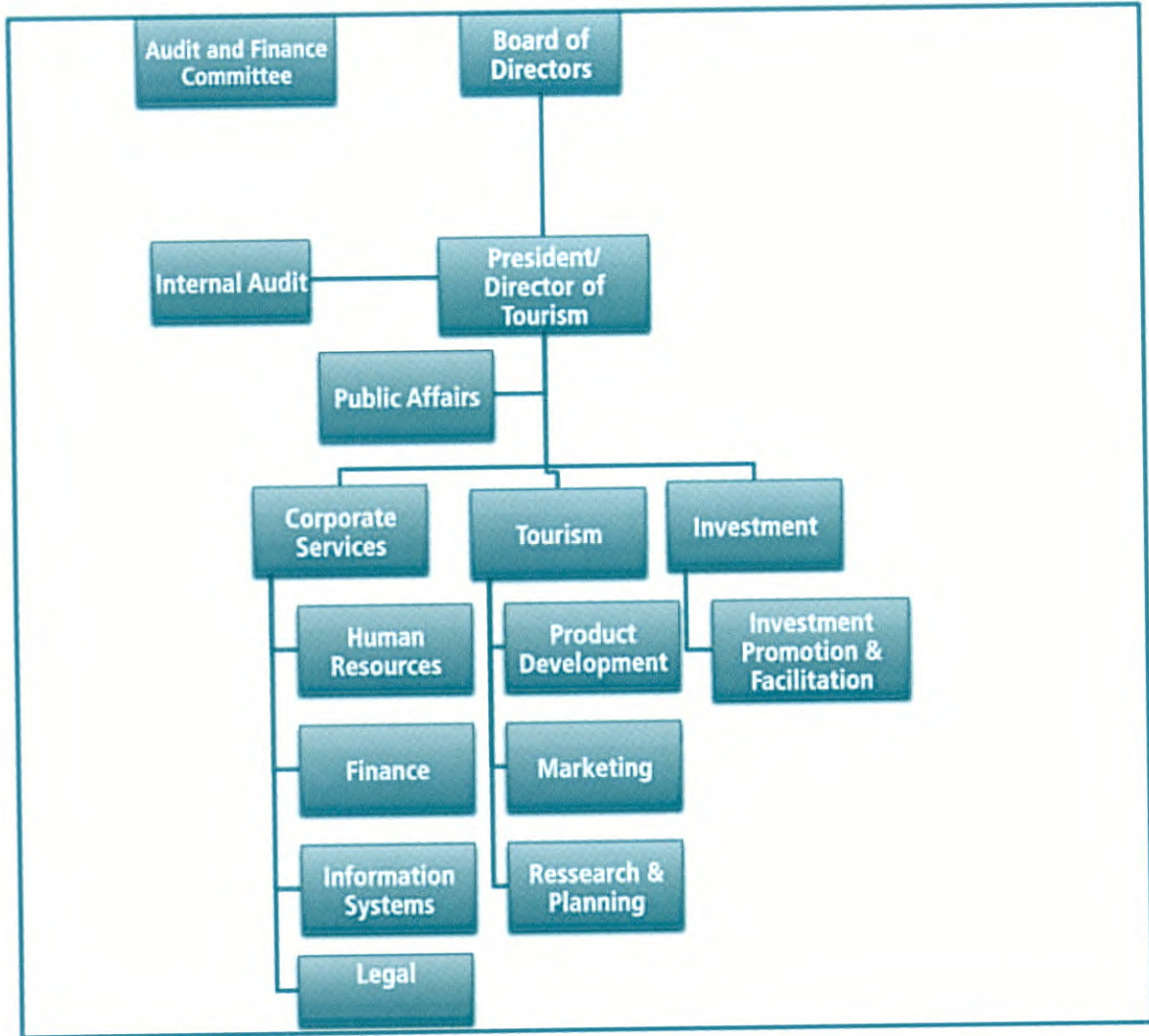
In fiscal 2009, the TDC's organizational structure comprised a complement of ninety- one (91) employees. The Company is subdivided into four Divisions: Executive, Tourism, Investment, and Corporate Resources. These Divisions were further categorized into Departments (Figure 6.1), some of which were further divided into Units.

The TDC reports to its Board of Directors via the Company's President and Director of Tourism. In fiscal 2009, the Board comprised ten (10) individuals, a Chairman, Vice Chairman and eight other members, including two representatives of the THA, as approved by Cabinet.

The President is responsible for implementing the strategic objectives established by the Board and in this regard, he establishes intermediate goals consistent with the ultimate objectives and manages staff accordingly. The responsibilities outlined in the structure are as follows:

- The Executive comprises the President and Director of Tourism and Public Affairs. Their functions include; Developing and implementing strategies and programs to build and improve the image, stakeholder relationships, and public awareness of the tourism industry and the TDC.
- Product Development is subdivided into two units responsible for the sustainability of the tourism product and providing functional physical infrastructure.
- Marketing is responsible for promoting Trinidad & Tobago and its tourism product.
- The Convention Bureau is the destination's marketing body for the meetings market, offering services to corporate, association and independent meeting planners to support the planning and producing successful meetings, incentives, conventions, exhibitions and events.
- Investment is responsible for attracting and facilitating potential investors contributing to the tourism industry.
- Internal Audit assists in the management of the effective discharge of the Company's responsibilities by furnishing analyses, appraisals, recommendations and pertinent comments concerning the business activities reviewed.
- HR is charged with the tasks of meeting the Company's human resource needs and sustaining an optimal working environment.
- Finance is responsible for recording and reporting all financial matters of the Company; additionally, the Department supports TDC's corporate governance and facilitates initiatives between the TDC and its stakeholders.
- Information Systems 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.
- Legal 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 in which the Company is involved.
- Research and Planning processes tourism data and evaluates the initiatives undertaken by the TDC.

Figure 6.1: Outline of the Corporate Structure of the TDC



6.2 Services Provided

Services provided by the TDC via 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 & Tobago as a tourist 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

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All employees on temporary or part-time contracts must be recruited and terminated in accordance with the provisions of the Public Service Act, 1989, giving notice of termination at the end of an employment period at the sole discretion of the competent authority. In the event of a job vacancy, the

Temporary employees are employed on a temporary basis. Temporary employees are also utilized in the business of the

Requests are made for graduation. T

6.3 Levels Of Authority

The levels of authority for purchase requisitions in fiscal 2009 are presented in Table 6.1 below.

Table 6.1: TDC's Signing Authority

<i>UPPER LIMIT (TT\$)</i>	<i>TDC's Signing Authority</i>
<i>Up to 25,000</i>	<i>Managers; Senior Accountant</i>
<i>Up to 250,000</i>	<i>President; Vice President</i>
<i>Over 250,000</i>	<i>Tenders Committee; President *</i>

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

6.4 Conditions Of Employment

All employees of TDC are contracted for a stipulated duration as stated in their letter of contract. Appointments are on a contract, temporary or internship basis unless otherwise specified. Only the President or his/her designated representative is authorized to recruit and terminate staff. Contract appointments are by formal agreement for a specified period which is terminable by either party giving notice stipulated in the terms of contract. TDC may terminate contracts without notice by paying the 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. Consideration of renewal or a new contract is based on the fit between the employee's skills, competencies, experience and demonstrated performance over the term of the expired contract together with a projected or existing job vacancy within the company.

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 last for more than 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 appointment.

6.5 Employment Practices

○ LEAVE

Employees are eligible for paid vacation leave on the completion of twelve (12) months continuous service or as stipulated in their contract. Executive, Managerial and Professional Staff are eligible for twenty (20) working days vacation per annum. Administrative support staff are eligible for fifteen days vacation leave. Vacation leave is accrued during the probationary period; the employee is not eligible to paid vacation leave during his/her probation.

Employees employed with the TDC on a minimum of one (1) year contract shall be eligible for payment of fourteen (14) days sick leave over the twelve months. Leave for illness in excess of two (2) consecutive days must be certified by a registered medical practitioner. In cases of leave for illness in excess of five (5) consecutive working days, a Certificate of Fitness must be presented upon the employee's return to work.

6.6 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 shall be derived from recommendations from the Performance Management Review and/or from a training needs analysis conducted by the Company.

6.7 Industrial Relations

The TDC abides by the regulations set out in the Industrial Relations Act of Trinidad and Tobago.

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7.0 Procurement Of Resources

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 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 the TDC. Financial and technical bids are submitted separately in sealed envelopes, and all late submissions are rejected.

After the tenders have been opened an evaluation team considers them and their recommendations forwarded to the TDC Tendering 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 the 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 the 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 with his initials at the bottom left corner of the first page of the document.

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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 including the following:

- ***Request for Proposals***
- ***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 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 others 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) and***
- ***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.

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8.0 Reporting Functions

8.0 Reporting Functions

8.1 Internal Reports

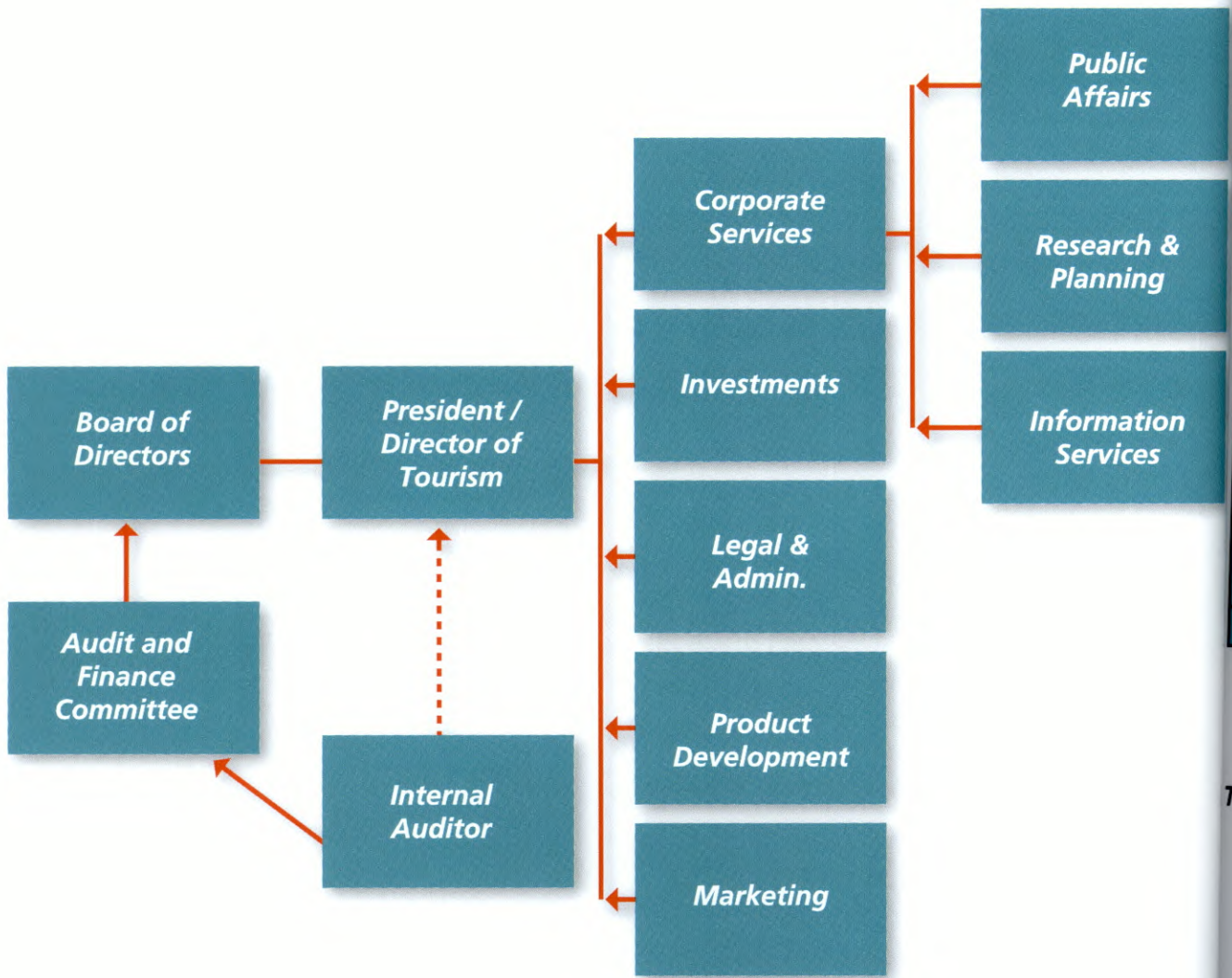


Figure 8.1: Management Team Line Reporting System within TDC

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8.2 External Reports

GOVERNING BODY REPORT	GOVERNING BODY						
	Line Minister	Ministry of Tourism	Ministry 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				

Table 8.1: External Reporting Functions of TDC

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.

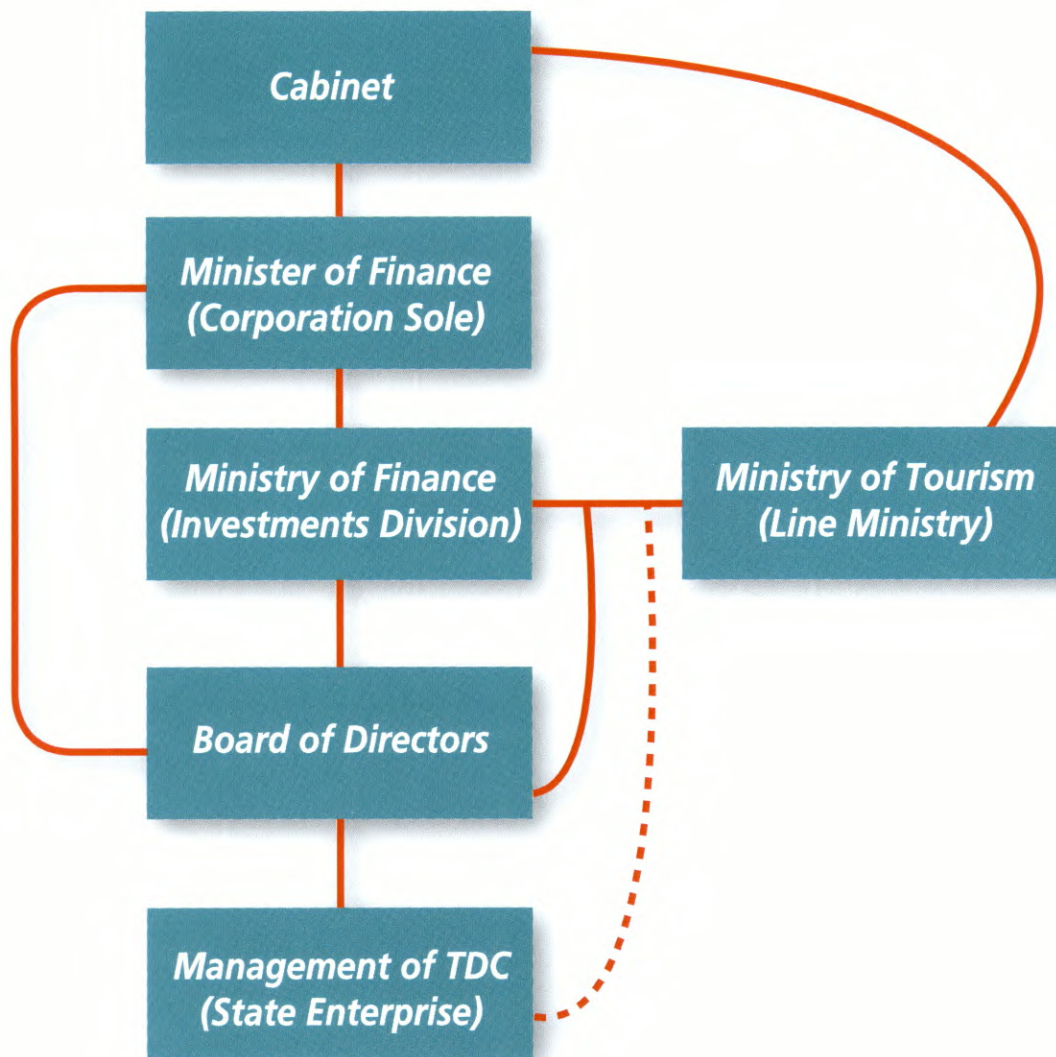


Figure 8.2: The Reporting Relationships of the Various Components of the State Sector



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9.0 Internal Audits

9.0 Internal Audits

Internal audits are intended to assist management to effectively 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 the auditees 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 being employed in the department under review 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 summarises 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 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 the 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 department

9.1 Internal Audit Procedures

Figure 9.1: Flowchart of Internal Audit Procedures

personnel. Distribution of these reports is limited to authorized 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.

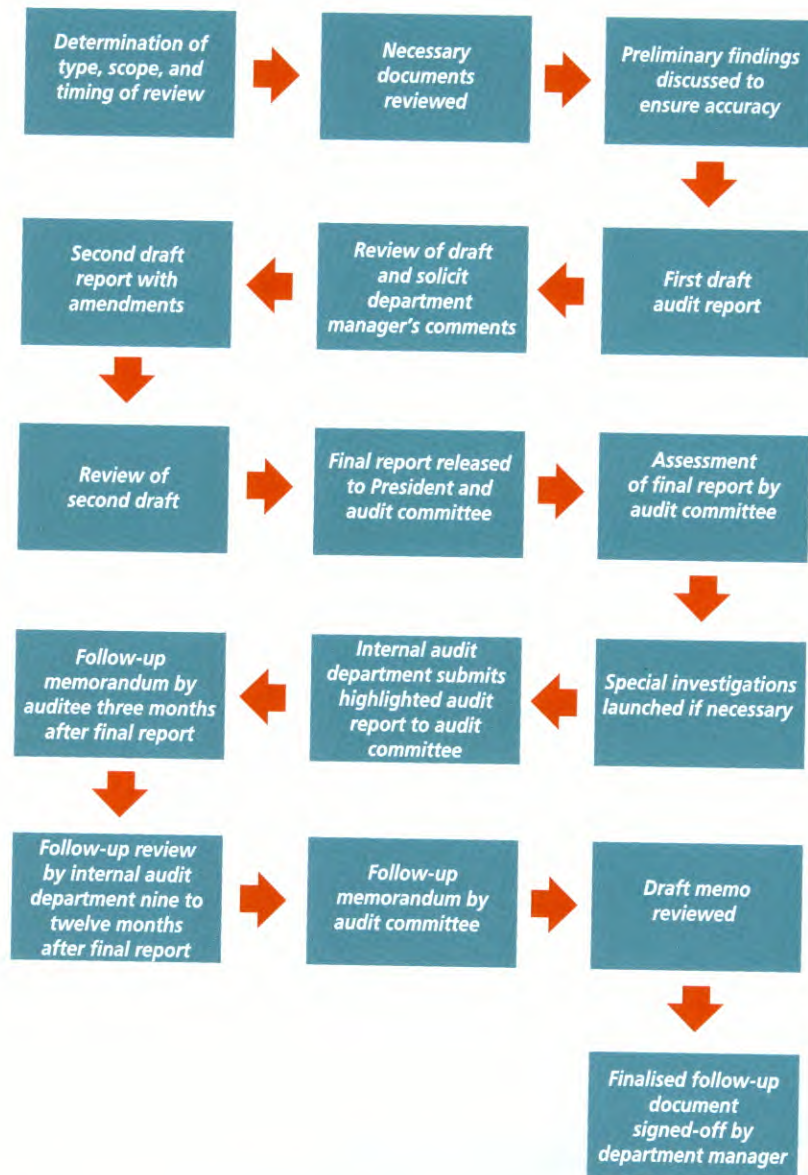
Step 14 - Follow up Review: A follow up review is then scheduled nine to twelve months after the audit report is issued, when necessary, to determine the status of recommendations contained in the audit report and whether revisions initiated as a result of the review are operating as planned.

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.

9.1 Internal Audit Procedures

Figure 9.1: Flow Diagram of the Internal Audit Procedure



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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 Promotion 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 Resources Department

10.1.1 Roles

The mission of the Human Resources Department is to fulfill the human resource requirements of the TDC, and to establish the optimal work environment for obtaining sustained high productivity, continuous improvement and exceptional customer service. The role of the department is critical to building institutional capacity.

10.1.2 Work Plan

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

- To develop a new organizational structure to increase the institutional capacity necessary for implementation of the TDC's mandate.
- 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

Table 10.1 is a summary of the work plan for the HR Department for fiscal 2009

Table 10.1: Work Plan for TDC's HR Department for Fiscal 2009

<i>Project Name / Description</i>	<i>Project Objectives</i>	<i>Estimate Cost (TT\$)</i>
<i>Staffing and Regularization</i>	<i>To deliver organizational goals and objectives</i> <i>Additional Staffing</i>	<i>\$1,000,000.</i>
<i>Institutional Building and Strengthening</i>	<i>To provide the right number of competent people in the right places at the right time for executing the organization's strategies</i>	
<i>Human Resource Information System</i>	<i>To increase administrative efficiency of the HR Department and ease of access to information by employees and managers</i>	<i>\$50,000.</i>
<i>Training and Development</i>	<i>To build a more efficient, effective and highly motivated team, which enhances the TDC's profile and improves employee morale</i>	<i>\$350,000.</i>
<i>Performance Management System</i>	<i>To measure employee performance and organizational achievement</i>	<i>\$250,000.</i>
TOTAL		<i>\$1,650,000.</i>

10.1.3 Accomplishments

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

STAFFING AND REGULARIZATION

The Department sourced and filled all key outstanding positions specific to managerial and executive positions. Another strategic resourcing exercise was staffing the new unit, the Convention Bureau, which was completed within the industry lead time of three months. The following is a list of the said positions:

- Divisional Manager, Corporate Resources
- Manager, Research & Planning
- Head, Convention Bureau
- Sales Manager
- Convention Coordinator
- Research Coordinator
- Manager, Legal & Corporate Secretary

In addition, an extensive recruitment and training exercise was conducted, sourcing approximately 100 persons for the expanded Visitor Guides Program for the 2009 Carnival Season.

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TRAINING AND DEVELOPMENT

Ensured that staff received job specific training and continuous learning:

- Dealing with Difficult People
- Project Management for the Public Sector
- HSSE Excellence
- Protocol Training
- Event Management, Master Class
- Financial Planning
- Absenteeism
- EBSCO- (Electronic Periodical Database)

INSTITUTIONAL BUILDING AND STRENGTHENING

The re-design of the organizational chart and the job analysis and job evaluation exercises were completed and designed to attract, motivate and retain critical skills and competencies.

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. The Department also administers the grant of fiscal incentives under the Tourism Development Act, Chap. 87:22.

The Department's aims support the TDC mandate, and reflect the long-range goals identified in the 2009 Business and Work Plan, specifically those related to investment incentives and enabling procedures, and the upgrading of room stock to international standards.

10.2.2 Work Plan

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

- Developing, packaging and promoting tourism 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 Tourism Development Act, Chap. 87:22

Table 10.2: Work Plan of the Investment Promotion Department for Fiscal 2009.

Project Name / Description	Project Objectives	Estimate Cost (TT\$)
Lead Generation / Investor Targeting / Direct Marketing	<i>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.</i>	700,000
Promotional Materials	<i>To identify, develop and package Trinidad and Tobago's competitive advantages and its specific tourism investment opportunities.</i>	575,000
Inward Mission	<i>To provide host services to potential investors, business writers, site selectors and other key decision makers and influencers during their site visits.</i>	100,000
Image Building	<i>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.</i>	630,000
Investment Facilitation	<i>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.</i>	300,000
Developmental	<i>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.</i>	250,000
Institutional Strengthening	<i>To enhance the capacity of staff to effectively execute the Department's mandate.</i>	105,000
Total		2,660,000

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10.2.3 Accomplishments

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

- **LEAD GENERATION/INVESTOR TARGETING/ 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.

<i>BENEFITS</i>	<i>Booth Traffic (estimates)</i>	<i>Leads Generated</i>	<i>Prospects Converted</i>
<i>CONFERENCE</i>			
<i>International:</i>			
<i>International Hotel and Investment Forum (IHIF) 2008</i>	500	95	19
<i>Caribbean Hotel and Tourism Investment Conference 2009</i>	175	40	6
<i>Local:</i>			
<i>Trade and Investment Convention (TIMIA)</i>	1,200	30	2

Table 10.3: Investment Trade Shows for Fiscal 2008/2009

Projects under construction:

- Star Hotel - 120 room Airport Hotel located at Piarco. 80 percent completed and slated for soft opening first quarter 2010.

- **PROMOTIONAL MATERIALS**

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

- Tourism Development Act, manual - 1,000 copies
- Tourism Investment Guide – 1,000 copies
- Tourism Investment In Trinidad and Tobago –1,000 copies
- Investment Opportunity Profiles – 2,700 copies
- Investment DVD's – 2,500 units

○ **DISTRIBUTION OF PROMOTIONAL MATERIAL**

Table 10.4: Distribution of Tourism Investment Promotional Material

	Trade Shows	High Commissions	Gov't Trade & Investment Missions	Special Request/Walk In	Total
North America	-	375	100	50	525
	-	300	-	-	300
Europe	250	250	100	50	650
	280	121	490	-	891
Caribbean	375	250	100	50	775
	210	180	-	-	390
Asia/Middle East/Africa	250	250	100	25	625
	-	310	-	-	310
Local	500	50	100	250	900
	1140	-	609	315	2064
Total	1375	1175	500	425	3,475
	<u>1630</u>	<u>911</u>	<u>1099</u>	<u>309</u>	<u>3955</u>

The following Trinidad & Tobago Diplomatic Missions were supplied as part of this initiative:

- **Uganda**
- **Belgium**
- **Cuba**
- **Jamaica**
- **Costa Rica**
- **India**
- **Miami ,USA**
- **New York**
- **London**
- **Nigeria**
- **South Africa**
- **Venezuela**
- **Brazil**

○ **PACKAGING OF POTENTIAL SITES FOR TOURISM INVESTMENT**

Five new on-shore sites were identified in Chaguaramas and have been conceptualised for promotion. They are:

- Macqueripe Bay
- Chaguaramas Golf Course
- Satellite Tracking Station
- Mango Valley
- Hidden Valley

○ **IMAGE BUILDING**

Print Advertising - publications:

- **Business Trinidad and Tobago**
 - Circulation – 25,000
 - Readership: 100,000 including general managers, government ministers, financial investors, multinational and foreign investors
- **Foreign Affairs Journal**
 - Circulation – 160,150
 - Readership: 640,600 including foreign affairs ministries, government agencies, CEOs, CFOs, government officials and ministers, major private corporations, institutional agencies, financial institutions.
- **Trinidad and Tobago Business Guide**
 - Circulation – 25,000
 - Readership: 100,000, including general managers, government ministers, financial investors, multinational and foreign investors.
- **Latin Finance**
 - Circulation: 30,774 per issue
 - Readership: 123,096 including investment/fund management companies, investment corporations, investment banking institutions, commercial banking institutions, and government agencies.
- **Contact Magazine**
 - Circulation: 12,000 per issue
 - Readership: 50,000 including financial institutions, independent developers, purchasing companies, interior designers, general managers, management company executives, contractors, and architects.
- **First Magazine**
 - (1) Trinidad and Tobago – 100 years of commercial oil production.
 - (2) Official publication of the 5th Summit of The Americas.
 - Circulation – 25,126 per issue

- Readership: 137,000 including foreign affairs ministries, government agencies, CEOs, CFOs, government officials and ministers, major private corporations, institutional agencies, financial institutions.

Distribution: Summit of the Americas and Caribbean Heads of Government Conference.

- **INVESTMENT FACILITATION**

- Evaluation and processing of applications for fiscal incentives recommended by the TDC's Board and approved by the Minister of Tourism under the Tourism Development Act, Chap. 87:22.

Table 10.5: Approved Tourism Projects for Fiscal 2009

Tourism Activity	No. of Projects	Proposed Investment (TT\$)	Proposed Employment	No. Of Rooms
Accommodation:				
○ New Hotels	1	806,400,000	440	428
○ Refurbishments	3	16,079,883	0	0
Tourism Transport Services	57	6,911,813.42	56	n/a
Boats	1	3,163,965	5	n/a
Ancillary Services	0	0	0	n/a
TOTAL	62	832,555,661.42	501	428

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

10.2.3 Accomplishments- Continued

Table 10.6: In-House Meetings with Potential Investors for Fiscal 2009

Tourism Activity	No. of Meetings
Accommodation	38
Tourism Transport Services	61
Boats	5
Ancillary Services	2
TOTAL	106

- Workshops on Tourism Development Act, Chap. 87:22.
- Tourism Taxi Cooperatives and Associations
 - o 30 persons ; 8 association/cooperatives
 - o Tour operations and Tour Guides
 - o 65 persons (Joint facilitation with Ministry of Tourism) pre-Fifth Summit of the Americas
- Tobago Dive Association
 - o 30 persons (Joint facilitation with Tobago House of Assembly)

INVESTMENT FACILITATION TRAINING FOR THA DIVISION OF TOURISM AND TRANSPORTATION

Ten staff members trained in two (2) day workshop covering the following topics:

- o Customer Service
 - o Business Communication
 - o Financial Analysis
 - o Economic Analysis
 - o Provisions of the Act
 - o Completion of Applications for Incentives
 - o Tourism Policy
- Project to Incentivize the Upgrade of the Hotel and Guest House Room Stock of Trinidad and Tobago:
Project document was approved by Cabinet on June 25th, 2009 for implementation in fiscal 2010.

○ **DEVELOPMENTAL AND INSTITUTIONAL STRENGTHENING**

- Studies /Policy Papers completed
 - Draft Policy paper on Equity Participation by the Government in Tourism Projects/ Tourism Development Fund.
- Advocacy through Committee Participation
 - Cabinet appointed Committee to review tourism investment incentives under the TDA
 - Ministry of Trade and Industry Investment Sub-Committee: Bi-lateral Investment Treaties
 - eTECK Investment Advisory Group: TDC, e-TECK, Ministry of Trade and Industry, and National Energy Corporation

○ **Human Resource Development**

- Quality Customs Service – 1 staff member
- Protocol, Cross - Cultural and Dining Etiquette – 1 staff member
- Industrial Relations – 1 staff member
- Effective Investment Facilitation – 1 staff member
- Financial and Economic Analysis – 3 staff members
- Customer Service Excellence – 3 staff members

10.2.4 Remedial Plans

1. **LEAD GENERATION**

- Achieve consistency in international presence at investment trade shows in order to enhance the credibility of Trinidad and Tobago as a preferred and attractive location for investment;
- Target new source markets for tourism investment such as Asia, Europe, Middle and Far East
- Fine tune tactics to include public/private sector investment missions to specific countries and companies

2. **PROMOTIONAL MATERIALS**

- Enhance production quantities to achieve wider distribution
- Produce an investment video to broaden the range of materials
- Continue to build on the distribution strategy commenced in order to secure collaboration of partners such as Diplomatic Missions, etc

3. **IMAGE BUILDING**

- Revamp advertising program to achieve greater consistency in ad placement during the calendar year
- Negotiate for the editorial space when purchasing advertising space
- Offer familiarisation tours for journalists from specialist tourism investment publications

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10.3 Product Development Department

10.3.1 Workplan

Project Description	Project Objectives	Estimated Cost (TT\$)
Maracas Beach Facility	<i>To provide a cleaner, safer and more enjoyable beach experience for visitors by undertaking upgrade works such as resurfacing of the car park, new signage and the installation of disabled access ways</i>	850,000
Las Cuevas	<i>To improve visitor amenities and create a more enjoyable experience by the installation of new and improved signage, execution of the Regulated Camping Initiative, execution of the annual International Coastal Cleanup and the upgrade of disabled access points</i>	400,000
Manzanilla Beach Facility	<i>To improve visitor amenities and create a more enjoyable experience by the installation of new and improved signage, undertaking drainage work to the car park, improving the entranceways and refurbishing staff and public buildings</i>	1100,000
Vessigny Beach Facility	<i>To provide a cleaner, safer and more enjoyable beach experience for visitors by the installation of new and improved signage, upgrading disabled access ways, improvements to the entranceways, refurbishment of staff buildings and modification to the restaurant building</i>	900,000
La Brea Visitor Centre	<i>To improve visitor amenities by the addition of new and improved signage, new landscaping initiatives, upgrade of disabled access and the establishment of a museum exhibit</i>	750,000
TOTAL		<u>4,000,000</u>

Table 10.7: Work Plan Outline for TDC's Product Development Department - Fiscal 2009 (Sites and Attractions Unit)

10.3.2 Accomplishments

KEY ACCOMPLISHMENTS

The key accomplishments for the Tourism Action Program included the improved maintenance and operational initiatives for the five core TDC-managed tourism sites, namely Maracas Beach Facility, Las Cuevas Beach Facility, Manzanilla Beach Facility, Vessigny Beach Facility and La Brea Pitch Lake Visitor Centre. With continued focus on the physical enhancement of each facility to improve the visitors' experience, this fiscal's work included refurbishment of the Lifeguard and Maintenance staff buildings at Manzanilla and Vessigny beaches, as well as the Public Washrooms at all five sites. Staff were also trained in critical aspects of customer service and Health and Safety protocols.

The Regulated Camping Initiative was held over the Easter period at Maracas and Las Cuevas beaches. This activity was incident free and improved the management of different visitor groups at these sites during a period of high visitor traffic. The completion of major drainage works at Manzanilla and Maracas greatly reduced the intensity of flooding which was frequently experienced at the sites. The entranceways at the Manzanilla, La Brea and Las Cuevas sites were refurbished and this helped to enhance the cur appeal and created a sense of arrival for visitors. The installation of 72 new signs (interpretative, directional and safety) at these sites greatly improved the manoeuvrability of visitors on the compound. Furthermore the installation of several ramps to enable access to the public change rooms by persons with disabilities made a significant impact to all user groups. A Museum Exhibit was established at the La Brea Pitch Lake Visitor Centre which introduced a historically relevant launch pad for the commencement of tours of the Lake.

MARACAS

This fiscal, major efforts were made to manage the problem of frequent flooding that has plagued the Maracas Beach Facility's car park. A retaining wall was built on the western side of the car park and a sluice gate system was installed to regulate the flow of water when the tide is high. A Trash Pump was purchased to redirect water collected from the car park's sump and pump it back into the river when the tide is low. The pond at the back of the facility was also drained to reduce the mosquito population at the site. Drainage channels running along the North Coast Road were cleared to alleviate the flooding problem.

Additional work also completed were the upgrade of the water storage capacity at the site and enhancement of access to all major areas for persons with disabilities.

The construction of a new concrete pathway along the western side of the Lifeguard Building creates a smooth access route for beachgoers from the North Coast Road to the beach front. Access ramps have been constructed in the bathrooms together with the installation of grab rails in the showers and upgrade of toilets to assist the differently-able beachgoers. In addition, dedicated parking spaces have been created to accommodate persons with disabilities visiting the beach. New urinals have been installed in the male bathrooms throughout the facility.

Electrical upgrades were completed at the site with the installation of new extractor fans in both the staff and public male and female bathrooms in the Car Park. New sensor-controlled stainless steel hand blowers were installed in both the Eastern and Western Bathrooms located on the beach. New electrical fittings have been installed in the Administrative Building, Ticketing and Guard Booth, Sewer Treatment Plant, Eastern and Western Washrooms. The Lifeguard Building has also undergone electrical repairs with the installation of new electrical outlets, switches and light fixtures. Servicing of the car park flood lights were carried out to ensure the facility is well lit at night.

In preparation for the Maracas Redesign, TDC's Site Office was upgraded with the installation of new air-conditioning units and office furniture. For the recently held CHOGM, the Administrative Building, including Ministry of Tourism's Maintenance Staff office, and Public Change Rooms were given a fresh coat of paint throughout, with new door locks installed on all doors in both the male and female bathrooms. The Lifeguard building, Ticketing and Guard Booth were also repainted. New garbage bins were also purchased and distributed throughout the site to help reduce the garbage left along the beach and in the car park.

LAS CUEVAS

Repainting of the building was completed and other works were carried out to ensure the facility is fully functional.

MANZANILLA

All of the new benches were installed. The new benches were installed in the courtyard. The benches were thoroughly maintained and thereby reduced the risk of injury. There has been an increase in the number of visitors to the beach from the site.

VESSIGNY

The Lifeguard Building was repainted. The front entrance was upgraded to meet the requirements of the Tobago Fire Department. The new signage which includes directional signage to be installed in the site for inspections.

LA BREA

As an added benefit, the site was given a historical, social and facility site map and fire prevention guides. The new directional signs were installed and as new benches were installed.

LAS CUEVAS

Repainting of the entire facility was completed in January 2009 along with the pressure-washing of all the roofs. Major upgrades completed include the refurbishment of the entrance way with new signage and landscaping. Minor plumbing and electrical repairs were carried out throughout the site along with the refurbishment of the blowers for the Sewage Treatment Plant to ensure that it is fully functional and operating effectively.

MANZANILLA

All of the contracts planned for execution at Manzanilla were completed. In addition, fourteen (14) new directional signs were installed. The entrance way received a facelift with a new Welcome sign and lush landscaping along the roadway and in the main courtyard. The four main buildings on the compound, the Lifeguard, Maintenance, Public Change Room and Restaurant, were thoroughly refurbished. In addition, the drainage was improved by the introduction of catch pits which help to drain the entire site, thereby reducing flooding. The pump room has been expanded and an emergency water supply installed. The water capacity onsite has been increased by approximately 13,000 gallons. Two concrete ramps were installed which improve access from the facility to the beach front.

VESSIGNY BEACH

The Lifeguard building and Maintenance garage were refurbished. This included plumbing, and carpentry repairs and tiling works. The front and back entranceways were paved with a speed bump installed at the front. Modifications according to health and safety requirements were made to the restaurant building and a concessionaire was chosen to operate at the facility. The Trinidad and Tobago Fire Service conducted a fire safety audit as well as fire prevention and safety training for stakeholders on the compound which included TDC staff, janitorial and security staff, lifeguards and Ministry of Tourism maintenance staff. The need for safety signage to be installed at the site was mentioned in the report from the Fire Service and as such, these signs were installed. Electrical inspections, testing and installations were performed at the site to ensure the proper functioning of systems.

LA BREA

As an added attraction to the Visitor Centre at the Pitch Lake, the TDC established a new museum exhibit covering the anthropological, historical, social and technological aspects of La Brea and the Pitch Lake, on the first floor of the main office building. New directional and facility signage was erected, to highlight the newly landscaped grounds. The Fire Service conducted a fire safety audit as well as fire prevention and safety training for stakeholders on the compound which included TDC staff, janitorial and security staff and tour guides. The need for safety signage to be installed at the site was mentioned in the report from the Fire Service and as such, these signs were installed. Electrical inspections, testing and installations were completed and the site now boasts of more seating areas as new benches were provided.

10.3.3 Quality Control & Standards- Workplan

Table 10.8: Workplan for Quality Control Standards Unit

Project Description	Estimated Cost (TT\$)
Small Tourism Enterprises Project (STEP) <ul style="list-style-type: none"> • Training and Development programs and workshops • Implementation of STEP in Tobago • Development of the STEP Resource Centre 	500,000
Accommodation <ul style="list-style-type: none"> • Conduct awareness forums • Conduct accommodations inspections • Development of accommodation checklists • Development of Accommodation Guide 	150,000
Trinidad and Tobago Tourism Industry Certification (TTTIC) <ul style="list-style-type: none"> • Awareness and Promotion • TTTIC Administration 	750,000
Environmental Conservation <ul style="list-style-type: none"> • Blue Flag project • Green Globe 21 project 	400,000
Conferences and Workshops <ul style="list-style-type: none"> • Upgrading the knowledge and skills of the staff • Attendance and participation at international, regional and local conferences and workshops 	200,000
Safety and Security <ul style="list-style-type: none"> • Food safety training for Food and Beverage employees • Development of safety brochures • OSHA workshop for hoteliers • Stakeholders meetings 	150,000
Sector Support <ul style="list-style-type: none"> • Support for local tourism associations and institutions 	350,000
Standards <ul style="list-style-type: none"> • Development of standards for the tourism sector 	100,000
Visitor Guides Program <ul style="list-style-type: none"> • Recruitment of Visitor Guides • Development and training of Visitor Guides • Marketing and Promotion – Collateral items • Distribution of brochures/Walking Tours 	500,000
Ecotourism Projects <ul style="list-style-type: none"> • Conceptual design for Canopy Viewing Structures. 	1,000,000
TOTAL	4,100,000

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10.3.4 Accomplishments

TRINIDAD AND TOBAGO TOURISM INDUSTRY CERTIFICATION PROGRAM (TTTIC)

A Memorandum of Understanding was signed by the Trinidad and Tobago Bureau of Standards (TTBS) and the TDC in March 2009. The program has been expanded to include the certification of tourist taxi drivers and the accommodation sector – hotels and guesthouses and bed and breakfast/self catering facilities.

ATTIC Implementation plan and public relations campaign was developed. The local awareness campaign included the development of a TTTIC brochure and an interactive TTTIC website. Tourism operators were encouraged via newspaper ads to apply for TTTIC certification.

Thirty nine (39) persons attended a Bed and Breakfast Forum which was also conducted to encourage persons to register under the TTTIC program. Additionally, 17 Tour Guides, 25 Bed and Breakfast/Self Catering facilities and 14 Hotels and Guesthouses were TTTIC certified.

STANDARDS

In June 2009, the Tour Guide Standard and the Tour Operator Standard were declared by TTBS. The Recreational Spaces: Camping Standard was initiated and a draft standard completed for review by the Editorial Committee of TTBS before being made available for public comment. A committee for the development of a villa standard was established.

SMALL TOURISM ENTERPRISE PROJECT (STEP)

Thirteen training and development programs were executed by the STEP program in Trinidad, as well as in conjunction with the THA for Tobago stakeholders. Two hundred and twenty participants from the various associations were beneficiaries of the STEP program. Refer to Table 10.9 for details of the training and development programs.

The STEP Resource Centre continues to expand its resource material through the acquisition of books and audio/visual material.

One innovation of the TDC was the initiative called Tourism Industry Partnership Program (TIPP). In collaboration with the TDC, the UWI paired university interns with bed and breakfast owners in order to improve the quality of their tourism product. 12 students and 7 bed and breakfast properties participated in this project

Table 10.9: STEP – Training and Development Programs – Fiscal 2009

Workshop	Date	Target Group	No. of Participants
Certified Hospitality Educator Workshop	Dec 2-4, 2008	Tourism & Hospitality Educators	21
Front Desk Representative		Hotels & Guesthouses	20
Guestroom Attendant	Dec 1-4, 2008	Hotels & Guesthouses	16 (Trinidad)
	Dec 8-12, 2008		18 (Tobago)
Tour Guide/Customer Service Workshop	Jan 29-30, 2009	La Brea Tour Guides	8
Team Building	Feb 6, 2009	Tour Operators	14
Curb appeal and marketing	Feb 12, 2009	Tobago hotels and guesthouses	20
Customer Service	Mar 4, 2009	Maracas Staff	8
First Aid	Mar 5, 2009	Maracas Staff	8
Business Management Workshop	May 10, 2009	T&T Incoming Tour Operators Association	14
Association Management Workshop	August 26-28, 2009	Tour Guides	16
OSHA Workshop	August 20, 2009	Hoteliers and Restaurateurs	25
Tourism Industry Partnership Program (TIPP).	August 28, 2009	UWI students	12
Tourism Education Workshop	September 29 -October 1, 2009	Primary school teachers - Tobago	20
TOTAL			220

BLUE FLAG/ GREEN GLOBE

The TDC was granted affiliate member status by the Foundation for Environmental Education (FEE), overseers of the Blue Flag program. In preparation for meeting the requirements for Blue Flag certification, TDC has conducted six months of water quality testing at all four beach sites through CARIRI, as well as additional testing of the sewage treatment plants (STPs). TDC acquired proposals for the conduct of a Country Feasibility Assessment, which commenced in November 2009. This Assessment will indicate to FEE whether Trinidad and Tobago has the institutional and legislative framework to support a national program such as Blue Flag.

The TDC has selected the Green Globe 21 Certification programme for the travel and tourism industry, as one of the key programs to be promoted to encourage sustainable tourism development.

TDC invited proposals for the conduct of the Green Globe 21/ HACCP Integrated Management System Pilot Project. The objective of this project was to prepare the hotels through technical assistance up to final readiness for benchmarking and ultimately Certification in Green Globe 21 and HACCP. The project funded by the Centre for Development of Enterprise (CDE) identified seven (7) properties to participate in the program.

TDC presented at the EMA's Symposium for World Environment Day June 05, 2009 on Green Globe 21, Blue Flag and other environmental initiatives of the TDC, where 150 persons were in attendance.

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SAFETY AND SECURITY

The Safety Tips brochure was revised and 10,000 brochures were printed for distribution during Carnival. A workshop was conducted for hoteliers on August 20, 2009 to sensitise staff to the requirements of the OSH Act.

Two stakeholder meetings were conducted with the Cruise Committee and Sub Committee heads in preparation for the 2008 – 2009 cruise season. These meetings allow stakeholders to discuss safety and security, cleanliness, and sites and attractions issues and concerns with the organizations charged with the responsibility for addressing these issues.

ECO-TOURISM PROJECTS

- The conceptual plan for the Canopy Viewing Structures was completed in May 2009.

10.4 Marketing Department

10.4.1 Role

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 through establishing a new brand image for Trinidad and Tobago and increasing the level of awareness of the country as a desirable destination. As part of this initiative, the Marketing Department also aims to identify additional airlift and cruise lines and support the development of high quality competitive service in the national air carrier. The priority markets for Trinidad and Tobago are North America, United Kingdom, Holland and Scandinavia, Germany, the Caribbean, and the domestic market.

10.4.2 Strategy

- Promotion of a Trinidad and Tobago Brand
- Encourage marketing programs
- Develop destination marketing strategies
- Support the marketing and expansion of appropriate international air services
- Develop and support signature tourism events
- Establish a new brand image for Trinidad and Tobago as a tourist destination in our key markets
- Increase the level of awareness of Trinidad and Tobago as a desirable tourist destination amongst target market segments in our key markets
- Increase the volume of visitors to hotels and guest houses in both Trinidad and Tobago
- Increase business in the low season
- Support the transition of the national air carrier into a reliable and consistent airline with high quality service at reasonable prices
- Identify and support additional airlift where necessary and appropriate
- Attempt to diversify and increase the number of cruise lines visiting Trinidad and Tobago

10.4.3 Work Plan

Specific plans for the period under review were:

- To establish a new brand image for Trinidad and Tobago as a tourist destination in key markets
- To increase the level of awareness of Trinidad and Tobago as a desirable tourist destination amongst target market segments in key markets
- To increase the volume of visitors to hotels and guest houses in both Trinidad and Tobago
- To increase business in the low season
- Support the transition of the national air carrier into a reliable and consistent airline with high quality service at reasonable prices
- To identify and support additional airlift where necessary and appropriate
- To attempt to diversify and increase the number of cruise lines
- To drive sales and increase numbers of visitors within the niche markets e.g. dive, eco-tourism/soft adventure, culinary diaspora
- To develop consumer driven advertising and promotions as a way to increase awareness and visibility
- To continue the travel trade support and education

Table 10.10: Work Plan for TDC Marketing Department for Fiscal 2009

<i>Project Description</i>	<i>Estimated Cost (TT\$)</i>
<i>Brand Trinidad and Tobago Promotions</i>	<i>TT\$13,400,000.00</i>
<i>Cooperative Marketing Programs</i>	<i>TT\$14,400,000.00</i>
<i>Destination Marketing Strategies</i>	<i>TT\$8,030,000.00</i>
<i>Supporting the marketing and expansion of appropriate international air services</i>	<i>TT\$795,000.00</i>
<i>Develop and Support signature tourism events</i>	<i>TT\$9,500,000.00</i>
TOTAL	TT\$46,125,000.00

10.4.4 Accomplishments

- The TDC successfully negotiated in 2009 for an increase in British Airways flights from 3 flights per week to 5 flights per week. Advanced negotiations continue with carriers in key source markets, with a view to bringing additional airlift to Trinidad in 2010.
- The TDC worked with Delta Vacations to promote package holidays to Tobago and assisted in contract negotiations with properties on island.
- The TDC coordinated and executed a Tobago roadshow promoting the new Delta flight in 4 key cities in North America namely Atlanta, New York, Washington, DC and Toronto. Bookings increased by an average of 10% after this activity
- For 2008/2009 there was increased activity in the Diaspora niche resulting in the following:
 - Re-established and strengthened relationships with key Trinidad and Tobago stakeholders in the US
 - Participation and sponsorship of several promos in the Diaspora e.g. Sunshine Awards, Antilla Awards, Smithsonian International Kite Flying and PAN Jazz
 - Participation in Trade Shows that were geared to the Diaspora e.g. Travel Professional of Colour Trade Show (TPOC), Ottawa Travel and Vacations Trade Show, Trini Family and Friends Trade Show.
- In terms of the meeting planner market there was continued activity to develop awareness. The main activities consisted of advertising and attendance at specialized meeting planner trade shows. For the second time, a T & T insert was placed in the major meeting planner magazines such as Successful Meetings, Meeting News and Incentive Magazine.
- There was a Trinidad & Tobago presence at shows such as SMU Caribbean, Meet Different MPI, SMU International and PCMA International Meeting.
- In 2008/2009 the TDC continued its tradeshow marketing with a presence at several niche market shows and most significantly hosted the 16th Annual Florida Caribbean Cruise Association meeting in October 2008 in Port of Spain at the Hyatt Hotel

US MARKET

In 2008/2009 Trinidad and Tobago continued its PR efforts in the North American market though the organizing and hosting of impactful press trips around the different events and activities in Trinidad and Tobago.

PRESS TRIPS

Trinidad Carnival 2009

Fashion Week T&T 2009

Travel + Leisure

- TravelSquire.com

Tobago Carnival Regatta

Birding World/ Bird Watchers Digest

Florida Sport Fishing Magazine

EVENTS

Caribbean Week New York

ROAD SHOWS

Tobago/Delta Promotion

New York, Toronto, Washington D.C. and Atlanta

NEWSLETTERS

Quarterly Electronic Newsletters

PRESS RELEASES

16 press releases (culture festivals/events), accommodations, and eco-adventure)

UK MARKET

Achievements

- Development of National Advertising Campaign
- Development of a schools campaign – “Sounds Like Tobago” with features such as colouring competitions etc.
- Development and execution of internet advertising campaign with expedia.co.uk. The campaign yielded increases in air transactions from 17% to 27% and increases in hotel transactions from 8% to 9%
- Development of internet campaign with Divenet.com
- Continuation of travel trade advertising and education campaigns
- Online training – www.learntnt.com – with Steely Pan –Trini Character
- Game Show Style Training evenings throughout the UK
- Game Show Style Training days/afternoons for regional agencies
- In-house training (training for agency staff by request)
- Tour operator training events
- CTO training events
- Destination Support kits

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Caribbean Market

CARIBBEAN CAMPAIGN

The Caribbean campaign was started in response to the call to improve hotel stays during the soft weekend period among Caribbean residents. Since then the TDC has had a successful campaign which ties in the slogan "Come for the Shopping, Stay for the Fun" with special weekend rates and airline discounts. The culmination of this campaign is usually the Caribbean Road Show held in conjunction with the THRTA membership.

CARIBBEAN ROAD SHOW 2009

The T&T delegation was made up of 25 participants representing various members of the hotel, tourism, airline and entertainment industries. The tradeshow attracted over 120 members of the Barbados travel trade and was warmly received by all in attendance. The business breakfast addressed the "Global Financial Crisis" and attracted a diverse cross-section of high ranking business people from the Barbados Chamber of Commerce, Manufacturing Association and NGOs. Most of the Barbados media houses were in attendance and Mr. Sekou Mark of First Citizens Bank proved to be a very dynamic speaker. In 2009 a Consumer Show was added for the first time and this new element of the road show has proven fruitful for some members of the contingent. As usual, the Barbados Road Show received a significant amount of media coverage in Barbados during and after the event itself.

Domestic Market

DOMESTIC CAMPAIGN

"The Stay to Get Away" campaign has continued and feedback from THRTA has been extremely positive as local hotel occupancy has increased, especially on the weekends that have been featured. Tobago has also seen a dramatic increase in visitors from Trinidad and has credited the successful Stay to Get Away campaign.

Other Events

PANYARD SENSATIONS

Panyard Sensations was developed as part of TDC's overall mandate to develop or assist in developing sustainable cultural activities throughout Trinidad and Tobago that would attract foreign visitors, would develop a more sustainable market for the National Instrument, the Steel Pan, and would give foreign visitors a real Pan Yard experience. The event in 2008 saw six consecutive shows being held across Trinidad with two being featured in Tobago.

FIFTH SUMMIT OF THE AMERICAS

Trinidad and Tobago's hosting of the Fifth Summit of the Americas was an opportunity to showcase the destination to the over 3000 visiting delegates and international media. The Marketing department supplied the following

- Two information booths on each ship "The Princess" and "Carnival Victory" and via the collaborative tourism booth located in the Summit Village
- Disseminated information on Trinidad and Tobago to visitors via the airport
- Provided promotional packages and memorabilia to visitors
- Provided information for Tours and booking of tours for media and interested delegates
- Provided information and bookings for Summit Sensations

FASHION WEEK TRINIDAD AND TOBAGO 2009

The 2nd Annual Fashion Week Trinidad & Tobago (FWTT) was held from May 29 – June 2, 2009 and featured from couture to prêt à porter, a variety of fashion genres from established and emerging local and Caribbean designers. Designers included Francis Hendy and the designing team Millhouse. FWTT was vital in promoting the fashion identity of the entire region and in helping to develop the fashion industry by putting existing and new talent on display. With T&T developing a design program at university level, those involved in the industry are supporting future graduates in the dynamic field of fashion. This pivotal week of fashion plays a major role in uplifting the Caribbean industry to international standards.

CARNIVAL 2009

For Carnival 2009 there was an expanded visitor guide program with the intake of 100 visitor guides who were set up in information distribution outlets in Arouca, Arima, Chaguanas, POS (2 sites) and San Fernando. At these outlets the guides distributed 100,000 copies of the POS Carnival Route map, over 50,000 Port of Spain maps and 20,000 copies of brochures.

In addition, there were 25 journalists from the United States, Canada, UK, Denmark, Netherlands, Sweden and Barbados representing publications such as Forbes Traveler, Travel Weekly, Vibe Magazine, New York Magazine, Islands, National Geographic, The Voice (UK), The Sun (UK), among others.

TOURISM PARK 2009

Tourism Park was held during the period 7-13 August 2009. This year's Tourism Park was "On the Road" and each weekend a new, pre selected site in Trinidad hosted the event. To encourage visits to local attractions and increase awareness of our national treasures, tours to surrounding areas of interest were also available at each location. In addition to the tours TDC hosted a range of free activities including educational and recreational programs, giveaways and entertainment

Conceptualized in 2004, Tourism Park is aimed at providing patrons with tourism-focused, interactive experiences, such as the opportunity to interact with live animals, learn from tour guides and view fun and educational videos within a highly entertaining atmosphere.

Other Marketing Activities

DIGITAL IMAGE LIBRARY

The Marketing Department continued to build its library of vibrant images of the local landscape, culture, architecture, people, festivals and customs. In 2008/2009 the Department undertook a massive project to continue to stock and re-stock its digital photo library with recent images of the landscape, sites and attractions of Trinidad and Tobago as well as capturing images of nightlife, food, festivals and customs. More than 1,000 images were added and these images are used in advertising campaigns, the Company's website, for collateral production and to represent Trinidad and Tobago in various international publications.

COLLATERAL MATERIAL

The department continued its dissemination of collateral materials to stakeholders and the general public both locally and internationally. Additionally the Accommodation guide was updated and some other main material brochures re-developed in Spanish. Four (4) new videos were also developed.

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TRADE SHOWS

Other Trade Shows attended were:

- The Trade Show (Leisure Travel Agents)
- Total Vacations Product Launch
- Adventures in travel (Soft adventure)
- Caribbean Market Place (Leisure tour operators / travel trade)
- American Birding Association Trade Show (bird watching)
- American Airlines Caribbean Day
- CTO Caribbean Week New York
- International Tourism Exchange Berlin (ITB)
- Worldwide exhibition for meetings & incentive travel (IMEX)
- Meeting Professional International (MPI)
- Cruise Shipping Miami
- Diving Equipment and Marketing Association (DEMA)
- Beneath the Sea

10.5 Public Affairs Department

10.5.1 Roles

To communicate the public benefits, opportunities and challenges of the tourism sector.

DEPARTMENTAL OBJECTIVE

To raise the credibility of the tourism industry and the organization through the development and implementation of strategies and programs designed to build, maintain and improve the industry and company image, stakeholder relationships, public awareness and appreciation.

10.5.2 Workplan

Table 10.11: Work Plan Outline for TDC's Public Affairs Department Fiscal 2009

Project / Activity	Budgeted Cost TT\$
<p>Promotions, Publicity & Printing - Corporate Advertising</p> <p><i>This covers areas such as corporate branding, reputation management and media relations.</i></p> <p><i>Company or industry advertising not related to marketing. This includes advertising that relates to the TDC (corporate ads), tourism industry activities and generation of public information.</i></p> <p><i>Public relations Communication activities which foster mutually beneficial relationships between the Company and its key publics with the view to achieving its mandate</i></p> <p><i>Corporate Branding, Communication of the TDC Brand across target audiences including: advertising, new company signage, media kits, promotional items etc.</i></p>	\$900,000
<p>Sponsorship</p> <p><i>Strategic and industry support of tourism initiatives including TDC initiated programs.</i></p>	\$750,000
<p>Local Tourism Awareness Campaign</p> <p><i>A phased campaign to increase tourism awareness and strengthen appreciation and understanding of the industry.</i></p>	\$2,000,000
TOTAL	\$3,650,000

10.5.3 Accomplishments

THE LOCAL TOURISM AWARENESS CAMPAIGN

This program aims to increase tourism awareness and strengthen appreciation and understanding of the industry.

- The Public Affairs department hosted two Tourism Business Forums during fiscal 2009. These meetings were designed to inform, educate and promote discussion among key leaders and decision makers in both the public and private sectors, to assist in eradicating the negative perceptions of, and building credibility for the tourism industry.
- The department produced an industry newsletter inviting key industry associations and partners to submit articles for the publication. The newsletter will be distributed to all tourism stakeholders, government agencies and ministries, universities, and the business community. The expected result here is increased awareness and a better understanding/appreciation of the industry and its business activities.
- A fortnightly e-bulletin "Tourism Tidbits" giving updates on important events and activities in the industry has also been published and distributed to industry stakeholders, government agencies and related businesses.
- A media campaign profiling, raising awareness and highlighting the benefits of the STEP and TTTIC programs began in September and will run to the end of the calendar year. This campaign is intended to strengthen the brands of these programs and encourage participation in them.

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- An industry achievement DVD was produced and aired on four television stations in the months of September and October 2009. The feature gave account of the major accomplishments derived by the industry over the last year and featured various stakeholders describing their success stories over the past year and the positive forecast for the upcoming period.

YOUTH AWARENESS

- Working in conjunction with the Ministry of Tourism on the youth awareness program the PA department participated in Career Fairs distributing collateral material and promotional items. A school outreach programme was executed during the months of March to May 2009. These activities resulted in heightened interest and knowledge of tourism and in the careers available in the industry.
- The TDC also continued to encourage participation by local youth in the international competitions held by Conde Nast, National Geographic and the FCCA. Students of Trinidad and Tobago once again excelled in the FCCA Essay Competition earning first place in the junior division and third place in the senior division. The theme of the contest was: "During this global economic downturn, what can a destination, which lives on tourism, do to persuade more ships to come to their destination?"
- A promotional music video featuring the winner of the Tourism -T&T's got Talent competition in 2008 was produced and aired on national television. This competition was geared toward generating greater tourism awareness among teenagers.

PUBLIC RELATIONS AND COMMUNICATIONS

The Department executed Public Relations and Communication activities which fostered mutually beneficial relationships between the Company and its key publics with the view to achieving its mandate. This covered areas such as corporate branding, reputation management and media relations. It also included corporate advertising, the generation of publicity for tourism industry activities and the generation of public information. Also included was the accurate and relevant Public Relations promotions on major programs like Maracas, the Emperor Valley Zoo (EVZ), Small Tourism Enterprises Program (STEP), Trinidad and Tobago Tourism Industry Certification (TTTIC), TDC and the industry as a whole.

- A PR program has been rolled out for the Emperor Valley Zoo upgrade project. It included the dissemination of information, stakeholder consultations with the key audiences – including the Zoo executive, Horticultural Society, Friends of the Botanical Gardens, Ministry of Agriculture, Land and Marine Resources and residents of Chancellor Hill. A media launch was held to mark the start of the project and signage was placed at the entrance points and throughout the first phase of construction at the zoo, informing patrons of the upcoming enhancements.
- In 2009, the Department conducted a new benchmarking study to assess the local population's awareness of the tourism industry, their understanding and appreciation of it, and their knowledge of the TDC and its work. Some key findings of the survey are that 47% of persons interviewed believed that tourism is significant to the development of Trinidad and 85% of persons believed the same for Tobago. Persons interviewed said that the main advantages of international tourism are revenue and foreign exchange generation and investment opportunities while an increase in crime was believed to be the main disadvantage. 76% of persons interviewed believe that tourism improves the overall quality of life for citizens of Trinidad and Tobago.

SUMMIT OF THE AMERICAS AND POST SUMMIT CRUISES (APRIL 2009)

- Artisan Display Aboard the Caribbean Princess

The TDC entered into discussions with the Art Society of Trinidad and Tobago to partner in this exercise. The Art Society recommended six galleries featuring local Artists for participation – only two of the six recommended galleries were able to pursue the opportunity to participate. Fine Arts Limited and Horizons Art Gallery each provided fifty (plus) pieces of art for display and sale in the Caribbean Princess Cruise Vessel Art Gallery. Included among the many local artists on display were such notables as Le Roy Clarke, Lisa O'Connor and Tanya St. Cyr. A total of six paintings and thirty two ceramic model houses were sold during the week of the Summit.

- Post Summit Cruises

Logistics planning for the embarkation and disembarkation of passengers for the Post Summit Cruise leaving from Port of Spain was overseen by the TDC. This included all discussions and arrangements with Immigration and Customs, Port personnel, the ship's agent, the Summit Secretariat and the Police. On April 20th an estimated 2900 passengers boarded the Caribbean Princess in Port of Spain and the vessel departed the port on time. The cruise returned on April 24th, all 2900 passengers were processed by Immigration and Customs in a timely manner and once again the vessel departed at its scheduled time. From all accounts the experience was a very positive one.

FLORIDA – CARIBBEAN CRUISE ASSOCIATION (FCCA) CONFERENCE & TRADE SHOW (OCTOBER 2008)

The Public Affairs department executed the FCCA Conference on behalf of the Government of the Republic of Trinidad and Tobago from October 27th -31st 2008. The FCCA Conference & Trade Show is an annual event. The FCCA delegations comprised a wide variety of individuals representing 42 destinations ranging from Government Leaders, Cruise Line Executives, Port Officials, Tour Operators and Tourism Agencies.

The PA department had responsibility for the planning and implementation of the entire conference including the highlighting of available approved accommodation for the delegates and securing of discounted room blocks for the conference, the airport process, Customs and Immigration processes, ground transfers, conference set up, conference food and beverage, tours, exhibitions and all conference related social events .

Eight hundred delegates attended the conference held at the Hyatt Regency. Mr. Micky Arison, Chairman & CEO, Carnival Corporation and FCCA Chairman, lauded Trinidad and Tobago's hosting as the most successful yet, and feedback received from surveys conducted indicated very high positive ratings from the delegates.

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10.6 *Research and Planning Department*

10.6.1 *Roles*

The mission of the Research and Planning Department is to generate, collate, and analyse 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 processed and made available in suitable ways to industry stakeholders in a timely and efficient manner with the expressed purpose of facilitating the development and marketing of Trinidad and Tobago as a tourism destination.

Key partners in completing the department's mission include the Central Statistical Office (CSO), Airports Authority of Trinidad and Tobago (AATT) and the Immigration Department. The department's dependence on external parties for essential data has been a major constraint to effective implementation of its mandate because of the time lag between data collection and the readiness of related statistics and information.

The post of Research and Planning Manager was filled in August of 2009 having been vacant since 3 January 2006.

10.6.2 *Work Plan*

Table 10.12: Work Plan for TDC's Research and Planning Department for Fiscal 2009

<i>Project Description</i>	<i>Estimated Cost (TT\$)</i>
<i>Ongoing Data Capture</i>	\$66,002.98
<i>Purchase of Database & Publications</i>	\$58,005.20
<i>Domestic Tourism and Local Awareness</i>	\$106,972.87
<i>Economic Impact of Tourism</i>	\$217,179.99

10.6.3 *Accomplishments*

GENERAL

During the fiscal year under review the department assisted in the development of a draft business plan for the company. The department also was involved in establishing key performance targets for the company with a view to improving operational efficiency. Monitoring company performance vis a vis its targets was also done by the department.

The accomplishments of the Research and Planning Department for the period under review were as follows:

- **VISITOR ARRIVALS DATA**

The Department has been in dialogue with the Central Statistical Office, the Immigration Department and other relevant stakeholders about reducing the delay in capturing visitor arrivals data. The entities are currently reviewing a proposed solution that may resolve the main source of this delay.

○ **AIRLINE AND PASSENGER LANDING DATA**

The Department continued to gather airlift data during fiscal 2009. This data has proven very valuable in the absence of timely visitor arrivals data to produce estimates of those months for which data is not available.

○ **ECONOMIC IMPACT OF TOURISM**

The World Travel and Tourism Council (WTTC) completed its update of the Economic Impact of Tourism in Trinidad & Tobago. The results of the update were presented by the WTTC at World Travel Market (WTM) held in November, 2009.

The department embarked upon an update of the Tourism Satellite Account (TSA) which among other things forecasted the contribution of the tourism industry to the Gross Domestic Product (GDP) up to the year 2019. The estimated contribution to GDP would be 12.7% by the year 2019.

○ **VISITOR EXIT SURVEYS**

In 2009 the department continued to survey departing visitors 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 to identify areas of improvement of the tourism product and trends in visitor spending by category of expenditure.

○ **ACCOMMODATION DATA COLLECTION**

In 2009 the TDC entered into a strategic arrangement with the Trinidad Hotels Restaurants and Tourism Association (THRTA) whereby STR Global has been contracted to provide Accommodation data for Trinidad (with Tobago being brought on stream over time). The monthly reports, which the TDC has been receiving since May, in addition to providing more accurate statistics, provides comparatives for other Caribbean countries.

○ **DEPARTMENTAL SUPPORT ACTIVITIES**

The Department continued to support the company's programmes and activities during fiscal 2009. Tourism Park 2009 held in August was evaluated by the department with a view to determining the success of the venture and improving upon next year's undertaking.

○ **INFORMATION RESOURCE CENTRE DEVELOPMENT**

During 2009 the TDC's Information Resource Centre (IRC) was transferred to the Research and Planning Department. The Department has since made significant improvement to the material content of the Centre and the look and feel of the physical space it occupies. In recent months internal and external usage of the IRC has increased by approximately 15 per cent.

○ **REPORTS**

During the fiscal year the Department embarked on two major research works. In September 2009 the Department published a working paper on the Meetings Incentives Conferences and Exhibitions Market. Also during the latter part of the year preparation of the first half 2009 tourism report was well advanced. The report was circulated internally in early October.

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10.7 Internal Audit Department

10.7.1 Roles

The Internal Auditor reports administratively to the President of TDC and functionally to the Finance and Audit Sub-committee of the Board of Directors.

The objective/role of the Internal Auditor is to assist management in the effective discharge of its responsibilities, by furnishing analyses, appraisals, recommendations and pertinent comments concerning the business activities reviewed.

The Internal Audit Department is concerned with all phases of business activity at the TDC. This concern requires going beyond the accounting and financial records to obtain a full understanding of the operations under review. The attainment of this overall objective/role involves but is not limited to:

- 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's assets are accounted for and safeguarded from losses of all kinds.
- Ascertaining the reliability of management data developed within the organization.
- Appraising the quality of performance in carrying out assigned responsibilities.
- Recommending operating improvements.

The Internal Audit Department is responsible for undertaking reviews of all areas and activities of TDC.

These reviews are intended to assist TDC'S Management in:

- Monitoring and improving financial management and internal control
- Improving the effectiveness and efficiency of operations
- Investigating alleged inappropriate acts.

10.7.2 Types of Reviews

The types of review to be undertaken by the department fall into six categories, namely:

- Financial Systems Reviews
- Operational Systems Reviews
- Complete Departmental Reviews
- Cost Efficiency Reviews
- Information Systems Reviews
- Special Investigations

10.7.3 *Accomplishments*

- The following Audit checks were completed during the period October 2008 – September 2009, in keeping with the Internal Audit Plan approved in July 2008:
 - Local Sponsorships
 - Carnival 2008
 - Pan Yard Sensations 2008
 - Plymouth Jazz Festival 2008
 - Culinary Festival – Taste T&T
 - Credit Card Arrangements
 - Canopy Structures Contract
 - Human Resources System Contract
 - Contract to Mango Media - Taste T&T
 - Carnival Security Contract
 - Incident of Non-deposit of TDC's Funds at Maracas Beach
 - Interim Report on Debit Cards
 - FCCA Expenses
 - Overseas Representatives
 - Contracts Administration

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10.8 Information Technology Department

10.8.1 Roles

The Information Technology Department's role is to support the Company in the delivery of its projects and services through the provision of efficient and effective IT support and solutions which are relevant to the needs of the organization, continuously liaise with business units to keep abreast of user needs and to ensure that those needs are being adequately provided, and also ensure the integrity and security of the IT resources of the TDC.

The department plays a pivotal role in fulfilling the objectives of the TDC and sees itself as a strategic partner to all the other functional units.

10.8.2 Work Plan

- Increase efficiency of communications and upgrade networking infrastructure
- Implementation of applications to effectively manage and support the Information Resource Centre
- Continuous upgrades of IT equipment to meet current standards and replace obsolete ones
- Upgrade smartphones to increase the voice and data communications for management
- Review, optimize, upgrade and replace Business Applications to increase efficiency, productivity and functionality

10.8.3 Accomplishments

- EOS application for the Information Resource Centre was successfully implemented and in-house training was done for various departments by the software vendor.
- The Executive Management Team's laptops and smart phones (Blackberry) were upgraded as they exceeded the End of Life period of three years
- Improvement of network infrastructure was completed with implementation of two CISCO switches
- Biometric Readers were implemented at Maracas and Piarco sites for time and attendance
- Blackberry Server Licences increased to accommodate additional executive management.
- Fax Machines and printers upgraded in general equipment upgrades.
- A new contract for Wireless DSL service (Blink on the Go) for two years with purchase order issued for one year was signed with TSTT replacing old EVDO contract due to cheaper rates for newer technology and TSTT phasing out old technology
- The Corporate Website "tdc.co.tt" was reviewed, content updated, and recommendations to redesign were agreed upon
- The Peachtree Accounting System was reviewed and recommendations made to utilize budgeting features to produce variance reports from the application. Also to review and utilize the project accounting module to assist with tracking project costs
- The Human Resource application was reviewed, re-configured and re-implemented for use by the HR department.
- Microsoft Office 2007 was rolled out to all users.
- Backup strategy reviewed and new strategy being planned for implementation in fiscal 2010.

11.0 Recommendations

In review of fiscal year 2009, the TDC recommends the following courses of action for emphasis during fiscal 2010.

INSTITUTIONAL STRENGTHENING

- Staffing levels need to be enhanced if the objectives of the policy framework of the Government are to be achieved in a timely manner
- Organizational structure should reflect opportunities for career development
- Appropriate compensation packages and essential training are required to accomplish TDC's mandate to overcome challenges in the tourism sector

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

EFFECTIVE STRATEGIC PARTNERSHIPS

- Development and maintenance by the TDC of strategic relationships with key partners in the public and private sectors are required to ensure that the tourism sector is a developmental priority
- Increase public awareness and participation in the industry

DESTINATION MARKETING

- Marketing and branding of Trinidad and Tobago at an international level are necessary to increase the level of awareness of the country as a desirable tourism location, thereby increasing the number of visitors to the destination



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