

Administrative Report Fiscal 2011



TRINIDAD & TOBAGO



Tourism Development
Company Limited

www.tdc.co.tt

“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	5	Promotion Department	36
Executive Summary	6	10.1.1 Roles	36
1.0 Mission Statement	12	10.1.2 Work Plan	37
2.0 Vision Statement	13	10.1.3 Accomplishments	38
3.0 Strategic Plan	13	10.2 Product Development Division	46
3.1 Key Issues	14	10.2.1 Roles	46
3.2 Key Strategies	14	10.2.2 Work Plan	49
4.0 Financial Operations	16	10.2.3 Accomplishments	53
4.1 Automation of Cheque Printing	17	10.3 Marketing Department	80
4.2 Budget Objectives	18	10.3.1 Role	80
4.3 Expenditure Versus Budget	20	10.3.2 Strategy	80
5.0 Human Resources	21	10.3.3 Work Plan	81
5.1 Career Path Management	21	10.3.4 Accomplishments	81
5.2 Recruitment & Selection Procedures	21	10.4 Corporate Communications Department	90
5.3 Performance Measurement Tools	23	10.4.1 Role	90
5.4 Conditions of Employment	23	10.4.2 Accomplishments	90
5.5 Employment Practices - Leave	24	10.5 Planning, Research and Evaluation Department	100
5.6 Training Programmes	25	10.5.1 Roles	100
6.0 Organizational Structure	25	10.5.2 Work Plan	101
6.1 Organizational Structure	25	10.5.3 Accomplishments	102
6.2 Levels of Authority	26	10.6 Internal Audit Department	108
7.0 Procurement of Resources	27	10.6.1 Roles	108
7.1 Tendering Procedures	27	10.6.2 Types of Reviews	108
7.2 Contractual Procedures	27	10.6.3 Accomplishments	109
7.3 Purchasing Procedures	28	10.7 Information Technology	109
8.0 Reporting Functions	30	9.7.1 Role	109
8.1 Internal Reports	30	10.7.2 Work Plan	110
8.2 External Reports	31	10.7.3 Accomplishments	110
8.3 Reporting Relationships with Monitoring Agencies	32	10.8 Legal	119
9.0 Internal Audits	33	10.8.1 Role	119
9.0 Internal Audits	33	10.8.2 Workplan	120
9.1 Internal Audit Procedures	33	10.8.3 Accomplishments	120
10.0 Accomplishments	36	10.9 Human Resources	121
10.1 Investment Facilitation &		10.9.1 Role	121
		10.9.2 Work Plan	122
		10.9.3 Accomplishments	124
		11.0 Appendix	129

List of tables and figures

Tables

- 3.1 TDC's Key Strategies for Fiscal 2011
- 4.1 TDC's Actual Budget Expenditure versus Approved Budget for Fiscal 2011
- 5.1 Composition of Interview Panels
- 6.1 TDC's Signing Authority
- 8.1 External Reporting Functions of TDC
- 10.1 Summary of the Work Plan of the Investment Facilitation and Promotion Department for Fiscal 2011.
- 10.2 Investment Trade Shows Approved Tourism Projects Fiscal 2011
- 10.3 In-House Meetings with Potential Investors for Fiscal 2011
- 10.4 T&T Hotel and Guesthouse Room Stock Upgrade Incentive Project – 2011 Applications
- 10.5 T&T Hotel and Guesthouse Room Stock Upgrade Incentive Project – 2011 Signed Contracts
- 10.6 T&T Hotel and Guesthouse Room Stock Upgrade Incentive Project – 2011 Potential Contracts
- 10.7 T&T Hotel and Guesthouse Room Stock Upgrade Incentive Project – 2011 Reimbursements Made
- 10.8
- 10.9 Meetings Held during India Mission 2011
- 10.10 Work Plan for Quality Control Standards Unit 2011
- 10.11 Work Plan for the Sites and Attractions Unit 2011
- 10.12 Work Plan for the Convention Bureau 2011
- 10.13 STEP: Training and Development Programmes – Fiscal 2010 -2011
- 10.14 STEP: Training and Development programmes for 2012
- 10.15 Marketing Department for fiscal 2010/2011
- 10.16 Marketing Partnerships 2011/2012
- 10.17 Sponsorship 2011/2012
- 10.18 Work Plan for TDC's Planning, Research and Evaluation Department for Fiscal 2011
- 10.19 Visitor Arrivals 2009-11
- 10.20 Human Resources Work Plan Outline
- 10.21 Positions Filled
- 10.22 Training Programmes Executed

Figures

- 6.1 Outline of the Corporate Structure of the TDC
- 8.1 Management Team Line Reporting System within TDC
- 8.2 The Reporting Relationships of the Various Components of the State Sector
- 9.1 Flow Diagram of the Internal Audit Procedure
- 10.1 IRC Circulations
- 10.2 Help Desk Issues Recorded
- 10.3 Status of Help Desk Issues

Executive Summary

The Tourism Development Company Limited (TDC) is a special purpose State Enterprise, mandated to develop the tourism industry and market the country's tourism product within the policies and guidelines established by the Ministry of Tourism.

The TDC is committed to establishing and implementing standards for the development and maintenance of tourism infrastructure and amenities, as well as ensuring that service delivery in the local tourism and hospitality industry meets international standards. The Company is also responsible for the promotion of hotel investment opportunities and facilities and the processing of applications for tourism concessions under the Tourism Development Act and similar legislation. Where the functions of the TDC relate to Tobago, all activities are undertaken in consultation with the Tobago House of Assembly (THA).

The TDC commenced fiscal 2011 with an approved overall budget of \$122,117,364 allocated as follows: \$48,000,000 for Recurrent Expenditure; \$63,000,000 for Marketing; \$8,000,000 under the Public Sector Investment Programme (PSIP) and \$3,117,364 to Infrastructure Development Fund (IDF) projects.

In 2011, the TDC entered an advanced stage of organisational efficiency, growth and development despite the challenges posed by the volatile global economy, inadequate human resources and delayed tourism statistics.

Having maintained its focus on the core strategies of institutional strengthening, destination marketing, value added tourism (sector development), effective strategic partnerships and investment promotion, the Company was able to create a more favourable environment for organisational reform, project efficiency and industry growth.

Ensuring Improved Service Standards & Delivery

Several projects aimed at improving service delivery and the physical enhancement and development of national sites and attractions were undertaken by the TDC's Product Development Unit. In the area of sites and attractions, the TDC continued to concentrate on the physical enhancement at sites managed by the Company, including the installation of a video surveillance system at Maracas Bay in an effort to enhance the existing security

arrangements at the beach. Construction works continued on the Emperor Valley Zoo with a view to improving the overall appeal of the site and bringing it to international standards.

The TDC also focused on improving the delivery of safety and security services for both domestic and international tourists. Under the Small Tourism Enterprises Project (STEP), the Company hosted two Tourism Oriented Policing and Protection Services (TOPPS) workshops for police officers and members of the security services. This programme was well received by the target group and sought to enable security personnel to implement preventative measures to address visitor safety and security, identify threats to visitors and act swiftly and effectively to mitigate these threats.

The STEP programme also provided 741 tourism stakeholders, from taxi drivers to small accommodation providers with advanced, industry relevant training and certification through professional development programmes such as First Aid, Records Management, Association Management and Defensive Driving. The TDC also hosted an Online Travel Marketing Summit in collaboration with Expedia Media that provided accommodation providers, tour guides, tour operators and other service providers with cutting-edge expertise required to effectively navigate the virtual marketplace and promote their products and services online.

In the area of product development, the TDC continued its drive to enhance service quality with the adoption of national tourism standards. To this end, the Quality Control and Standards Unit embarked on a major awareness exercise, including seminars, billboards and print advertising, to increase stakeholder participation in the Trinidad and Tobago Tourism Industry Certification Programme (TTTIC). Inspection of properties was completed and those approved were included in the print and online versions of the TDC's 2010/2011 Accommodation Guide.

In addition, a TDC working committee was established with members of the Transport Licensing Office, Town & Country Planning Division, Fire & Administrative Services, Trinidad & Tobago Police Service, Ministry of Health, Association of Insurance Companies and the Judiciary on both islands to oversee the process.

The STAR (Service, Training, Attitude, Respect) Program was officially launched on 27 October 2010, with the main focus being building a sustainable service culture in the local hospitality sector.

Promoting Greater Investment

The Investment Promotion Department continued its mandate to attract local and foreign investment in diverse, world class accommodation and complimentary clusters of ancillary facilities. Specifically, it focused on building and enhancing Trinidad and Tobago's reputation by upgrading accommodation to the highest standards. During fiscal 2011, four (4) applications were received for the upgrade of a total of 223 rooms and another 46 rooms were committed for upgrade in the same period. The value of the upgrade for the properties was \$10.3 million and \$1.65 million was the value of the reimbursement.

The TDC participated in key investment trade shows which resulted in 100 leads generated, of which 20 were converted to prospects that are actively being pursued. During this period, the TDC hosted a series of seminars to provide assistance to potential applicants in the areas of Interior Decorating and Financial Management.

During the fiscal year, the Mission to India was undertaken which was aimed at promoting tourism and investment in Trinidad and Tobago. Over 1200 persons visited the TDC's booth at the SATTE exposition and over 50 meetings were held with representatives from the Travel and Tourism industry. Over 300 industry stakeholder contacts were established and three (3) Tourism Business Forums were held with a combined attendance of over 270 persons.

Targeted advertising in key markets was also undertaken by the Investment Promotion Unit to further advance Trinidad and Tobago as the ideal tourism investment location. Print advertisements in major publications with an aggregated readership of more than 500,000 ensured that the right people got the message. Additionally, to support marketing efforts, all promotional materials were updated, re-printed and distributed at Trade Shows and Government Trade and Investment Missions, as well as, to all Trinidad and Tobago Diplomatic Missions.

Developing Our Human Resource

At the forefront of promoting Trinidad and Tobago as a location for tourism investment, the TDC understands that to ensure a rich return, there must be investment in the development and training of staff. In 2011, the TDC's Human Resource Department embarked upon a recruitment exercise to fulfill the newly approved organizational structure. The Code of Conduct and HR Policy were revised and job descriptions were completed for all positions.

Building Greater Awareness

During 2011, a series of initiatives aimed at both the international and domestic markets were undertaken to build greater awareness of Trinidad and Tobago as a tourism destination.

The Company instituted public awareness programmes and initiatives to increase knowledge and understanding of the TDC

and the tourism industry. These initiatives served to build a greater understanding of the industry's importance for Trinidad and Tobago.

Awareness campaigns, including the placement of press releases, ads and articles in local, regional and international print and online publications helped to generate awareness of Trinidad and Tobago.

Meeting the MICE Challenge

In the area of Meetings, Incentives, Conventions and Events, the destination continued to gain recognition and respect as a premier business destination, assisted by the awareness efforts embarked upon by the Trinidad and Tobago Convention Bureau.

The prestigious International Conference on Caribbean Literature (ICCL) was held in Trinidad in November 2010. The Conference was highly successful, drawing over 200 delegates from the Caribbean region, North, Central and Latin America, Europe, Asia and Africa. Additionally, the Convention Bureau hosted two (2) familiarization trips with meeting planners during this fiscal year.

The Unit also embarked on tactical marketing campaigns in key areas and attended major industry trade shows. To foster continued growth in this market, the Convention Bureau aggressively followed up on leads and proactively pursued opportunities in major target markets.

In many cases, the Convention Bureau partnered with the TDC's Marketing Unit to promote the destination at various events. To enhance marketing efforts within the Caribbean, road shows were hosted in Barbados and St Lucia and featured cultural and business presentations for local tourism and hospitality-based businesses.

Increased focus was placed on the major Diaspora markets through the strengthening of relationships with key stakeholders in the US, UK and Europe, including Trinidad and Tobago Overseas Missions and various interest groups. Strategic sponsorships, marketing partnerships and promotions, such as the Caribana Caribbean Food Festival in Toronto, Pan Jazz New York, Paramin Parang Festival, the Rainbow Cup Triathlon, the International Surf Festival and Divali Nagar helped to strengthen relationships with key stakeholders in targeted Diaspora and local communities.

The Public Affairs Unit also played a supportive role in the roll-out of a domestic tourism marketing campaign which included billboards and press ads. These ads highlighted special accommodation rates at local properties and were strategically timed to coincide with major festivals and events on the national calendar. The domestic tourism niche continued to be supported, in part, by the staging of signature events, such as the TDC's *Tour & Explore 2011 and Pot Spoon Throw Down*.

Tour & Explore 2011 maintained a tour/education focused approach and highlighted local sites and attractions which saw more than 25,000 visitors to the Centre of Excellence. The *Taste*

T&T 2011 Culinary Festival comprised two major elements, a skills enhancement workshop which targeted local chefs and community cooks and a nation-wide roving community food festival. More than 200 local chefs, culinary students and community cooks participated in the workshop, which was led by local and international celebrity chefs. Community food festivals, hosted in Toco, Tunapuna and Penal, drew more than 6,000 domestic and international tourists to sample local fare and home-grown entertainment. TDC's Visitor Guides were on hand to provide patrons with destination information.

Visitor Guides also played a major role in Carnival celebrations in 2011. Guides were assigned to various locations in Port of Spain, San Fernando and Arima to offer domestic and international visitors assistance and information. As in past years, the programme elicited high-praise from both local and international visitors. Supported by fully equipped Visitor Information Booths at each location, 100 Carnival Visitor Guides distributed region specific maps, event calendars and tourist information.

During the Carnival season the TDC also rolled-out strategic media and advertising campaigns to highlight the STEP and TTTIC programmes, as well as the "*Did You Know*" ads, which provided statistical information on tourism's contribution to the economy and employment.

Measuring Success for Future Growth

The Planning, Research and Evaluation Unit plays a key role in the effective development, marketing and promotion of the destination and in the provision of objective, timely and accurate statistical data. The TDC has maintained a proactive stance on data collection and analysis. In 2011, the Planning, Research and Evaluation Unit embarked on compiling a detailed and comprehensive "*Tourism Product Inventory*". The Project in its scope is the first of its kind for

Trinidad and Tobago and provides an analysis and description of both popular and potential sites and attractions, from waterfalls and beaches to historic buildings and parks.

The Unit also continued to collect airlift and visitor arrivals data, which continues to prove invaluable for producing estimates in instances where official industry data is not readily available. Monthly Visitor Exit Surveys, surveys of patrons attending major TDC sponsored events, a domestic tourism survey and updates to the Tourism Satellite Accounting (TSA) system, were also undertaken.

The Information Resource Centre (IRC), is a division within the Planning, Research and Evaluation Unit which embarked on a series of professional and personal development programmes for TDC staff including "*Munch, Mingle and Marinate*", a series of information sessions to update staff on TDC projects and other initiatives, and the "*What are you reading this weekend?*" promotion to encourage staff to further utilise the IRC's facilities. Additionally, the Unit's staff supported Public Affairs in the youth awareness and schools outreach programme and TDC Internship programme. Apart from hosting an intern, the IRC was actively involved in the interns' projects, providing information support, as well as, project guidance.

Working under the Ministry of Tourism's guidance, the TDC engaged in public awareness programmes which speak to the importance of tourism, while motivating each person to take pride in our country and get involved in the sector's growth. The TDC is committed to continuing the drive to provide international certification and training opportunities for workers in the tourism sector, tourism education programmes and implementing programmes to ensure that the tourism industry continues to grow and prosper. The TDC is confident that the Company is on course to achieve its mission to make Trinidad and Tobago the premier tourism destination in the Caribbean.

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 TDC is accountable for the development of the tourism product in Trinidad, while the THA holds that responsibility for 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’s mandate includes responsibility for marketing and

promotion, as well as, 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 objectives. In particular, the TDC consults with the THA Division of Tourism and Transportation on the formulation and implementation of programmes relating to Tobago.

2.0 Vision Statement

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

As the implementation arm of the Ministry of Tourism, the TDC is 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;
- Transforming Port of Spain as the Business and Culture Capital of the Caribbean;

- Creating more than 90,000 jobs, directly and indirectly, together with increased revenues to the Treasury.

The objective is to accentuate the uniqueness of the two islands, and 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 recognizable.

3.0 Strategic Plan

The overall strategy for the development of the tourism industry in Trinidad and Tobago in fiscal 2011 was to position the twin island state 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

In 2011, the industry landscape in which the TDC operated was characterised by the following:

- Increased promotion by other Caribbean destinations;

- Sites and attractions in Trinidad not up to international standards with respect to facilities or services;
- Workforce and public mind-set not conducive to a high quality tourism environment;
- Service levels among various Tourism Industry Providers (Hotels, Restaurants, Tour Operators, Transport Operators etc.) are below international standards;
- Insufficient air service to Trinidad and Tobago
- Existing air service to Tobago at risk;
- Accommodation standards in Tobago deteriorated and not up to international standards;
- Unavailability of timely and accurate data upon which informed management and investor decisions can be made ;

- Trinidad and Tobago's share of Caribbean and international visitor traffic remains relatively low.
- Institutional strengthening;
- Establish credibility and awareness among stakeholders (Government, Industry, Investor, Public);
- Fast track physical accommodation upgrades;
- Increase T&T branding in regional and international niche markets;
- Facilitate Service Quality improvements;
- Actively promote certification within the industry;
- Physical upgrades of select sites in Trinidad;
- Actively promote and facilitate Domestic Tourism – while the destination repositions itself to take advantage of anticipated turnaround in outbound travel in late 2010.

3.2 Key Strategies

Table 3.1 -- TDC's Key Strategies for Fiscal 2011

STRATEGIC FOCUS	STRATEGIC OBJECTIVES
Institutional Strengthening Actions	<ul style="list-style-type: none"> • Increase funding of the organization • Increase numbers and skill sets of staff • Obtain clarification of formal roles, authorities and purpose among state enterprises which impact tourism development • Stabilize management of TDC
Establish Credibility And Awareness Among Stakeholders (Government, Industry, Investors, Public)	<ul style="list-style-type: none"> • Assertive public relations program • Improved reporting • Conduct program mix relevant to all segments of T&T society • Deliver projects and programmes on time and within budget
Develop Effective Strategic Partnerships	<ul style="list-style-type: none"> • Ministry of Tourism, other Ministries and THA (e.g. Planning, Trade and Industry, Sports, Culture etc.) • State enterprise (e.g. eTeck, SporTT, Film Company, Entertainment Company, UDECOTT, AATT, CAL etc.) • Industry Stakeholders (THRTA, TT Chamber, AmCham, TTMA, Tour Operators Association, Tour Guide Association etc) • Public (Volunteer Programmes – Tour guides, Clean Up & Green Up etc)
Fast Track Physical Improvements And Industry Sector Improvements	<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
Increase T&T Branding Among Travel Trade Intermediaries In Regional & International Niche Markets	<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 advertising and promotion support for trade partners in key market areas • Conduct an aggressive public relations program aimed at trade intermediaries in key market areas
Public Relations Actions	<ul style="list-style-type: none"> • Conduct executive level outreach to sister enterprises and essential Ministries • Conduct on-going outreach and interaction with all key industry stakeholder groups and individuals • Conduct three (3) Tourism Business Fora per year • Follow – through on local tourism awareness campaign • Conduct public reassurance and information campaign for Maracas Re-design and Redevelopment construction project • Conduct public reassurance and information campaign for Emperor Valley Zoo construction project

4.0 Financial Operations

New Accounting Software Implementation

Peachtree Quantum financial software was the software being used in the daily operations of the TDC. Essentially daily data processing requirements were reasonably achieved with Peachtree, however due to the unique reporting requirements of TDC and the resultant data processing required to achieve those objectives, history proved that the existing software could not meet the changing financial and management reporting requirements.

After careful consideration of the organization's financial reporting needs and company's objectives, invitations were sent out to reputable consultants to provide proposals and quotations as follows:-

- An upgrade of the current Peachtree Software
- The implementation of Microsoft Dynamics GP

The Peachtree consultant eventually declined to submit on the basis that Peachtree was unable to address our identified critical requirements, in particular, the need for data segmentation for a more user-friendly chart of accounts. A detailed evaluation criterion was used to review presentations made from the Microsoft Dynamics GP providers and eventually Esprit Consultants Limited, a Microsoft Gold Certified Partner was chosen to do the implementation.

The benefits to be derived from this major step in our Financial Reporting history, and the use of Microsoft Dynamics GP are as follows:-

- **Financial Management**
Efficiencies can be improved with a number of automated transaction processing and payment adjustments capabilities. The accounting structure can be changed to provide the required financial and management reports through the ability of Microsoft GP to provide GL chart of account codes that can have many segments that defines department, location, division and funding type.
- **Project Management**
Costs associated with particular projects can be better managed with a tool within Microsoft Dynamics GP called Analytical Accounting. This feature allows you to gain a more detailed picture of your financials and monitor all payables associated with a particular project in a single window. Each report can be linked to a cost centre or funding type, and allows drill down capabilities for further analysis. More accurate accounting is gained and costs can be better analysed to avoid cost overruns.
- **Risk Management**
The ability to set and manage security restrictions on any data fields, windows, and forms will provide increased levels of security resulting in users only able to access information at the level required. Any changes to any data fields and

tables can be tracked and reported, authorization levels can be set to ensure transparency. Historical compliance and transaction information can be stored and safeguarded. Processes can be automated, segregated and centralized to help eliminate human error.

The implementation of Microsoft GP Dynamics is on-going on a phased basis with a view to total use of the software within the next fiscal period.

4.1 Automation Of Cheque Printing

The implementation of Microsoft GP Dynamics has seen the organisation move into the 21st century by our new automated cheque printing capabilities. Supplier and other cheques were previously individually hand written, which created challenges in the time of processing, data entry, accuracy etc. All cheques issued by the TDC are now printed directly from the accounting software with attached vendor remittance information. Numerous suppliers can now be paid at the same time using batch printing which allows cheques to be batched and printed continuously on the same cheque run. This automated process has allowed greater efficiency in cheque preparation and ensures that we are well on our way to greater supplier satisfaction and improved vendor relations.

4.2 Budget Objectives

1. To utilize TDC's websites and other on-line and IT tools to promote the destination and the Trinidad and Tobago brand to local regional and international markets.
2. To develop effective multi-faceted Destination Marketing Programmes in key source markets (North America, UK, Germany, Scandinavia and the Caribbean) consistent with our niche marketing strategy (eco/soft adventure, bird watching, wedding and honeymoons, sun, sea and sand, sport, dive, yachting, heritage, cruise, sport etc.)
3. To develop a new brand position and promote a clearly identifiable national Trinidad and Tobago brand, a distinct Tobago destination brand and a distinct Trinidad destination brand which are complementary and reinforce the country's marketing position.
4. To establish T&T as a destination of choice for regional and international visitors.
5. To brand Trinidad and Tobago internationally, as a preferred Meeting Incentive, Conference and Events (MICE) destination in the region.
6. To stimulate growth in the Tourism Sector by partnering with Tourism Stakeholders to develop and support local and international tourism events.
7. To promote a sustainable community /domestic tourism industry development and to encourage the mobilisation of domestic resources and appropriately engage and empower

- communities in the planning and decision making process for the development, management and ownership of tourism products and services.
8. To develop effective multi-faceted Regional Marketing Programmes consistent with our niche marketing strategy.
 9. To package tourism investment opportunities for local and foreign investors in diverse world-class accommodations and complimentary clusters of ancillary facilities, and to facilitate investment by providing guidance to investors in obtaining requisite approvals, technical assistance and other key services.
 10. To recognize and support certification and benchmarking programmes to encourage public and private sectors to take concrete environmental safety and sustainability measures, and to develop the management and monitoring tools required to ensure the sustainable development of the sector.
 11. To establish and maintain tourism industry standards for delivery of quality tourism products and services, and to foster high quality service delivery among tourism industry stakeholders while providing feedback for improvement of the institutions and the programmes.
 12. To provide appropriate training to professionals in the tourism industry (tour guides, hotel and guesthouse service staff, tour operators, tourism taxi drivers, food and beverage merchants etc.)
 13. To spearhead the provision and improvement of tourist leisure and recreational amenities and facilities thereby creating enhanced visitor experiences and to improve the safety of visitors and staff at all sites.
 14. To improve the quantity and quality of room stock available in Trinidad and Tobago
 15. To position and promote tourism as a viable sector for employment, entrepreneurship and professional development.
 16. To provide timely and relevant tourism data and analysis to facilitate improved tourism industry facilities and services, responsiveness to changing market conditions and industry contribution to economic growth.

4.3 Expenditure Versus Budget

Table 4.1 TDC's Actual Expenditure Versus Releases and Approved Budget for Fiscal 2011

	BUDGETED EXPENDITURE (TT\$)	GOVERNMENT SUBVENTIONS RECEIVED (TT\$)	ACTUAL EXPENDITURE (TT\$)
MARKETING			
Overseas Marketing	29,709,500	25,486,978	27,849,797
General Market Support	20,176,500	18,166,748	20,990,873
Research & Planning	1,814,000	3,345,705	11,002
Investment Promotion	1,900,000	1,556,182	675,356
Incentive Room Upgrade Programme	3,900,000	1,629,959	1,041,751
Convention Bureau	4,500,000	3,860,429	2,694,540
Marketing Total	62,000,000	54,046,000	53,263,318
PSIP			
Tourism Development Support Programme	1,500,000	1,350,000	2,099,560
Additional Support Programme	1,000,000	865,000	685,345
Tourism Action Programme	3,000,000	3,000,000	3,186,801
Convention Bureau	500,000	355,000	113,151
Incentive Upgrade Project	395,000	308,000	296,578
Community Tourism Development	500,000	500,000	635,696
Port of Spain Business Improvement	500,000	100,000	91,050
NTQSIP/STAR	500,000	500,000	810,101
KNOLLY'S TUNNEL		175,000	
PSIP TOTAL	7,895,000	7,153,000	7,918,282
General Administration	48,717,400	40,250,000	36,880,702
Infrastructure Development Fund	15,683,162.33	3,117,364	2,489,731.31

5.0 Human Resources

5.1 Career Path Management

TDC continues to make every effort to fill positions by promoting from within the organization. Key considerations for promotion are:

- Qualifications and suitability for the position under consideration;
- 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 employee is available within the respective Department/Unit/Section. In the case of two (2) or more candidates possessing equal skill, competence, and track record of achievement, seniority of service is the determining factor.

If no qualified employee is available within the department or unit, the Company advertises the vacancy internally and the selection process applies.

Promotions are linked to performance, consequently promotions are considered the reward for successful job performance. A newly promoted employee is required to serve a three (3) month probationary period prior to confirmation in the new position. During this period, Management is expected to monitor the employee's performance and provide feedback. Upon successful completion of the probationary period, as established by performance levels and output, the employee is confirmed in the new position, in writing.

5.2 Recruitment & Selection Procedures

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

5.2.1 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 the requirements of the job as per its Position Description;
- Once suitable candidates are short-listed by the HR Department and the hiring line manager, interviews are conducted.

5.2.2 Searches

An internal Notice of Vacancies with the deadline date for application is posted on notice boards and intranet, and circulated to employees in all TDC Departments. 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.

5.2.3 Selection

The HR Department formulates a preliminary shortlist of the applications received for a given vacancy. This preliminary shortlist is forwarded to the relevant line manager to conduct further short-listing. Short listings are conducted in accordance with the requirements and qualifications as advertised. The line manager submits the final list to the HR Department, which then requests that candidates attend an interview. Should there be insufficient candidates; the Company advertises a second time, repeating the process as outlined above.

5.2.4 The Interview

All interviews are conducted by a panel, the composition of which varies depending on the nature of the position (see Table 5.1 below).

The HR Department prepares the interview packages for each member on the panel. This package includes the short list of candidates, a copy of each curriculum vitae, and interview guides. The interview package is forwarded to the interviewing panel at least one (1) day prior to the date of the interview/s. The interview panel is comprised as outlined below:

Table 5.1 Composition of interview panels

POSITION	PANEL
Chief Executive Officer	Board of Directors
General Managers	Representative Board Member on the HR Sub-Committee of the Board and CEO
Managerial Staff	CEO and / or General Manager, HR Manager
Professional, Technical and Administrative Staff	HR Manager and Line Manager or his designate
Temporary Staff	HR Manager and Line Manager/ Supervisor

5.3 Performance Measurement Tools

Performance reviews are conducted prior to the contract expiration date to determine suitability for renewal of contracts and/or 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.

5.4 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 Chief Executive Officer or his/her designated representative is authorized to recruit and terminate staff. Contract appointments are made by formal agreement for a specified period which is terminable by either party giving notice stipulated in the terms of contract. The TDC may terminate contracts without notice by paying salary in lieu of notice. At the end of an employee's term of engagement, his/her contract of employment may be subject to renewal or a new contract issued at the sole discretion of the Company. 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 organization.

Temporary employment is for a limited period as a substitute for an employee on leave, or until a particular project is completed. Temporary employees are not 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 and which 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.

5.5 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 vacation leave of twenty (20) working days per annum. Administrative support staff is eligible for fifteen (15) days vacation leave. Vacation leave is accrued during the probationary period; the employee is not eligible to paid vacation leave during his/her probation.

Persons employed with the TDC on a minimum of one (1) year contract are 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. A Certificate of Fitness after leave for illness in excess of five (5) consecutive working days must be presented before resumption of duties.

5.6 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 are derived from recommendations from the Performance Management Review and/or from a training needs analysis conducted by the Company.

6.0 Organizational Structure

6.1 Organizational Structure

In fiscal 2011 the Minister of Tourism approved a new organizational structure for the TDC which consists of 155 positions. This new structure is aligned with the overall vision and strategy of the organization and was designed to ensure that the TDC is able to meet its mandate as outlined in the National Tourism Policy 2011. The new structure consists of five divisions namely the Office of the Chief Executive Officer; Legal; Administrative and Corporate Services; Marketing; and Product Development. The Organization Charts can be found at **Appendix 1**.

The TDC reports to its Board of Directors via the Company's

Chief Executive Officer in fiscal 2011, the Board comprised twelve (12) individuals, a Chairman, Deputy Chairman and ten (10) other members.

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

The **Legal Division** is headed by the Corporate Secretary and Head of Legal who is responsible for the legal and statutory compliance portfolio of the organization.

The **Administrative and Corporate Services Division** is led by the General Manager Administrative and Corporate Services and comprises Human Resources Management, Information Technology, Planning, Research and Evaluation as well as Finance and Administration. This division is collectively responsible for all administrative and support services of the TDC.

The **Marketing Division** is led by the General Manager Marketing who is responsible for the strategic market development, the tourism investment portfolio, event management, information management and promotion of tourism products. This Division comprises Domestic and International Marketing, Corporate Communications and Investment Promotion and Facilitation Departments.

The **Product Development Division** is led by the General Manager Product Development and comprises Convention Bureau, Sport Tourism, Niche Market, Sites and Facilities. The Division is responsible for developing new tourism products as well as enhancing existing products to international standards.

6.2 Levels of Authority

During the 2011 financial year, the levels of authority for purchase requisitions are presented in Table 6.1 below.

Table 6.1—Tdc’s signing authority

UPPER LIMIT (TT\$)	TDC’S SIGNING AUTHORITY
Up to 50,000	All Managers
Up to 250,000	CEO; All General Managers
Over 250,000	Tenders Committee; CEO *

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

7.0 Procurement of Resources

7.1 Tendering Procedures

The TDC’s internal tender policy and the Ministry of Finance Investment Division’s State Enterprise Standard Procurement Procedures govern the 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.

After the tenders have been opened an evaluation team considers them, the recommendations of which are forwarded to the TDC Tenders Committee for review. 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 both the contracting agency and the TDC.

The TDC’s Tendering process applies to all requests for proposals over TT\$250,000.00.

7.2 Contractual Procedures

Contracts awarded by TDC are usually prepared by the Legal Department or from time to time submitted by the service provider which is then passed to the Legal Department for vetting. The terms and conditions of all contracts are reviewed by this Department and then forwarded to the relevant department responsible for the genesis of the contract and finally to the President’s Office for authorization. All approved contracts are signed by the President, and endorsed by legal counsel responsible for drafting same with his/her initials at the bottom left corner of each page of the substantive agreement.

All internal requests for drafting or reviewing contracts are made via the submission to the Legal Department of a completed Basic Instruction Sheet which can be easily found on the Legal Department’s section of the Intranet. 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. A Manager’s approval must be granted in all cases. Pending confirmation of approval, the authorized contracts are then remitted to the requesting department for the Manager’s initial.

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

- Request for Proposals;
- Quotations by interested suppliers; and
- Award letter.

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.

- 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 Legal Department is responsible for monitoring all contracts relating to the Company.

The selection of the vendor follows the Company’s procurement process and is based on a preliminary evaluation of a number of factors including the vendor’s:

7.3 Purchasing Procedures

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

- 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; and
- Stated delivery time.

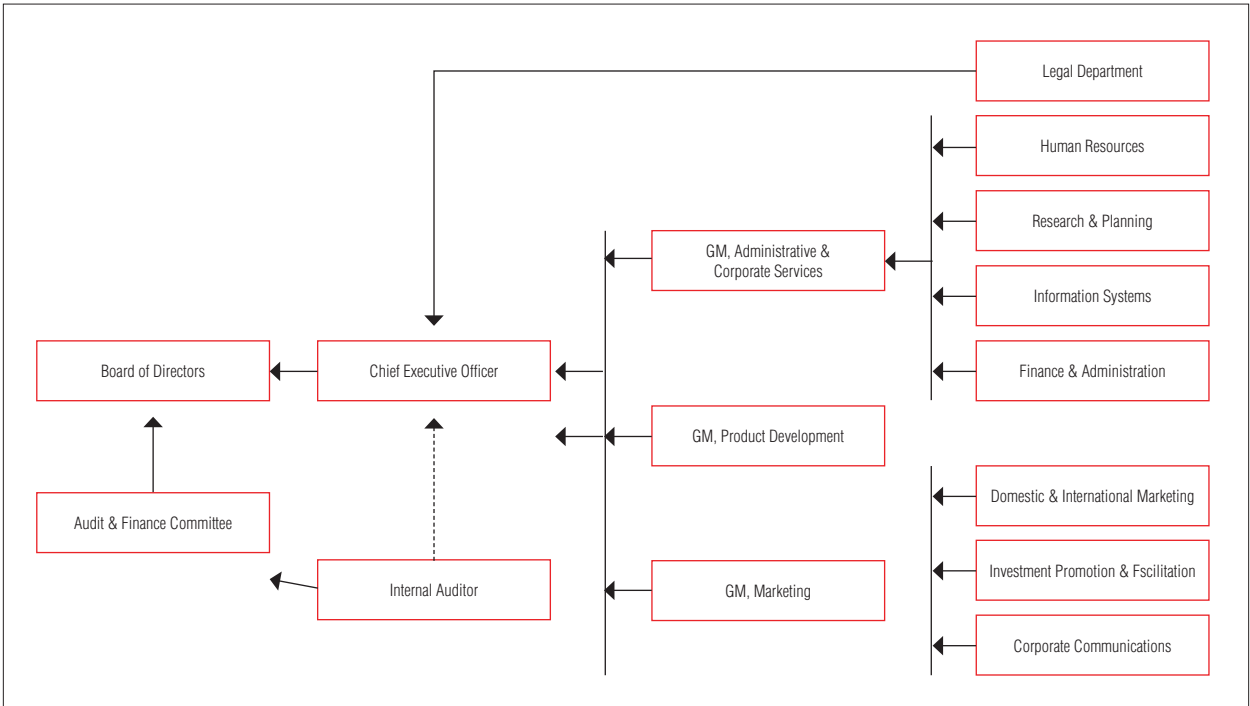
The purchasing procedure commences with a request from the ‘requesting department’ for goods or services which are in accordance with the TDC’s Business Plan Objectives and operational requirements for the fiscal year. For goods or services valued up to \$250,000 a purchase requisition (PR) is generated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

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 the goods and/or services.

8.0 Reporting Functions

8.1 Internal Reports

Figure 8.1 Management Team Line Reporting System within TDC



8.2 External Reports

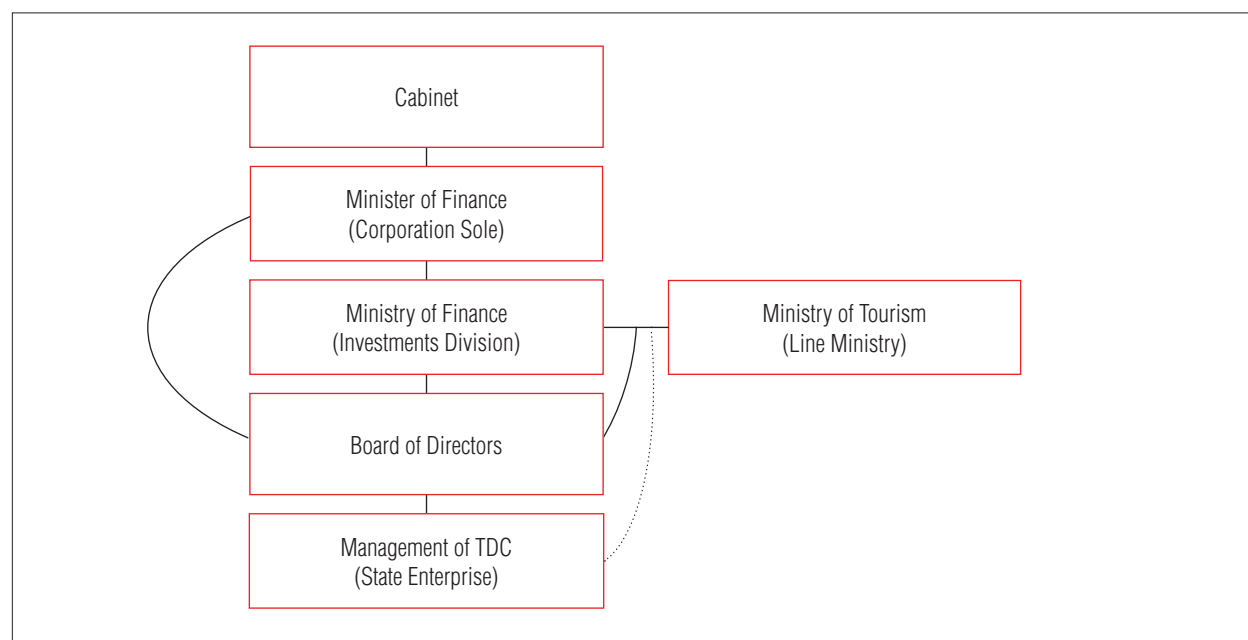
Table 8.1 External Reporting Functions of TDC

	Line Minister	Ministry of Tourism	Ministry of Finance	Auditor General	Cabinet	Parliament
GOVERNING BODY						
REPORT						
Annual Operating Budgets	X	X	X			
Annual Audit Reports	X	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 – PSIP		X	X			
Monthly Status Report – Marketing		X	X			
Monthly Status Report – IDF		X	X			
Monthly Status Report – Recurrent Expenditure		X	X			

8.3 Reporting Relationships with Monitoring Agencies

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

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



9.0 Internal Audits

Internal audits are intended to assist management to effectively manage financial systems and internal controls; to improve the effectiveness and efficiency of operations; and to investigate alleged inappropriate acts.

The main objectives 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.

The Internal Audit Department conducts various types of assessments, which include reviews of entire departments financial systems; and operational systems. Operations audits allow for appraisals of the 'effective use of resources (human and capital) 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.

9.1 Internal Audit Procedures

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

The TDC's internal audit manual details the audit report format and the structural framework for conducting an internal audit at the company. **Figure 8.1** 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/her staff of the review and solicit their cooperation by providing access to all information, records and facilities necessary for the conduct of the audit.

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

Step 5 - First Draft: At the completion of each assignment, a draft report is prepared outlining the results of the review, along with opinions formed and recommendations for improvements within the audit scope, and 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 Chief Executive Officer 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 departmental 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.

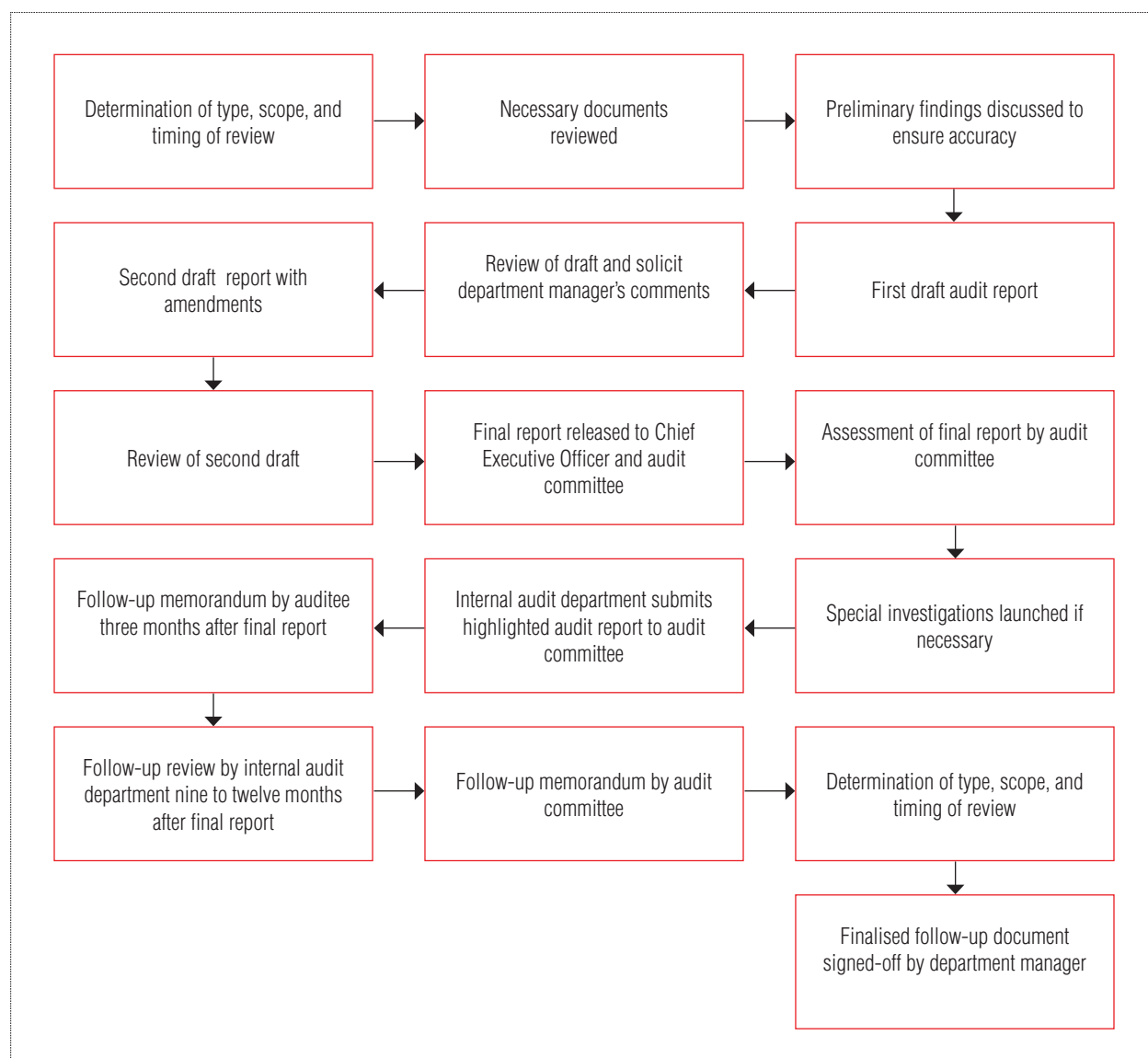
Step 13 - Three Month Follow up: Three months after the final audit report is issued, the auditee is requested to submit a follow-up memorandum to the internal audit department outlining the disposition of the recommendations.

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

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

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

Figure 9.1: Flow Diagram of the Internal Audit Procedure



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 Investment Facilitation and Promotion Department
- 10.2 Product Development Department
- 10.3 Marketing Department
- 10.4 Corporate Communications Department
- 10.5 Planning, Research and Evaluation Department
- 10.6 Internal Audit
- 10.7 Information Technology
- 10.8 Convention Bureau
- 10.9 Legal Department

10.1 Investment Facilitation and Promotion Department

10.1.1 Roles

The Mission of the Investment Facilitation and 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 assets at selected premier tourism investment conferences and road shows. The Department also administers the application,

evaluation and recommendation of the grant of fiscal incentives in accordance with the stipulations of the Tourism Development Act Chap.87:22.

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

10.1.2 Work Plan

- Specific plans for the Investment Facilitation and

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;
- Facilitating inward investment missions and institutional strengthening;
- Administering the provisions of the Tourism Development Act Chap.87:22.

Table 10.1 - Summary of the work plan of the investment facilitation and promotion department for fiscal 2011.

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATED COST (TT\$)
Lead Generation / Investor Targeting / Direct Marketing	To promote and market Trinidad and Tobago's competitive advantages and its specific tourism investment opportunities directly to hotel and resort owners/operators, airlines; financial institutions, public and private equity funds and other key investment decision makers and influencers.	736,000
Promotional Materials	To identify, develop and package Trinidad and Tobago's competitive advantages and its specific tourism investment opportunities.	325,000
Inward Mission	To provide host services to potential investors, business writers, site selectors and other key decision makers and influencers during their site visits.	60,000
Image Building	To enhance the visibility and profile and build the image of T&T, both locally and abroad as an attractive and distinctive location for tourism investment.	440,000
Investment Facilitation	To administer TDC's responsibilities under the Tourism Development Act (TDA) and facilitate the institution of a conducive, responsive and effective legal and institutional framework for tourism investment.	100,000
Developmental	To determine the available sites and the best use concepts for hotel development in Trinidad and Tobago including signature projects. To develop strategies and action plans for attracting investment in the tourism industry by acquiring valuable industry and market intelligence.	139,000
Institutional Strengthening	To enhance the capacity of staff to effectively execute the Department's mandate.	100,000
Room Upgrade Project	To provide an incentive for the upgrade of the hotel and guesthouse room stock of Trinidad & Tobago to a first-class level; that is, to meet or exceed the Trinidad and Tobago Standard Requirements for Tourist Accommodation.	3,900,000
Total		5,800,000

10.1.3 Accomplishments

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

(1) LEAD GENERATION/INVESTOR TARGETING/ DIRECT MARKETING

Investment Trade Shows for fiscal 2011

Table 10.2 shows the Investment Trade Shows attended with leads generated, prospects covered, and estimated booth traffic for the period under review.

Table 10.2 - Investment trade shows for fiscal 2011

CONFERENCE/ BENEFITS	Booth Traffic (est.)	Leads Generated	Prospects
International			
Caribbean Hotel and Tourism Investment Conference 2011	125	40	8
Local			
Trade and Investment Convention (TTMA)	400	40	10
UTC Investment Conference	600	20	2

Travel and consumer trade shows for fiscal 2011

CONFERENCE/ BENEFITS	Booth Traffic (est.)	Leads Generated	Prospects
South Asian Travel and Tourism Exposition 2011	1200	200 - 300	14

(2) PROMOTIONAL MATERIALS

Distributions

During the period under review, two (2) distributions of collateral/promotional materials were sent to Trinidad & Tobago Diplomatic Missions worldwide as follows:

- Nigeria
- Costa Rica
- Brazil
- Switzerland
- Jamaica
- Cuba
- India
- Canada, Ottawa
- Canada, Toronto
- Belgium

- Caracas
- United Kingdom
- South Africa
- Uganda
- U.S.A New York
- U.S.A Washington
- U.S.A Miami

Trinidad and Tobago Tourism Investment Video

A ten-minute Trinidad and Tobago Tourism Investment Video was produced with additional versions created specifically for the following markets:

- China (Mandarin)
- India

(3) IMAGE BUILDING

Print Advertising - Publications:

i) *Business Trinidad and Tobago*

- Circulation – 25,000
- Readership: 100,000 which includes general managers, government ministers, financial investors, multinational and foreign investors

ii) *Trinidad and Tobago Business Guide*

- Circulation – 25,000
- Readership: 100,000 which includes general managers, government ministers, financial investors, multinational and foreign investors.

iii) *Latin Finance:*

- Circulation: 30,774 per issue;
- Readership: 123,096 which include investment/fund management companies, investment corporations, investment banking institutions, commercial banking institutions, and government agencies.

iv) *Contact Magazine:*

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

v) *First Magazine:*

- Circulation – 25,126 per issue;
- Readership: 137,000 which includes foreign affairs ministries, government agencies, CEO, CFO, government officials and ministers, major private corporations, institutional agencies, financial institutions.

Table 10.3 - Approved tourism projects fiscal 2011

TOURISM ACTIVITY	NO. OF PROJECTS	PROPOSED INVESTMENT (TT\$)	PROPOSED EMPLOYMENT (ADDITIONAL)	PROPOSED EMPLOYMENT (RETAINED)	NO. OF ROOMS
Accommodation:					
New Hotel Rooms	4	49,795,000.00	177	0	63
Refurbishments	1	2,600,000.00	10	29	38
Tourism Transport Services	34	5,445,457.47	0	34	N/A
Boats	1	2,700,000.00	8	0	N/A
Ancillary Services	3	4,822,382.58	37	74	N/A
Film Production	1	22,500,000.00	278	0	N/A
TOTAL	44	87,862,840.05	510	137	101

(4) INVESTMENT FACILITATION

- **Monitoring of Tourism Investment Projects - Trinidad**

As part of the TDC's on-going monitoring function, visits were made to several new and existing projects which receive investment incentives under the Tourism Development Act (TDA). They provided the opportunity to address outstanding matters regarding access to incentives under the TDA, as well as to obtaining a status of the projects, updating the project files and providing further guidance to investors. Projects visited during the period under review included:

- Open Door Holdings Limited trading as Ipanema;
- Half Moon Blue Resorts Limited;
- The Star Hotel Limited;
- Glen Tucker Trust Limited trading as Blue Waters Inn;
- Cecilia Ojoe trading as Alma Betty Guesthouse;
- Traditions Eco Centre Limited trading as Amancer Retreat & Spa;
- Michael Broomes trading as Property Managers Associates Limited;
- Eteck on behalf of Vanguard Hotel Limited;
- Chag Management Company Limited trading as Chaquacabana Beach Resort;
- The Chancellor Hotel;
- Chancellor Enterprises Limited on behalf of Coblenz Inn
- TMV Limited trading as Holiday Inn Express Hotel and Suites;
- Cascadia Hotel Limited;
- Monique's Guest House;

- Allied Hotels Limited trading as Crowne Plaza, Trinidad (Holiday Inn);
- Multicinemas Trinidad Limited;
- Trinidad Cultural Development Company Limited;
- Zinnick Investments Limited;
- Chaguaramas Terminals Limited trading as CrewsInn Limited.

- **Attendance at Meetings re: Sub-Committee on Investment- Ministry of Trade & Industry**

The Department also represented the TDC on matters relating to investment for Trinidad and Tobago. The Department assisted in the review and formulation of policy decisions and negotiating positions with respect to proposed texts for the following:-

- CARICOM/Canada Negotiations;
- Analysis of Canada's proposed text as it relates to investment;
- CARICOM and EPA;
- The National Consultation on the Development of a Harmonised Industrial Policy for Caribbean Community (CARICOM);
- Report on Trade Facilitation Offices vs. Commercial Attaches;
- Questions by the Consultant from the CARICOM Secretariat - Trinidad and Tobago Measures for Implementation of the Economic Partnership Agreement between CARIFORUM and the European Union.

- **Investor Meetings**

During the period under review, the Department held a total of 89 meetings with potential investors. The details are provided in the Table below.

Table 10.4 In-house meetings with potential investors for fiscal 2011

TOURISM ACTIVITY	NO. OF MEETINGS
Accommodation	30
Tourism Transport Services	35
Boats	9
Ancillary Services	12
Film Production	3
TOTAL	89

(5) TRINIDAD AND TOBAGO HOTEL & GUESTHOUSE ROOM STOCK UPGRADE INCENTIVE PROJECT

Project Overview

The objective of the *Trinidad and Tobago Hotel and Guesthouse Room Stock Upgrade Incentive Project* is to provide an incentive for the upgrade of Trinidad and Tobago's hotel and guesthouse room stock to a first class level so as to meet or exceed the Trinidad and Tobago

Standard Requirements for Tourist Accommodation (*Part 1: Hotels and Guesthouses (TTS 22: Part 1:2006), Section 6 – Private Areas*).

The incentive is a twenty-five per cent (25%) reimbursement of the cost of works per room. There will be a dollar value ceiling applicable for a maximum reimbursement of TT\$12, 500 per room (Trinidad) and TT\$ 15,000 per room (Tobago).

The Project is being implemented by the Tourism Development Company Limited (TDC) in Trinidad and the Tobago House of Assembly (THA) in Tobago.

Project Launch and Administration

- The Project was launched on February 03, 2010 in Trinidad and May 26, 2010 in Tobago.
- A Project Implementation Unit (PIU) staffed by a Project Co-ordinator and an Inspection Officer has been established to co-ordinate and execute all project activities.

Applications

During Fiscal 2011, four (4) applications have been received for the upgrade of a total of 223 rooms. **Table 9.5** below provides the breakdown of these applications.

Table 10.5 Trinidad and tobago hotel and guesthouse room stock upgrade incentive project – 2011 applications

NO.	PROPERTY	TOTAL NO. ROOMS	STATUS OF APPLICATION
1.	Chaquacabana Resort	91	Incomplete
2.	Holiday Inn Express	82	Incomplete
3.	Maracas Bay Hotel	32	All documents submitted
4.	Pax Guest House	18	All documents submitted
	Total Number of Rooms Committed	223	

Contracts

Table 10.6 (Below) outlines the contracts already signed in fiscal 2011:

Table 10.6 Trinidad and tobago hotel and guesthouse room stock upgrade incentive project – 2011 contracts signed

NO.	PROPERTY	NO. OF ROOMS COMMITTED
1.	Coral Cove Hotel and Marina	14
2.	Maracas Bay Hotel	32
	Total Number of Rooms Committed	46

Table 10.7 outlines the potential contracts to be signed by year end 2011:

Table 10.7 Trinidad and Tobago hotel and guesthouse room stock upgrade incentive project – 2011 potential contracts

NO.	PROPERTY	NO. OF ROOMS	STATUS
1.	Crews Inn Hotel and Marina	46	Upgrade works scheduled to begin by mid November 2011
2.	Holiday Inn Express	82	Limited Upgrade works to commence and be completed by year end 2011
	Total No. of Potential Committed Rooms	128	

Reimbursements

Table 10.8 below outlines the value of the proposed upgrade works as at September 30th 2011 and the value of reimbursement:

Table 10.8 Trinidad and Tobago hotel and guesthouse room stock upgrade incentive project – 2011 reimbursements made

NO.	PROPERTY	NUMBER OF ROOMS COMMITTED	VALUE OF UPGRADE WORKS	VALUE OF REIMBURSEMENT
1.	Coral Cove Hotel and Marina	14	\$16,590.00	\$4,148.00
2.	Kapok Hotel *	94	\$9,000,000.00	\$1,175,000.00
3.	Par-Mar-La's	13	\$168,591.00	\$42,148.00
4.	Maracas Bay Hotel	32	\$1,158,681.00	\$400,000.00
5.	Sundeck Suites	13	\$116,098.00	\$29,025.00
Total		166	\$10,343,978.098	\$1,650,321.00

**Currently in the process of reimbursement*

(6) FACILITATORY ARRANGEMENTS

During the period under review, the TDC hosted a series of seminars to provide capacity building assistance to potential applicants. These included:

- **Introduction to Interior Decorating Workshop** - held on March 31st, 2011 for the target list of hotels and guesthouses. This workshop was facilitated by Designer Spaces to assist property operators in implementing creative ideas through the use of the fundamentals of design features and space planning.
- **Financial Management** – held on September 15th, 2011 for the target list of hotels and guesthouses. This workshop was facilitated by the National Entrepreneurship Development Company Limited (NEDCO) to assist participants in effective financial management especially in these challenging times by gaining an understanding of tools and techniques for successful budgeting, financial planning and costing.

(7) INDIA MISSION 2011

The 2011 Mission to India was primarily aimed at promoting tourism and investment in tourism, with specific goals to:

- Position and promote Trinidad & Tobago as the business and culture capital of the Southern Caribbean;
- Market Trinidad & Tobago's competitive advantages and its specific tourism investment opportunities to hotel and resort owners/ developers/ operators and other tourism investment decision-makers

In January 2011, the TDC in collaboration with the High Commission of Trinidad and Tobago in India, also hosted a booth at the South Asian Travel and Tourism Exposition (SATTE) in New Delhi, India.

The booth saw participant traffic of approximately 1000-1200 persons. Over 50 meetings were held with representatives of

the travel and tourism industry with interest in promoting destination Trinidad and Tobago; acting as the destination's representative in the Indian market; and exploring opportunities for investing in the country's tourism industry. Trinidad and Tobago also enjoyed notable coverage in the principal SATTE publications.

Additional value was gained from participation as a sharp understanding of the Indian market was gained from the extensive industry interactions. These insights, which have been incorporated into recommendations, now constitute the

beginning of a roadmap for sustained and successful entry into the Indian market. They include profile information of the target Indian segments; air connectivity needs; packaging preferences, and destination awareness and travel trade requirements.

Meetings and Contacts Established

During the Mission, the delegation established over 300 industry stakeholder contacts, and three (3) Tourism Business Forums were held with a combined attendance of over 270 persons. Table 9.9 (below) provides a breakdown of the meetings held.

Table 10.9 – Meetings held during india mission 2011

CITIES	PARTNERS	MEETINGS
<ul style="list-style-type: none"> • Mumbai • New Delhi • Bangalore 	<ul style="list-style-type: none"> • Confederation of Indian Industry (CII) • The Associated Chambers of Commerce and Industry of India (ASSOCHAM) • The Travel Agents Association of India (TAAI) • The India Association of Tour Operators (IATO) and the Federation of India Export Organizations (FIEO) 	<ul style="list-style-type: none"> • Four (4) High Profile meetings with: <ul style="list-style-type: none"> - Minister of Tourism for Maharashtra in Mumbai - Chief Minister of Gujarat in Ahmedabad - Minister of State in the Ministry of Tourism in New Delhi - Chief Minister and Minister of Tourism of Karnataka in Bangalore

10.2 Product Development Division

10.2.1 Roles

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

The TDC's role in product development is primarily one of working with related agencies on the coordination, prioritization, monitoring, planning and execution of their initiatives. This is done in concert with stakeholders and related organizations to prioritize tourism activities, and the TDC acts as a catalyst for change and improving standards in the industry.

In 2011 the **Division** was restructured to ensure a more focused execution of the TDC mandate which falls under its purview. Previously, the Division comprised two specialist units, Quality Control & Standards and Sites and Attractions. The newly formulated Product Development Division includes these two units and has been expanded to include the Convention Bureau, Niche Markets and Sport Tourism.

The **Quality Control & Standards Unit** aims to achieve the sustainability of the tourism product through building

stakeholder capacity and developing industry-wide standards for tourism infrastructure, amenities and services. The Quality Control Unit also collaborates with the:

- Marketing Department on the promotion of Trinidad and Tobago Tourism Industry Certification (TTTIC) branding and other collateral;
- Corporate Communications Department on the promotion of industry training, certification programmes and public awareness;
- Investment Facilitation and Promotion Department on the provision of incentives and tax breaks;
- Planning, Research and Evaluation Department for the collection and analysis of critical visitor data, needs analysis of the sector and to stay abreast of regional and global industry trends.

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

The role of the **Convention Bureau** is to:

- Position Trinidad and Tobago as the preferred business tourism destination and Port of Spain as the Meetings and Conference capital in the Southern Caribbean. The Convention Bureau does this through the promotion of its unique twin island advantages and the creation of a sustainable meetings and convention industry;
- Secure an increased share of the local, regional and international MICE market through effective and targeted marketing;

The **Convention Bureau** fulfils its role through the implementation of the following strategies:-

- Increase the domestic, regional and international awareness of Trinidad and Tobago as a meetings and conference destination;
- Increase partnerships to provide support and collaborate with stakeholders in the industry to develop the business tourism product in Trinidad and Tobago;
- Create a globally competitive business tourism destination;
- Enhance the customer experience and diversity of activities on the conference agenda;
- Increase the contribution of business tourism to GDP by increasing the numbers of conferences in Trinidad and Tobago, conference attendance and length of stay in Trinidad and Tobago.

The Niche Marketing Department has identified the following niches for development and marketing:

Cruise: This is a market which has seen both Trinidad and Tobago receiving decreasing numbers in terms of visitor arrivals. On the global front, the large cruise lines are directing their attention to more lucrative areas e.g. Europe and Asia although the Caribbean is still the most popular region.

In an effort to lure the Cruise Lines back to the destination, Trinidad has embarked on a number of initiatives. A dedicated Cruise Market Specialist has been appointed who has been charged with the responsibility of resuscitating the industry by making sales calls to Cruise Executives, attending cruise conferences and events and representing the Company at other cruise related activities. Trinidad has also invested in Platinum Membership at Florida-Caribbean Cruise Association (FCCA) which gives additional access to the resources of the Association.

A Cruise/Ferry-Airline Hopping Initiative is being developed involving seven (7) territories within the Southern Caribbean Region which may add a new dimension to the concept of cruise tourism in the region. The countries in question are Aruba, Bonaire, Grenada, Colombia, Curacao, Trinidad & Tobago and Venezuela.

Eco/Adventure: This is an industry in which Trinidad has tremendous potential. Some aspects of the product are doing fairly well e.g. dive and bird watching, while others are in need of development e.g. toilet facilities, visitor centres, nature/biking trails, etc. New products need to be developed e.g. forest canopy structures and existing sites refurbished/rejuvenated. Trinidad can

also attempt to host the Adventure Travel World Summit, the premier event for serious adventure travellers.

Internationally recognised standards, quality, and environmental certifications are also being sought by pursuing the coveted Green Globe and Blue Flag initiatives. The award of such prestigious certifications will certainly help to raise the destination's profile and competitiveness, and to show that Trinidad and Tobago is raising the bar in terms of its eco/adventure tourism offering.

Culture/Heritage This market segment is one which is in need of development. Its reach is all encompassing including historical sites, buildings, festivals, art, music and cuisine. This year, Trinidad and Tobago has been certified as a Heritage Site by the Travel Professionals of Colour (TPOC), a US based organisation. Packages will have to be designed to incorporate some if not all aspects of the product offering dependent on the requirements of the visitor. Accreditation as a UNESCO World Heritage Site is a reachable goal that can enhance the profile and marketability of the destination.

Health/Wellness: This is a segment for which statistics are not readily available. Our Caribbean neighbours utilise our medical services as they provide a cheaper option than going further afield. Two companies from India which are involved in ayurvedic services have been exploring the possibility of establishing a facility in Trinidad and these discussions will continue. In addition, indications suggest that Trinidad may have a competitive advantage in respect of cardiac care. These are the two avenues to be explored.

Community Tourism: This market segment is critical to the success of both the eco/adventure and the culture/heritage offering. Involvement of the community will not only encourage and enhance the concept of national pride, but will also provide opportunities for sustainable employment.

This process of engagement and partnership is already in existence in areas such as Lopinot, Brasso Seco and Grande Riviere. This collaboration with Non-Governmental Organisations (NGO's), Community-Based Organisations (CBO's) and Tourism Action Groups (TAG's) will continue in new areas identified by the communities themselves.

Largely based on eco/adventure and culture/heritage, training will be provided for tour guides and other service providers, signage will be mounted at the identified areas of interest and assistance will be given in the setting up of Visitor Centres. Close collaboration with the respective Regional Corporations to determine infrastructural needs, the terms and conditions for the use of State Lands, etc.

The **Sport Tourism Department's** primary purpose is to raise the national, regional and international profile and image of sport tourism in Trinidad and Tobago. The Department does this through support and facilitation of hosting local/international sport related events. The Department has developed the following work plan to achieve its objectives:

- Position Trinidad and Tobago as a desirable and capable host of major sporting events;
- Generate additional tourist's visits through the support of international sporting events;
- Support economic development & legacy creation through partnering for upgrade and maintenance of national sport facilities;
- Engage and sensitise residents through volunteerism;
- Support sport development and participation at all levels in Trinidad and Tobago.

10.2.2 Work Plan

The *Quality Control and Standards Unit* is engaged in the following activities:

- Advisory and facilitation services for tourism operators via the Trinidad and Tobago Tourism Industry Certification (TTTIC) programme;
- The hosting of meetings and seminars geared towards enhancing visitor safety, security and the overall visitor experience such as : Tourism Oriented Policing and Protection Services (TOPPS) and cruise meetings;
- Training and development programmes under the Small Tourism Enterprises Project (STEP); and
- Customer Service Quality delivery workshops via the Service. Training. Attitude. Respect (STAR) programme
- Environmental and sustainable certification programmes such as Blue Flag and Green Globe/Earthcheck.

Table 10.10 -- Workplan for quality control standards unit 2011

PROJECT DESCRIPTION	ESTIMATED COST (TT\$)
Small Tourism Enterprises Project (STEP) <ul style="list-style-type: none"> • Training Workshops and Capacity Building Programmes • Development of the STEP Resource Centre • Business Advisory Services • Tourism Oriented Policing and Protection Services (TOPPS) 	300,000
Trinidad and Tobago Tourism Industry Certification (TTTIC) <ul style="list-style-type: none"> • Awareness and Promotion • TTTIC Administration • Audit Fees 	500,000
Environmental Conservation <ul style="list-style-type: none"> • Blue Flag project • Green Globe 21 project 	200,000
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 	50,000
Safety and Security <ul style="list-style-type: none"> • Development of safety brochures • OSHA workshop for hoteliers • Stakeholders meetings 	50,000
Sector Support <ul style="list-style-type: none"> • Support for local tourism associations and institutions 	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 	300,000
TOTAL	1,500,000

The *Sites and Attractions Unit* focuses on improving the visitor experience through the provision of enhanced physical infrastructure as well as the improved health, safety and sanitation of the tourism sites under its purview. The major activities in the Unit's Workplan include:

- Tourism Action Programmes, including facility upgrades and maintenance for tourism sites, such as Maracas, Las Cuevas, Manzanilla and Vessigny Beach facilities, La Brea Pitch Lake Visitor Centre, and other designated sites;
- Improving existing staff and visitor accommodation at specified TDC-managed sites by spearheading Health, Safety and Environmental initiatives
- Spearheading sustainable community tourism initiatives at identified tourism sites;
- The annual Regulated Camping Initiative;
- Continued construction works at the Emperor Valley Zoo with a view to improving the overall appeal of the site to international standard;
- Continued collaboration with all stakeholders and the design/ build contractor to ensure all the design drawings regarding the Maracas Redesign and Restoration project are ready for construction.

Table 10.11 - Work Plan for the Sites and Attractions Unit 2011

PROJECT	OUTPUTS/ DELIVERABLES	ESTIMATED COST
Maracas Beach	Refurbishment of Vendor huts	550,000
	New power generation system	
	Minor resurfacing of car park	
Las Cuevas Beach	Refurbishment of Life Guard building	833,000
	Rehabilitation of Sewage treatment Plant	
	New power generation system	
Manzanilla Beach	Refurbishment of Life Guard building	783,000
	New power generation system	
	Site office for security personnel	
	Rehabilitation of Sewage treatment Plant	
Vessigny Beach	Upgrade of Site office for TDC staff	434,000
	New power generation system	
	Rehabilitation of Sewage treatment Plant	
La Brea Pitch Lake Visitor Centre	Construction of shaded seating area for visitors	400,000
	Improved Drainage of compound	
		3,000,000
Toco Lighthouse	Refurbishment of Lighthouse tower	450,000
	Guard Booth with flood lights	
	Boundary Safety Barrier	
Moruga Signage	Installation of new signage	25,000
	Installation of new signage & seating	25,000
Maracas Waterfall & Lopinot caves		500,000

The *Convention Bureau's* work plan focuses on the following:

- Develop an effective and competitive marketing, advertising and PR programme that will provide high visibility to a targeted audience through multiple platforms designed to support and enhance the branding of the Convention Bureau and deliver the message of Trinidad and Tobago as the destination of choice for meetings and conferences.
- Provide a forum for continuous networking and dialogue among key stakeholders and prospects.
- Actively seek out and research current trends, markets, competitors, customers, suppliers and others relevant to the industry.
- Raise the standard of quality service and product.

Table 10.12 Convention Bureau 2011 Work Plan

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATE COST (TT\$)
Lead Generation / Trade Shows / Overseas Representation	Promote and market Trinidad and Tobago as a destination for meetings and conferences – attendance at Trade Shows, Road Shows, Conferences, Business Exchange Programmes etc.	799,842
Branding and advertising/ Direct marketing/ PR/ Collateral/CD Rom	Brand Convention Bureau through promotions and aggressive advertising – development of promotional packages, advertising campaigns, collateral material, Video promotion, print ads etc.	776,433
Inward Mission	Conduct study tours and site inspections for meeting planners, media and corporate decision makers to encourage them to host meetings and conferences in Trinidad and Tobago.	97,853
Industry Partnerships	Gain support and work alongside stakeholders on projects and missions that fulfil CB's mandate to position Port of Spain as the meetings capital of the Southern Caribbean.	
Support	Provide support to local and international conferences, increase level of attendance and enhance the visitor experience. Increase awareness of the CB and the services provided.	382,189
Total		2,056,317

10.2.3 Accomplishments

(1) SERVICE.TRAINING.ATTITUDE.RESPECT (STAR)

Formerly referred to as the National Tourism Quality Service Improvement Programme (NTQSIP)

The STAR programme was officially launched on 27 October 2010. STAR is a Cabinet-approved three (3) year initiative designed to bring about and foster a cultural shift in service delivery in Trinidad & Tobago. The programme adopts a comprehensive and integrated training approach to building a sustainable service culture in the local hospitality sector. The STAR programme addresses critical service quality delivery requirements, which are embedded in their suite of workshops: Leading the Promises, Foundations and Promises.

Phases of the programme

Phase I – Conduct Service Diagnosis

Phase II – Facilitate Policy Development

Phase III – Advise on Public Relations

Phase IV – Develop Manuals and Operating Procedures

Phase V – Train and Develop Target Groups

Phase VI – Monitor, Measure and Evaluate programme

Phase VII – Implement and Ensure Continuation and sustainability of the STAR programme

Phase I was conducted by the consultants - the Freeman Group of Companies (FG) between August and September 2010. This phase comprised three major components; Promises Quality Inspections, Service Standards Quality Inspections and the Visitor Satisfaction Surveys.

- **The Promises Inspections** were designed to assess the delivery of basic customer service as measured against an agreed list of standards. These standards were based on internationally recognized behaviours that are essential to the delivery of quality customer service.

- **The Service Standards Inspections** were designed to assess the delivery of technical service within the lodging sector of Trinidad and Tobago, and provided a tool for identifying areas of need and excellence. This measurement system evaluated the range of the lodging industry properties as selected by the TDC and THA prior to inspection in areas including hotel operations, food and beverage, housekeeping and leisure.
- **The Visitor Satisfaction Surveys** provided timely, accurate and actionable data for TDC and THA. The survey was created by Freeman Group based on the informational needs of both the TDC and THA.

Phases II and III were conducted during the period August–October 2010. A six (6) month Public Education campaign followed the launch of the STAR programme. This included a short video presentation, advertisements in the daily press and a brochure.

Phase IV continued the work that was initiated in Phase I. Manuals and Standard Operating Procedures were designed based on the feedback obtained from the diagnostic phase, meetings and focus group sessions that were held with the subject matter experts in each stakeholder target group. This was completed in January 2011.

Phase V of the programme commenced in mid-November 2010. The visitor satisfaction data confirmed the decision to begin the training initiative at the airports (Trinidad and Tobago), as this was a consistently low scoring area on both islands. Immigration Division, Airport Security, American Airlines staff, Servisair, Duty Free concessionaires, Food vendors, Car Rental companies and Airports Authority staff. Training in this locale is on-going.

In 2011 new target groups were included such as retailers (based at the airport), tour guides, tour operators, accommodation providers, training institutions, restaurateurs (based at the airport), tourist taxi associations, and the Port Authority of Trinidad and Tobago (Tobago). It should be noted that three (3) TDC staff members – Training and Development Specialists (TDS) are conducting the training workshops in Trinidad and Tobago. The TDS were certified to conduct the training workshops by the Freeman Group of Companies.

Phase VI of the programme is on-going. The Research and Planning unit of the TDC and the Freeman Group of companies are collecting and analysing the data through surveys. Another round of mystery shopping will be conducted in the next fiscal and compared with the data collected and analysed during the diagnostic phase to track progress, update training materials if required and provide data for comparison with other regional destinations.

Phase VII of the programme is on-going. The TDS have prepared training calendars along with the Freeman Group of Companies, clearly identifying the various target stakeholder groups and the period in which training will be meted out to these participants. The TDS also meet with the HR managers, training specialists and other key members of the target group organizations to ensure that

there is commitment to the programme. Even though the Freeman Group was contracted for three years, the expertise and experience to conduct the training workshops now reside with the TDS.

Outreach to Academia

It was suggested that one intervention that could lead to sustainability of the programme would be the inclusion of academia in the training and development workshops. To this end, the following actions have been taken:-

- One UWI lecturer was trained in delivering the Promises workshop;
- Training conducted for trainers/lecturers, and front line staff of the Tobago Hospitality and Tourism Institute (THTI) and the final year students of the THTI;
- Training conducted for final year students of the TTHTI.
- Two thousand and fifty (2,050) persons across more than fifty (50) organizations in both Trinidad and Tobago have been trained to date.

The following program elements will be executed during the next fiscal year:- is proposed:

- STAR Roll-out into the Food & Beverage Sector (Trinidad) – November 2011- March 2012. Estimated 20 properties trained;
- STAR Roll-out into the Accommodation Sector (Tobago) – November 2011- March 2012. Estimated 10 properties trained;
- STAR Roll-out to Customs, Trinidad and Tobago Police Service, Taxi Associations and Retail Trade – Jan 2012;
- Another round of mystery shopping will be conducted to gauge the impact of the STAR programme – Approximately 80 properties would be involved in this exercise – Jan 2012;
- Visitor satisfaction surveys (fortnightly) will continue to be conducted and results fed back to the Training and Development Specialists for their action.

(2) SMALL TOURISM ENTERPRISES PROJECT (STEP)

The STEP offers a comprehensive approach to fostering high performance and profitability for small enterprises in Trinidad and Tobago. The Skills sets of small tourism operators are improved primarily through training workshops and capacity building programmes such as Records Management and Customer Relationship Management. Tailored to meet industry needs, STEP specifically targets associations such as: Small Tourism Accommodation Owners of Trinidad & Tobago (STAOTT), Trinidad & Tobago Incoming Tour Operators Association (TTITOA), Trinidad & Tobago Tour Guiding Association (TTTGA) and Trinidad & Tobago Tourist Transport Services Association (TTTTSA). All training workshops conducted in Trinidad are mirrored in Tobago to achieve simultaneous growth on both islands.

For the last fiscal year, STEP was mandated to train five hundred (500) tourism stakeholders but exceeded its target by training seven hundred and forty one (741) tourism stakeholders. In

summation, persons benefitting from the STEP programme include three hundred and twelve (312) persons in Trinidad and four hundred and twenty nine (429) persons in Tobago. A total of thirty (30) programmes were conducted. See Table 9.13 below:

Table 10.13 - STEP: Training and Development Programmes – Fiscal 2010 -2011

WORKSHOP DATES	LOCATION	NAME OF WORKSHOP	NO. OF PARTICIPANTS
11 th – 13 th Oct. 2010	Trinidad	Tourism Oriented Policing & Protection Service (TOPPS) –Police, Immigration & Customs Officers	82
14 th – 16 th Oct. 2010	Tobago	Tourism Oriented Policing & Protection Service (TOPPS) –Police, Immigration & Customs Officers	78
22 nd Nov. 2010	Trinidad	First Aid / CPR Training Workshop – St. Christopher Taxi Society	15
19 th – 21 st Jan. 2011	Trinidad	Association Management Workshop - STAOTT	12
26 th Jan. 2011	Tobago	Defensive Driving Workshop – TTTIC Taxi Driver Applicants	20
28 th Jan. 2011	Tobago	First Aid / CPR Training Workshop - Tourism Stakeholders	23
4 th Feb. 2011	Tobago	Defensive Driving for TTTIC applicants	24
10 th Feb. 2011	Trinidad	First Aid / CPR Training – TTTIC Applicants	21
11 th Feb. 2011	Tobago	First Aid / CPR Training – TTTIC Applicants	25
14 th – 17 th Feb. 2011	Tobago	Customer Relationship Management – Tourism Stakeholders	35
21 st – 24 th Feb. 2011	Trinidad	Customer Relationship Management – Tourism Stakeholders	37
1 st Mar. 2011	Tobago	Defensive Driving Training - Tourism Stakeholders	26
2 nd Mar. 2011	Tobago	First Aid / CPR Training - Tourism stakeholders	25
23 rd Mar. 2011	Trinidad	Computer Literacy Course - Tourism Stakeholders	13
29 th Mar. 2011	Tobago	First Aid / CPR Training – Tourism Stakeholders	24
7 th May 2011	Trinidad	First Aid / CPR Training – Tour Guides in Blanchisseuse	16
16 th May 2011	Tobago	First Aid / CPR Training - Tourism Stakeholders	21
May - Jun. 2011	Trinidad	Heritage Tourism Training – Trinidad and Tobago Tour Guides Association members	15
6 th – 9 th Jun. 2011	Tobago	Social Media & Niche Marketing Workshop –Tourism Stakeholders	26
10 th Jun. 2011	Trinidad	First Aid / CPR Training – TTTIC Applicants	21
17 th Jun. 2011	Trinidad	Defensive Driving Training – TTTIC Applicants	14
15 th Jul. 2011	Trinidad	First Aid / CPR Training – TTTIC Applicants	14
21 st & 22 nd Jul. 2011	Trinidad	Interior Decorating Workshop - STAOTT and small hotel owners	11
21 st – 23 rd Jul. 2011	Tobago	Wilderness / First Aid Training – Tour Guides	25
25 th Jul. 2011	Tobago	First Aid / CPR Training – TTTIC Applicants	14
26 th Jul. 2011	Tobago	Defensive Driving Training – TTTIC Applicants	25
3 rd Aug. 2011	Tobago	Computer Literacy – Tourism Stakeholders	18
13 th – 15 th Sep. 2011	Trinidad	Social Media & Niche Marketing – TTTTOA, STAOTT, TTTGA members	21
27 th – 28 th Sep. 2011	Tobago	Interior Decorating – B&B and small hotel owners	20
27 th Sep. 2011	Trinidad	First Aid / CPR Training – TTTIC Applicants	20

NEXT STEPS

Table 10.14 (below) details the proposed STEP programs for the next fiscal year.

Table 10.14 STEP: Training and Development programmes for 2012

WORKSHOP	PROPOSED DATES	TARGET GROUP	ESTIMATED PARTICIPANTS
Records Management	October - December 2011 (Trinidad) Completed in Tobago	Tourism Stakeholders	20
Food Safety	January 2012	STAOTT	15
Customer Relationship Management	February 2012 - 2 days each (Trinidad / Tobago)	Tourism Stakeholders	50
Imaging and Grooming	March 2012 - 2-3 days each (Trinidad / Tobago)	Front Office personnel	50
Negotiation Skills	April 2012 - 2 days each (Trinidad / Tobago)	Tourism Stakeholders	50
Conflict Management	May 2012 (2 days Trinidad) June 2012 (2 days Tobago)	Tourism Stakeholders	50
Introduction to Going Green	July 2012 (2 days Trinidad) August 2012 (2 days Tobago)	B&Bs and Small hotels	50
Housekeeping	September 2012 - 5 days each (Trinidad / Tobago)	B&Bs, small hotels and guesthouses	50
Wilderness Skills	September 2012 - 3 days each (Trinidad)	Tour Operators and Tour Guides	25

(3) TRINIDAD AND TOBAGO TOURISM INDUSTRY CERTIFICATION PROGRAMME (TTTIC)

TTTIC is a comprehensive regulatory framework which establishes guidelines for the development of quality management systems for tourism operators. It encourages operators to adopt national standards which are founded on international criteria and best practices. During fiscal 2011, efforts were concentrated on engaging tourism stakeholders to participate in the programme whether through their respective associations or an individual basis. Additionally, consultations were administered throughout the year to assist operators in meeting the requirements of the Standards.

Currently, the programme provides national standards for Tour Guides, Tour Operators, Short Term Motor Vehicle Rental Operations, Bed and Breakfast/ Self-catering facilities properties and Hotels and Guesthouses.

In order to engage and inform association members of the TTTIC programme, presentations were made to over one hundred and fifty (150) tourism operators in both Trinidad and Tobago. Facilitation meetings were held with the executive members of the Trinidad and Tobago Tour Guide Association (TTGA), Trinidad and Tobago Incoming Tour Operators Association (TTITOA), five (5) Tourism Taxi Associations, Trinidad Hotels, Restaurants and Tourism Association (THRTA) and the Association of Tobago Dive Operators (ATDO). Twenty (20) advisory site visits were conducted in Tobago with accommodation properties, tour operators and short term motor vehicle rental operations.

Twenty-three (23) site visits were conducted in Trinidad targeting accommodation, tourist taxi operators and tour operators.

A TTTIC Working Committee representing members from Transport Division-Licensing Office, Town and Country Planning Division, Fire and Administrative Services, Trinidad and Tobago Police Services, Ministry of Health -Public Health, Association of Trinidad and Tobago Insurance Companies (ATTIC) and the Judiciary of the Republic of Trinidad and Tobago was established on both islands. This Committee was set up to deal with challenges faced by operators in meeting the TTTIC requirements. Two focus group sessions were also held on each island to obtain feedback from certified operators about the programme, challenges they faced and their recommendations in order to improve the process.

All Media Projects Limited was contracted to develop marketing and promotional items for TTTIC. This included the development and re-design of artwork for press advertisements, international and local brochures and the tourism operator's certification badges.

There was a 174% increase in TTTIC applicants from 103 in 2010 to 283 in 2011. There was also a 123% increase in the number of certified operators 71 to 158. Significant milestones included the first group of certified tourism taxi drivers in Trinidad and Tobago, the first certified tourism taxi operator and two (2) newly certified tour operators.

At the end of the fiscal 2011, five (5) tour guides, forty-four (44) tourism taxi drivers, one (1) tourism taxi operator, two (2) tour

operators and forty-seven (47) accommodation properties were TTTIC certified in Trinidad. In Tobago, thirty-six (36) tourism taxi drivers and twenty-four (24) accommodation properties were TTTIC certified.

NEXT STEPS - 2012

- Revision of the Hotels and Guesthouses standard
- Revision and implementation of the Dive Standard and inclusion under the TTTIC programme
- Development of Sites and Attractions Standard
- Increased advisory site visits
- Revision and renewal of the MOU with the TTBS

(4) SAFETY AND SECURITY

Two cruise meetings were held with various stakeholders in the cruise ship sector to discuss issues and concerns that arose during the previous cruise season and how these would be addressed moving forward.

Two (2) Tourism Oriented Policing and Protections Services (TOPPS) workshops were conducted; one (1) in Trinidad and one (1) in Tobago. One hundred and sixty persons comprising representatives from Trinidad and Tobago Police Service, Custom & Excise, Immigrations Division, Port Authority of Trinidad and Tobago, Airport Authority of Trinidad and Tobago (AATT) Security, Hotel Security and Tourism Agencies (TTITOA, STAOTT, THRTA, THTA) were participants at these workshops.

NEXT STEPS - 2012

- Hosting of cruise stakeholder meetings – October 2011
- Revision of Visitors Safety Tip brochure – December 2011
- Conduct of tourism lectures to new recruits of the T&T Police Service – March 2012
- Attending international and regional conferences and workshops relating to safety and security in the Tourism Industry – Aruba May 2012 and Las Vegas June 2012.

(5) ENVIRONMENTAL/SUSTAINABLE PROGRAMME - BLUE FLAG

The Blue Flag National Committee, which is a multi-stakeholder committee comprised of organizations relevant to the management of beaches was formed in April 2011. This Committee is charged with the responsibility of overseeing the implementation of the Blue Flag programme in Trinidad and Tobago. The Committee will meet quarterly for the duration of the implementation of the programme.

Guided by the requirements outlined by the Foundation for Environmental Education (FEE), the governing body of Blue Flag, several major activities were undertaken which have brought the pilot beaches closer to compliance. The following sites were prioritized as pilot beaches:

- Las Cuevas Beach Facility
- Store Bay Beach Facility

The TDC has collaborated with the THA's Department of Tourism and Transportation as well as the Department of Natural Resources and the Environment in the implementation of the programme to date.

In January 2011, the annual mentor visit took place with the President and the Director of the Foundation for Environmental Education (FEE) conducting an advisory visit to Trinidad and Tobago. As part of the Mentor Visit, awareness sessions were conducted for stakeholders in both Trinidad and in Tobago.

Additionally, site visits were conducted at the Maracas and Las Cuevas Beaches for the Committee to evaluate the current state of the sites. Similar site visits were conducted at Store Bay and Pigeon Point. A report was then submitted to the TDC outlining areas of weaknesses and strengths.

The Trinidad and Tobago Bureau of Standards (TTBS) commenced water quality testing in June 2011. Sampling is being done every fortnight over a 12 month period at both Maracas and Las Cuevas beaches. TDC must continue water quality testing for as long as the sites are to be a certified Blue Flag beach.

NEXT STEPS – 2012

- **National Blue Flag Committee - Ongoing**
The National Committee will continue to work with the TDC until the completion of the implementation at all beach sites, and will effectively remain in existence as other beach sites come on stream.
- **Water Quality Monitoring Programme - Ongoing**
Weekly testing of Pilot Beach sites based on European Union water quality testing criteria will continue to be conducted at the sites.
- **Formation of Blue Flag Trinidad and Tobago – December 2011**
An NGO comprising of various NGOs and government agencies with the appropriate knowledge, skills and capabilities will be formed and charged with the implementation of the programme.
- **National Operator Meetings – November 2011**
The designated National Operator and an alternate are invited to attend the National Operator Meetings annually. This is part sponsored by the hosting nation, and is a membership requirement for all countries implementing the Blue Flag. Attendees vote on new requirements for the programme and help develop tools to assist in implementation. Additionally, workshops are arranged for new countries implementing the Blue Flag programme.

(6) GREEN GLOBE/EARTHCHECK

The Pilot Project initiated in the previous fiscal year (November 2010) entitled "*The implementation of an Integrated Management System for Green Globe 21 and Hazard Analysis Critical Control Point (HACCP) Certification*" continued in April 2011 with the inclusion of a monitoring and evaluation component.

This component ensured that all properties remained committed to

data collection en route to certification. A proposal was submitted to the Centre for Development of Enterprise (CDE) in Brussels for the grant of additional funding to facilitate the extension of this project. A local consultant, JARIC Environmental Health and Safety Services Limited was contracted for this project. Six (6) of the seven (7) small and medium independent hotels which participated in the project have successfully completed the pilot project and are ready to be assessed by Earthcheck.

NEXT STEPS - 2012

Based on the successful completion of the pilot project, it is anticipated that the six (6) properties can achieve certification by December 2011. This will depend upon the satisfactory outcome of an independent assessment by an external auditor.

(7) SITES AND ATTRACTIONS UNIT

Maracas Beach Facility

At the Maracas Beach Facility, focus in 2011 was given to the rehabilitation of the amenities provided to the vendors, staff and the visiting public. Upgrade and maintenance works were executed on all existing vendor huts and included electrical, plumbing, masonry and carpentry works to ensure the huts were compatible with Public Health and Food Safety Standards. Additionally the repair and replacement of all doors, windows & lattice work was executed to increase usability and functionality of the huts.

Before any major resurfacing works can be executed in the car park, improvements to the southern embankment needed to have been carried out in order to properly address the issue of river run-off behind the car park facility. This project entailed the

installation of two (2) sumps and two (2) submersible pumps.

To become certified by the national Fire Prevention Services Division, and maintain a continuous electrical supply at the Maracas Beach sewage treatment plant, the work package for the provision and installation of a new power generation system was completed in January 2011. Bids were received from eight (8) companies; all of which were evaluated. Due to the final cost of the recommended bid that exceeded the TDC financial tender limit, this work package was delayed to fiscal 2012 and alternative works were pursued. These works included the following:

- Upgrade of the car park lighting and the installation of three (3) corrosion resistant 20 ft light posts with single 'dusk to dawn' floodlights
- Upgrade of the public washrooms inclusive of the construction of foot baths, replacement of bathroom stall doors in the western washroom, the rehabilitation of the western water tank fencing and minor repairs to the mobile site office
- Construction of a 260 ft long capped curb wall and restoration of the southern embankment and surroundings at the southern car park.

To augment security at the facility and to ensure continuous and accurate supervision within the bathrooms and car park booths, four new wireless infra-red cameras were installed. The mobile site office was also outfitted with state of the art monitoring equipment for the cameras and the facilitation of off-site recording of all video captured on site. Other safety initiatives at the site involved the complete rehabilitation and installation of a new fire safety and prevention system, which was completed in June 2011.

The following shows a breakdown of the expenditure during the period under review.

Maracas - Allocated Funding: \$550,000

OBJECTIVES	VALUE	DESCRIPTION
Public Bathrooms Rehabilitation Works	\$73,800.00	Works included the repair and replacement of all defective plumbing fixtures in all three (3) public washrooms. The construction of a 4'x 4' foot bath at each of the three (3) public washrooms. The changing of all stall doors on eastern washrooms to aluminum type. Rebuild fence for western water tanks. The rebuilding of the shower drains of the Car park and western washrooms.
Vendor Hut Repairs – Latticework, windows & doors	\$147,000.00	The replacement of all windows with single 5/8" marine plywood sheets per window section. The replacement of all latticework using 2x4 lumber as angular vents. The repair of all defective doors, and other hardware.
Vendor Hut Repairs – Electrical & Plumbing	\$185,400.00	The repair of electrical connections and fixtures. The installation and repair of dusk to dawn lights and two (2) light posts. The repair of all plumbing, fixtures and related fittings. The repair of all other defective members and sections. The improvement of drainage around huts.
Minor resurfacing of the car park	\$248,500.00	Works included the power washing of all car park surfaces. Improvement of the southern embankment. The supply and installation of 4 off 2'x4' RC cylinder culverts. Supply and secure installation of 2 off 2HP industrial saline resistant trash sewerage sump pump sets and controls.

Las Cuevas Beach Facility

Upgrade and maintenance works at Las Cuevas were executed in the public washroom facility and included the following:

- Retiling of the floor of the Public bathroom.
- The repair of the leaks in all roofs.
- Basic carpentry repairs.
- Basic plumbing repairs.
- Modifications to showers for access by disabled persons.
- Installation of six (6) extractor and two (2) wall fans.

Additionally, the repair and replacement of all doors, latches and pipes were executed to enhance the usability for the public.

An award for the supply and installation of a new power generation system was granted and completed in February 2011. A total of seven (7) bids were received and assessed. Works accomplished included

the supply and installation of a Diesel Generator, the supply and installation of two (2) transfer switches and other controls and also the modification of the generator building and other works.

AutoCAD drawings and specifications under the scope of works for a new retaining wall have been completed. Structural engineering services have been attained for the following:

- The creation and acquisition of all information required for the design and approval process;
- The design of an 80 ft long Retaining wall varying in height from 10 ft to 6 ft.
- Submission of all required information for approvals and construction of the retaining wall to the TDC and relevant national agencies.

The following shows a breakdown of the expenditure during the period under review.

Las Cuevas - Allocated Funding: \$833,000

OBJECTIVES	VALUE	DESCRIPTION
Public Bathrooms - Retiling	\$186,800.00	Works included the retiling of the floor of the Public bathroom. The repair of the leaks in all roofs. Basic carpentry repairs. The completion of the bird proofing of all buildings. Basic Plumbing repairs. Modifications to Showers for access by disabled persons. Installation of six (6) extractor and two (2) wall fans.
Emergency Driveway	\$177,000.00	The construction of a 120 ft x 10 ft. wide driveway for emergency vehicles. Fabrication and installation of 2: 1-1/2" Aluminum driveway traffic barriers and other works. Construction of a 4" x 8" concrete barrier stem wall to prevent surface runoff entering the STP. External plumbing and other works.
Water Tanks	\$139,500.00	Construction of a fenced concrete base for two (2) 4,500 Gallon water tanks. The supply and installation of two (2) 4,500 Gall water tanks. The installation of water connections to the emergency water hoses. General plumbing and electrical repairs.
Generator	\$249,459.00	The supply and installation of a Diesel Generator. The supply and installation of two (2) Transfer switches and other controls. Modification of the generator building and other works. Annual maintenance of generator and associated systems. Warranty on all systems
Expansion of Lifeguard Area, Retaining Wall	\$128,300.00	Structural Engineering Services for the design of an 80 ft long Retaining wall varying in height from 10 ft to 4 ft. The design, demolition, excavation and construction of a temporary 80 ft of retaining wall varying in height from 9 ft to 4 ft to shoring up exposed hillside.

Manzanilla Beach Facility

In 2011 major works at the Manzanilla Beach Facility included the expansion of the lifeguard quarters, installation of a new diesel generator and the rehabilitation of the sewerage treatment plant (STP).

The lifeguard quarters were expanded to include designated female washroom facilities, additional storage space and an expanded lounge area for lifeguard staff. The diesel generator was installed in an effort to ensure that visitors to the beach facility consistently

have access to electricity at the site, despite any shortages of electrical energy in the area. Further, works completed on the STP on the site included the installation of all new equipment, inclusive of backup equipment and the automation of the entire system.

Although, the construction of a site office for security personnel was commissioned, the project was postponed due to funding restraints. This was also the case for the repair of one handicap access ramp near the southern end of the beach facility. The following table outlines the works performed for this fiscal period.

The following shows a breakdown of the expenditure during the period under review.

Manzanilla - Allocated Funding: \$783,000

OBJECTIVES	VALUE (TTD)	DESCRIPTION
Refurbishment of Life Guard building	249,240.00	Expansion of the lifeguard building for the provision of additional amenities for all lifeguard staff.
New power generation system	186,512.00	To secure an uninterrupted supply of electricity to the facility, ensuring operational continuity.
Rehabilitation of Sewage treatment Plant	471,150.00	Upgrade of the entire STP system with modern operational equipment to facilitate an increased capacity for beach goers

Vessigny Beach Facility

Work at this beach facility during 2011 included the installation of back-up power supply system (generator). This was necessitated due to the increased power outages being experienced in this area and the need to ensure that the STP is fully operational at all times. Upgraded electrical main panels, installation of a new metered pole with splitter box and other electrical

repairs were executed in all the buildings. Plumbing repairs and the installation of new water tanks for additional water storage have been completed. Emergency lighting and a fire alarm system were replaced and is fully operational.

The TDC also purchased a pre-fabricated site office which was installed in January, 2011 and was outfitted with the necessary office furniture, electrical and plumbing

fittings. To date only the electrical was connected and the plumbing works began in November, 2011 to ensure all fixtures are fully operational for the site supervisor to utilize on a daily basis. Refurbishment of the STP could not be executed due to the lack of funding for this project. Estimated costs for these works are approximately **\$540,000**. However, minor repairs were carried during the fiscal to address emergency issues that arose.

The following outlines all PSIP works completed on the Vessigny Beach Facility.

Vessigny Beach Facility- Allocated funding \$434,000.00

OBJECTIVES	VALUE (TTD)	DESCRIPTION
Installation of pre-fabricated site office	96,930.00	The purchase and installation of a concrete pre fab structure for use as a site office for TDC site supervisor.
New power generation system	159,125.00	To secure an uninterrupted supply of electricity to the facility, ensuring operational continuity.
Upgrade of electrical panels and general electrical and plumbing repairs throughout site	144,680.00	Upgrade of the entire electrical system with new main panels, sub panels and other electrical fixtures to ensure all buildings have fully functional electrical fittings.

La Brea Pitch Lake

The construction of a new covered seating area was completed in fiscal 2011, which replaced the four (4) vendor booth huts that were located in the car park area in front the administrative building. Once the covered seating was finished, the TDC ordered six (6) custom designed teak table and bench sets which fit perfectly under the new seating area.

The restoration of the museum floor was completed after numerous delays from the contractor as other repairs had to be completed before the floor was restored. Refurbishment of the La Brea Pitch Lake museum exhibit area was also completed. This included re painting the museum walls, repairs to the displays that were damaged and repairs to the track lighting which illuminates the artifacts. The old dated reception area on the ground floor received

a much needed modernized facelift.

The staff kitchen and washroom areas were also upgraded using modern decor style architecture. The public washrooms were also upgraded with the installation of new toilets, re tiled floors and new sinks and fixtures to match. Due to constant clogging of the sewer lines major repairs were done which included replacement and re-grading of sewer lines leading to the septic tank and the pump down of the septic tank. A larger access point was created to ensure proper cleaning on a yearly basis.

The improved drainage for the facility was tendered but due to lack of sufficient funding this project had to be pushed back to the 2011-2012 fiscal year. Due to the pricing of bids received this contract would need to be submitted to the Tenders Committee for review.

The following shows a breakdown of the expenditure during the period under review.

La Brea Pitch Lake- Allocated funding \$400,000.

OBJECTIVES	VALUE (TTD)	DESCRIPTION
Construction of a new covered seating for visitors	171,863.64.00	The demolition of the existing vendors hut booths and the construction of a new covered seating area for visitors.
Repair and restoration of museum floor	71,000.00	To secure an uninterrupted supply of electricity to the facility, ensuring operational continuity.
Redesign of reception area, staff kitchen, washroom and public washrooms	128,186.52	The modernization and upgrade of reception area, staff kitchen & washroom and also the public washrooms.
Design and build custom teak table and bench sets for covered seating area	38,400.00	The design, fabrication and installation of 6 new teak table and bench sets under the covered seating area.

Toco Lighthouse

In early August 2011 the painting of the exterior of the lighthouse was completed in addition to the rehabilitation and construction of boundary safety barriers and installation of outdoor furniture within the compound. Additional works completed include:

- Exterior repairs to the lighthouse keepers building & minor electrical & plumbing repairs;
- Construction of a car park behind the TVT arts & crafts centre;
- Replacement of the perimeter fencing;
- Construction of two (2) 15 ft aluminum traffic barriers;

- Installation of Historical, Directional and Interpretative signage;
- Construction of three Carat sheds and landscaping.

Based on discussions with the Chairman of the Turtle Village Trust, the TDC took a decision not to pursue the construction of a security guard booth and instead proposed alternative works instead.

The TDC successfully conducted meetings with the Council of the Sangre Grande Regional Corporation and the Ministry of Works and Infrastructure's Maritime Service Division and Historical Restoration Unit to confirm their support for the project.

The following shows a breakdown of the expenditure during the period under review.

Toco Lighthouse - Allocated Funding: \$450,000

OBJECTIVES	VALUE	DESCRIPTION
Upgrade of perimeter safety barrier with bollards and sitting areas	\$157,900.00	The rehabilitation of 240 ft. of existing southern boundary safety rope barrier. The construction of a new boundary safety barrier. The rehabilitation of existing sitting areas. The installation of ten (10) sets of outdoor Tables and Benches supplied by the TDC on concrete platforms.
Lighthouse keeper building exterior and outdoor works	\$212,000.00	The replacement of exterior door, windows and burglar proof. Minor plumbing, electrical and other repair works. The replacement of rotted lumber and re-sheeting of the roof. The construct of three (3) new 8'x8'x8' Carrot sheds and fence rehabilitation. Construction of two (2): 7 ft., 10" square concrete columns to support new main gate. The replacement of the 15 ft. main wooden gate with an aluminum gate 7 ft tall.
Painting of Lighthouse tower	\$113,200.00	The supply and erection of scaffolding and support structures for the execution of all the works. The repair and restoration of external surface in preparation for painting or coating. The painting or coating of external surfaces.

The Paramin Initiative

This project as initially conceptualized, included the installation of new signage and the development of new and existing nature trails in the area. Two prospective sites have been identified for the construction of a new Visitor Information Centre. Construction of an Observation deck and new public washrooms at La Vigie Peak are also planned, in addition to the installation of telescopic viewers at La Vigie and Campbell. Development plans indicate that numerous properties visited were not under the direct jurisdiction of the State. Investigations regarding land ownership have confirmed that the land to be utilised during the project is

privately owned. Consultations with private land owners have resulted in permission for the construction of a viewing deck in Campbell. The TDC is yet to receive all necessary approvals for construction of a similar platform at La Viche Peak overlooking S'aut D'eau island. These negotiations are on-going.

To date, directional signage was designed and installed throughout the Paramin area. An additional three historical signs are to be produced for installation at significant points in the Paramin landscape. There have been several delays in the sourcing of information for the signage, thus the signs have not yet been produced.

The following shows a breakdown of the expenditure during the period under review.

Paramin - Allocated Funding: \$22,867.18

OBJECTIVES	VALUE	DESCRIPTION
Road Signage	\$22,867.18	Sixteen (16) signs have been installed thus far with eleven (11) more to be installed once approval has been given by the Deigo Martin Regional Corporation.

Knolly's Tunnel

The refurbishment of Knolly's Tunnel is a joint collaboration with the Couva/ Tabaquite/ Talparo Regional Corporation (CTTRC) and the TDC.

This community tourism initiative is aimed at developing tourism sites within this municipality. To date, one contract has been awarded for the following:

- Rebuilding of carat sheds along the roadway and above the tunnel;
- Installation of a stairway with handrails alongside the tunnel entrance;
- Landscaping of the hillside and roadways leading up to the entrance;

The selected contractor has to date completed 85% of the required scope of works for this project. The remaining items are the installation of the carat leaves and 10 feet of railing for safety purposes. The expected completion date is carded for 10th December, 2011.

The Couva /Tabaquite/Talparo Regional Corporation initiated a public tender and subsequently awarded a contract for the required road repairs, which includes road upgrades as well as a turning point to be established on the other side of the tunnel. The completion of these works a media launch for the site has been scheduled for mid-December, 2011.

Artwork for the historical and road signage has been completed. The TDC has received the necessary approvals from the Ministry of Works, Highway Division and installation of road signage is in progress. The historical signage is not yet installed.

The TDC together with the CTTRC and village council members have met to discuss plans for the Knolly's Tunnel as a tourist site and further meetings are needed. The community will be encouraged to contribute to the maintenance and upkeep of sites and attractions within the area. Training will also be provided by the TDC for villagers in areas such as first aid, tour guide training and customer service training which would give them the tools required for self-sustainable employment.

Funding for this project was received from the Ministry of Tourism since it was not part of the 2011 PSIP plan or Community Tourism budget. The actual expenditure for this project is approximately **\$310,000.00** with an allocation of **\$140,000.00** coming from the Ministry.

Penal Debe Doubles Pavillion - Allocated funding -.

Implementation of this project will transform the roadway between Pundit Street and Debe Trace into a key culinary tourist attraction. Funding of \$600,000 was allocated for the initial phase but due to numerous delays this project could not begin in the 2010-2011 fiscal year. The TDC has already prepared work packages, prequalified contractors and received the approval of the majority of vendors to be affected by the project.

The conceptual drawings received for the roadway arch sign from the Penal Debe Regional Corporation (PDRC) were incomplete and the TDC has now embarked on a tender to secure a structural engineering firm to design, provide a scope of work and also supervise the actual fabrication and installation of the overhead road signage similar to that erected near the Police Barracks in St. James.

An allocation of \$3.0M was requested for fiscal 2012 in order to complete the four project phases, as envisioned. This project will

therefore be completed in fiscal 2012 pending approval of the required funding.

Maracas Waterfall Project

The major elements of the project included the upgrade of nature trails to the Maracas Waterfall in addition to the refurbishment of the visitor assembly area at the trail head with the installation of new landscaping, seating, bins and signage.

The TDC partnered with the groups listed below to address considerations including initial upgrade, site management, operations, security and maintenance. A number of stakeholder groups participated in this initiative including the Rotary Club of Maracas/St. Joseph, the Tunapuna/Piarco Regional Corporation, Forestry Division and the Maracas Valley Action Committee (MVAC).

A major element of the upgrade of the trail included the installation of signs along the trail which will identify the various trees. The Forestry Division assisted in the production of trail signage required and the TDC purchased all required materials and labour. All other signage was procured by the TDC. One of two new signs was placed at the Trail Head. This sign listed the groups participating in the project and the other still to be installed will indicate the flora and fauna which may be encountered along the trail. Signage was placed along the trail leading up to the waterfall.

The Trinidad and Tobago Cadet Force, the Scouts Association, Maracas/St. Joseph Rotary Club and MVAC carried out a cleaning operation on Saturday May 14th along the trail to remove garbage from the actual trail and the Tunapuna/Piarco Regional Corporation assisted in providing a truck to remove the garbage collected. TDC installed new concrete benches, pressure wash the concreted areas, landscape the area and refurbished the existing shade structures. TDC arranged for the video footage and photographic record of the clean up on May 14th and the Launch on May 16th.

The work executed by the TDC included:

- The rebuilding of broken 8'x8"x8' column for sitting area.
- The rebuilding of two 12'x12' Carrot Shed roofs on existing columns.
- The rehabilitation of the existing sitting areas.
- The construction of a new tour guide 4'x4'x8 shed'.
- The restoration of the security booth.
- All other minor works.
- The painting or coating of structures.
- The repair of the unpaved road surface and drain.
- Installation of new concrete table and bench sets.
- Road and trail signage.
- Landscaping of the existing plant trough.

The TDC is presently coordinating TTIC Training, Tour Guide Training, Customer Service and Health and Safety training to the community guides selected from within the St. Joseph area. This training is aimed at giving the villagers the necessary tools required to manage a tourism site and ensure it remains self sustainable.

It was agreed that MVAC and the Rotary Club of Maracas/St. Joseph together with the residents of the area via the Maracas Village Council and Waterfall Road will collaborate to monitor the site on a continuous basis. The Rotary Club has agreed to visit the site monthly to address site maintenance issues. They would also provide feedback to the TDC, Forestry Division and Tunapuna/Piarco Regional Corporation with respect to site management and further upgrades.

Development and Enhancement Of The Emperor Valley Zoo

Construction works under Contract A began in May 2009 and were completed in June 2010. The main elements of the contract included: Humming Bird Garden, Giant River Otter, Butterfly Garden, Turtle Pool, Flamingo Pool, Fish Pond, installation of walkways, fencing and staircases, drainage, electrical and plumbing infrastructure, and landscaping. In addition, renovations to the public restroom area were also completed within this period. This Phase was successfully launched to the public on May 25, 2011 by the Honourable Dr. Rupert Griffith, Minister of Tourism.

The TDC is currently reviewing the tender documents for Contract B which includes construction works on the following areas: Animal Enclosures, Staff office renovation, Car Park and Discovery Centre.

MARACAS REDESIGN AND RESTORATION PROJECT

The TDC's Board of Directors is currently reviewing the company's contract with the design/build contractor with a view to establishing the way forward for the project.

(8) THE CONVENTION BUREAU

The accomplishments of the Convention Bureau for the period under review are as follows:

Lead Generation / Meetings Planners Targeting / Direct Marketing

- The Trinidad and Tobago Convention Bureau was successful in winning the bid for the hosting of the International Conference on Caribbean Literature (ICCL), which took place in November 2010. This conference was highly successful, drawing over 200 delegates from the Caribbean region, North, Central and Latin America, Europe, Asia and Africa.
- The Convention Bureau hosted two familiarization trips/ study tours in 2011 which succeeded in showcasing the Trinidad & Tobago product to North American meeting planners. In March 2011, two (2) meeting planners were hosted as part of Trinidad's bid to host an Alumni Reunion event in 2012 that would draw a significant number of American participants. In April 2011, five (5) North American planners were chosen for a study tour due to their direct interest in selling Trinidad & Tobago as a MICE destination. Trinidad & Tobago has subsequently been added to the list of Caribbean destinations that they sell, and the Convention Bureau will follow up closely with

- them to ensure appropriate leads are garnered.
- The Convention Bureau has facilitated over thirty (30) conferences held in Trinidad & Tobago which attracted over 3,000 delegates from the wider region and internationally. Among these were the Caribbean Development Bank Board of Governors' Annual General Meeting; the Annual Caribbean Insurance Conference; the 9th Annual Commonwealth Telecommunications Organization (CTO) Forum; and the International Project Management Conference. Delegates from around the world have been able to experience the destination for more than just business. Due to the Convention Bureau's partnerships with planners of these conferences, delegates have been able to visit sites and attractions and experience culture and cuisine, either as part of the conference or via pre-or-post conference activities with the aim of increasing return visits to our shores.
- The Convention Bureau exhibited at the IMEX Trade show in Frankfurt, Germany, which took place in May 2011. IMEX is one of the leading tradeshows in the industry, and allowed the Bureau to conduct one on one meeting with international meeting planners. This provided the opportunity for the Bureau to intimately share the Trinidad & Tobago MICE product. Many international contacts were gained from this tradeshow and continuous marketing efforts have been directed at these planners to ensure Trinidad and Tobago remains competitive in this niche.
- The Bureau participated in Caribbean Road Show to Barbados and St. Lucia. Apart from meeting the Travel Trade in these markets at the Trinidad and Tobago exhibition the Sales Manager participated in a media tour to both TV and radio stations on these islands to promote the facilitation services of the Bureau. Meetings were also held with the St. Lucia Chamber of Commerce to discuss future partnerships.
- The Convention Bureau was able to make a destination presentation to over 700 prominent executives of major African American business associations including: National Association of Black Hotel Owners, Alliance for Minority Chambers of Commerce, Association of African American Meeting Planners, Caribbean American Chamber of Commerce and Industry at the NAAAC Awards and Reception held in Washington DC in September 2011. Already leads are being generated as a direct result of this opportunity.
- The Convention Bureau participated in the TPOC Conference in May. The Bureau took the opportunity to hold a one on one meeting with the show organizer, Charlotte Haymore to indicate T&T's interest in hosting the 2013 TPOC conference. Further discussions regarding this proposal are carded for December 2011.

During fiscal 2011, the Convention Bureau advertised in the following print advertising publications in order to bring more awareness of the work of Bureau and the many advantages Trinidad and Tobago has to offer.

- Successful Meetings
- Meetings and Conventions Global Meetings Planner
- Meetings & Conventions (M&C) Magazine
- International Convention and Conference Association
- (ICCA) Membership Directory
- MCI Time Zone Newsletter
- Black Meetings and Tourism
- The Worldwide Convention Venues Directory
- Caribbean and Central America Profile 2011
- The Mice Report
- Caribbean Star publication
- Zing In Flight Magazine
- Contact Magazine
- Who's Who in Trinidad and Tobago
- Caribbean Beat
- Association of Caribbean States (ACS) Yearbook
- Atlanta Business Journal
- Energy Blueprint
- Ins & Outs
- Discover Magazine
- TTCSI (T&T Coalition of Services Magazine)

Online Banner Advertising (M&C and Successful Meetings website, Black Meetings & Tourism website).

Industry Partnership

- Membership in the local chapter of the International Special Events Society
- Representatives on each of the following steering committees-
 - Ministry of Public Administration Conference
 - Caribbean Development Bank Board of Governors Annual General Meeting
 - Caribbean Insurance Conference
 - Caribbean Investment Forum
 - Caribbean Cardiac Society Conference
 - Caribbean Telecommunications Organisation Conference
 - China Caribbean Conference
 - International Press Institute Conference
 - Caribbean Actuarial Association
 - ODPM Conference
 - UWI International Tourism Conference 2012
 - Pan American Congress of Applied Mechanics 2012
 - Caribbean Veterinary Medical Association Conference 2012
 - Lions Multiple District Convention 2012

10.3 Marketing Department

10.3.1 Role

The Marketing Department's mission is to promote Trinidad and Tobago with the ultimate goal of increasing visitor arrivals and the expenditure within the twin-island destination. The Department does this through collaboration with overseas representatives in six (6) markets. These markets are the United States of America, United Kingdom, Germany, Scandinavia, Canada and India, of which the latter two represent new markets. In addition to the international markets, marketing efforts are also undertaken in the Caribbean and domestically.

The Marketing Division works closely with the international representatives in these countries to ensure that the brand and image of Trinidad and Tobago as a tourist destination is highlighted and its key selling attributes are properly positioned in the travel trade and tourism sector in the respective markets.

With the increased use of social media and mobile technology, the TDC has placed great emphasis to ensure destination Trinidad and Tobago has a strong presence in this virtual market space. The Marketing Division recognizes the importance of social media (Facebook and Twitter) in the overall marketing plan.

10.3.2 Strategy

The Marketing Division has identified the following strategies as central to the achievement of its objectives:-

- i) Encourage marketing programs
- ii) Develop destination marketing strategies
- iii) Support the marketing and expansion of appropriate international air services
- iv) Develop and support signature tourism events
- v) Establish a new brand image for Trinidad and Tobago as a tourist destination in key markets
- vi) Increase the level of awareness of Trinidad and Tobago as a desirable tourist destination amongst target market segments in key markets
- vii) Increase the volume of visitors to hotels and guest houses in both Trinidad and Tobago
- viii) Increase business in the low season
- ix) Support the transition of the national air carrier into an efficient and reliable airline with high quality service at competitive prices
- x) Identify and support additional airlift where necessary and appropriate
- xi) Attempt to diversify and increase the number of cruise lines visiting Trinidad and Tobago

10.3.3 Work Plan

Table 10.15 Marketing Department for fiscal 2010/2011

PROJECT DESCRIPTION	ESTIMATED COST (TT\$)
Brand Trinidad and Tobago Promotions	TT\$13,400,000.00
Cooperative Marketing Programs	TT\$14,500,000.00
Destination Marketing Strategies	TT\$8,050,000.00
Supporting the marketing and expansion of appropriate international air services	TT\$800,000.00
Develop and Support signature tourism events	TT\$9,600,000.00
TOTAL	TT\$46,370,000.00

10.3.4 Accomplishments

The following highlights some of the key accomplishments of the Marketing Division which were achieved during the period under review:-

- Successfully executed a Carnival marketing campaign in 2010/2011;
- Hosted twelve (12) journalists and four (4) overseas representatives to cover pre and post Carnival activities in 2011;
- Attended six (6) tradeshow in collaboration with the Ministry of Tourism (MOT) and the Tobago House of Assembly (THA)
- July 2011 Trinidad and Tobago was honoured by the Festivals of the Caribbean Tradeshow in Cuba.
- Trinidad and Tobago was authenticated as a Heritage Destination by the
- Travel Professionals of Colour (TPOC) in April 2011.
- The TDC attended ITB Berlin Tradeshow.

(1) INTERNATIONAL MARKETS

US Market

In 2010/2011 the Marketing Division continued its public relations 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. The TDC continued to have strong media presence in the US market through the on-going public relations effort with its representative, Cheryl Andrews Marketing Communication (CAMC).

Public relations activities also included media events and industry conferences aimed at promoting destination awareness to travellers. In order to position Trinidad and Tobago competitively in the global tourism sphere, niche markets were targeted through advertising in key print and online publications such as the New York Times Travel, National Geographic Traveller, Recommend Magazine, Condé Nast Traveller, Travel & Leisure and the Caribbean Star..

In order to educate the travel trade on promoting Trinidad and Tobago as the premier destination in the Caribbean, Educational Sales Promotions were undertaken focusing on training Tour Operators and more than 300 Travel Agencies in strategic States in the US (New York Tri- State, Texas, Florida and the New York Metro Area of New York City, Long Island and Westchester)..

Press Releases

The press releases which appeared in newspapers and magazines covered the following areas:

- Accommodation
- Airline Information
- Carnival Events
- Cultural and Heritage Events
- Culinary International Festivals

- Eco-Adventure Tourism
- Meeting and Conventions
- Weddings and Honeymoon
- Sporting Activity
- Soft Adventure options

UK Market

The period 2010/2011 was a transitional one with the reassignment of overseas representatives.

The new UK representative, Advantage Management Group, was awarded a contract in September 2011 and started working with the Marketing Department on World Travel Market, London scheduled in November 2011.

German Market

A new German overseas representative, AVIAREPS AG, was awarded a contract in September 2011.

Scandinavian Market

The following are some of the initiatives undertaken in the Scandinavian market:-

- Advertising in Scandinavian trade magazine 'Reisekspert'
- Positive growth of visitor numbers to Trinidad and Tobago's localized websites 'gotrinidadandtobago.no/dk/se

Canadian market

In 2011, the TDC participated in the Total Vacations Promotion Package tradeshow. In September 2011 a new overseas representative, AVIAREPS Tourism, was awarded a contract for the Canadian market.

Indian Market

A new overseas representative, Beautiful Planet, was awarded a contract in September 2011. Marketing and PR activities are expected to commence during the last quarter, 2011.

(2) 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 the Caribbean Road Show held in conjunction with the THRTA membership.

Caribbean Road Show 2011

The Caribbean region continues to be one of the leading source

markets for visitors to Trinidad and Tobago. Barbados is one of the most significant for Caribbean arrivals - 19,350 visitors for 2008, 8,940 (as at July 2009); St Lucia arrivals were 5,071 in 2008 and 2,544 (as at July 2009).

Arrivals from Panama have been increasing since 2006. It saw a significant increase since the commencement of airlift between the two countries with the introduction of COPA Airlines services between Panama and Trinidad in 2008. In 2007 there were 718 arrivals from Panama. This increased by 54 per cent to 1,111 in 2008.

Current research also shows that the Caribbean Market far outspends any other category of visitor including visitors from the US, UK and Canada. The Caribbean visitor in 2009 spent an average of TT\$680.93 per day as opposed to the TT\$481.79 per day from US visitors, TT\$460.41 from Canadian visitors and TT\$395.50 for UK visitors.

In 2009 the TDC collaborated with the Trinidad & Tobago Hotels, Restaurants and Tourism Association (THRTA), member hotels and tour operators to do a Road Show in several Caribbean territories. From 2007 – 2009 activities were focused in one market i.e. Barbados where the show was extended from the traditional travel trade show to encompass meetings with the business community. In 2011, the activity was extended to include St. Lucia and Panama as well. The delegation for this show varied between 22 – 30 participants depending on the location.

Some of the accomplishments for the 2011 Caribbean Roadshow included:-

- Interaction with at least 35 top travel agents in each destination;
- Obtained 75% satisfaction rating among participating stakeholders;
- Increased the number of leads, direct books and meetings held;
- Increased positive PR about the destination in the press in each country including radio, television and newspaper.

(3) DOMESTIC MARKET

Domestic Campaign

The '*Stay To Get Away*' domestic tourism campaign has continued to be the brand encouraging residents of Trinidad and Tobago to spend their weekends at local approved properties. The 2010/2011 campaign focused on the many long weekends that are available in Trinidad and Tobago. The Trinidad Hotels, Restaurants and Tourism Association (THRTA) has given positive feedback with respect to the effectiveness of the campaign with increased occupancy levels being the result. In Tobago, the Tobago Hotel and Tourism Association (THTA) has also recorded a significant increase in the number of visitors coming from Trinidad as a result of the campaign. For the period in question the TDC mounted five (5) campaigns, for Carnival (March 2011), Shouter Baptist & Easter (April 2011), and Emancipation (August 2011).

Carnival 2011

The TDC started an aggressive marketing campaign in 2010. The Carnival campaign had a presence in Barbados during Crop Over in July, Nothing Hill Carnival London, and Labour Day Carnival New York; collectively reaching over 50,000 persons. The TDC had the opportunity to distribute Carnival specific promotional materials about the dates for 2011 and the major carnival events on the calendar.

The second phase of the Carnival campaign ran from June 2010 to February 2011. This campaign was done in several international print publications and billboards. Focus was given to media which targeted Trinidad and Tobago Diaspora. Some of the publications included Star News, Pinecrest Tribune, Kendall Gazette, NY Carib News, Caribbean Life, NY Times Travel Magazine, Caribbean Travel Planner Magazine, National Geographic Traveller Magazine, and Condé Nast which collectively reached over 1 million readers.

TDC third phase of the campaign was “*The Art of a Great Holiday*” which showcased the diversity of Trinidad and Tobago products and events. Carnival images were used in both print media and billboard. Two billboards were erected in New York in high traffic areas; Van Wyck Expressway and Brooklyn Queens Expressway and in the UK Cromwell Road and the main concourse at Excel Convention Centre. Collectively, both billboards in New York received 847,300 weekly eyes on impression (EOI) during a four week duration. Approximately 3,389,200 persons would have been exposed to the ad, resulting in increased exposure for the destination and in particular exposure for Trinidad and Tobago Carnival product.

The TDC hosted twelve (12) journalists and four overseas representatives to cover pre and post carnival activities. The journalists represented renowned media houses such as CNN, BBC Global, Ebony, National Geographic Traveller, The Daily Mirror, CIN TV, The Sun, Caribbean Travel and Life, New York Daily News, Reiser Feerir and Norway’s biggest travel magazine. These publications all wrote about their experiences during Carnival and an excellent footage was done on CNN on <http://www.cnn.com/video/world/2011/04/13/carnival.in.trinidad.cnn>

The TDC also hosted ten (10) senior police officers and their spouses from Austria and Germany during the 2011 carnival season. In particular the company provided meet and greet services, airport transfers and also facilitated tours to Maracas beach, Asa Wright Nature Centre, the City of Port of Spain and courtesy visits to the Mayor of Port of Spain and Commissioner Police were also facilitated. The feedback from the group was very positive and was very pleased by the hospitality and diverse culture of our people and they are planning to visit for Carnival 2012.

The TDC saw the need to implement new activities and partnerships with stakeholders to enhance the overall carnival product. The TDC partnered with the Airports Authority to decorate the airport’s atrium for the period of four weeks and provide entertainment for a two week period from February 23rd to March 4th, 2011. Entertainment included the national instrument

steel band music, tamboo bamboo and live carnival characters were scheduled to coincide with international flights arrivals. The launch of the TDC’s Carnival activities was held on February 22nd, 2011 and was hosted at the airport’s atrium.

The Carnival atrium project created a memorable first impression of Trinidad and Tobago Carnival for over 40,000 incoming visitors, multiple screen electronic displays and “life sized” carnival characters providing information on traditional mass and mass making as an art form, exposure to over 40,000 visitors approximately 5,000 foreign visitors of cultural art forms such as steel pan, calypso and dance. The carnival display was well received by both visitors and locals alike, many of whom were pleased to see the return of the traditional wire bending art form in the character designs. Based on the public requests, the TDC was asked by the Airport Authority to extend the display for an additional two weeks.

The TDC established four (4) temporary TDC Information Booths to disseminate destination information in Arima, San Fernando, Queens Park Savannah and Brian Lara Promenade. Printed materials including a specially developed carnival parade route map listing key carnival events were distributed to visitors. At these booths, the TDC received visitors from Alaska, Australia, Austria, Bahamas, Canada, CARICOM, China, Costa Rica, France, Germany, Guadeloupe, Holland, Israel, Italy, Japan, Mexico, New Zealand, Peru, Philippines, Slovenia, St. Maarten, Suriname, Sweden, Switzerland, Uganda, United Kingdom, United States of America and Venezuela.

The TDC entered a partnership agreement with the National Carnival Commission (NCC) to host Carnival Village 2011 at Queens Park Savannah. Opportunities sought through this partnership included branding of the TDC and promoting of the tourism sector through workshops and distribution of branded collateral material. The Carnival village was a great success with exposure for over 700 students about the opportunities within the Tourism sector. This was done via weekday workshop sessions and the distribution of TDC branded promotional items and exposure of the tourism industry to over 100,000 visitors to the village over a two week period.

The TDC also entered a partnership arrangement with Movie Towne Fiesta Plaza to host three Carnival events; a tribute to the Mighty Sparrow, Carnival Potpourri and Carnival Village. The partnership offered TDC the opportunity to promote the TDC brand through, signage at the event, brand presence in all promotional material including TV, press and Movie towne cinema screens as well as a TDC information booth. The TDC promotional booth gain exposure to approximately 1,000 patrons over a three day period and one month of free TDC advertising on Movie towne cinema Screens.

Following the sluggish performances in 2009 and 2010, visitor arrivals for Carnival 2011 increased by an estimated 12 percent when compared to the carnival period 2010. An estimated 41,597 visitors came to Trinidad and Tobago during the 20 day period prior to and inclusive of Carnival Tuesday, representing the highest level in four

years. Airlift capacity to Port of Spain from our key catchment areas; which are New York City, Toronto, Miami, London and Barbados in the 19 days leading up to Carnival 2011, increased by 20 percent when compared to the same period last year.

The three (3) regional and international Carnival campaigns, hosting international journalists, collaboration with industry stakeholders, and the implementation of the Carnival Visitor Guides' programme made for a successful Carnival for Trinidad and Tobago in 2011.

Pot Spoon Throw Down

In June 2011, the TDC hosted two domestic events to continue the support of the local communities and also build local awareness throughout the country. The TDC Pot Spoon Throw Down, a local culinary competition held in the Blanchisseuse and Sangre Grande communities proved to be successful events. Both events gave the local communities an opportunity to showcase their culinary skills and also an opportunity to sell their local dishes to the public. Both events highlighted a dish that was indigenous to their local community. Blanchisseuse showcased a selection of fish and sea moss recipes, and Sangre Grande displayed the best of their pork dishes and local homemade wine.

Tour and Explore 2011

Following in the vein of the TDC's successful signature event, 'Tourism Park', the TDC re-branded the concept to produce Tour and Explore 2011. The TDC collaborated with Trinidad & Tobago Incoming Tour Operators Association (TTITOA) to offer the public a variety of specially priced tours from July to August. This culminated at the hub, with a week-long display of tourism stakeholder products and services, live entertainment, animal displays, games and activities for both children and adults. The hub at the Centre of Excellence saw a record breaking 25,000 visitors, with patrons expressing overall satisfaction with the event.

(4) OTHER MARKETING ACTIVITIES

Collateral Material

The Division continued its dissemination of collateral materials to stakeholders and the general public both locally and internationally. Additionally, the Accommodation Guide was updated, and general destination brochures were updated and produced in Spanish and German.

Press Trips

The TDC hosted two (2) press trips for the Tobago Jazz Experience and the "Say I do" Wedding Symposium. The articles on the Tobago Jazz Experience was published in Caribbean Living, Rolling Out Magazine and Black Voices and for the "Say I do" Wedding Symposium Bridal Bar, Sophisticated Groom, Upscale Magazine and Caribbean Bride. All these publications highlighted the tourism product and the niche markets of culture and weddings.

Advertising

The Marketing Division ensures that destination Trinidad and Tobago has a strong media presence in its key source markets, and advertises in several local, regional and international press and magazines. Some of these publications include Caribbean Beat Magazine, Zing Magazine, Discover Trinidad and Tobago, Ins and Out, Creole Magazine, MACO Caribbean Living, Linkage- The America Chamber of Commerce, Classic Sports- The Open 2011 Golf Magazine UK, National Geographic Traveller, Condé Nast Traveller and Recommend Magazine.

Trade Shows/Conferences

- Travel Professionals of Colour (TPOC)
- Festival of the Caribbean
- Caribbean Road Show (Barbados and St. Lucia)
- Caribbean Hotel and Tourism Association Conference
- ITB Berlin
- Feria Internacional de Turismo (FITUR)
- CTO Week
- CTO State of the Industry Conference

10.4 Corporate Communications Department

10.4.1 Role

Corporate Communications

The Corporate Communications Department contributes to the overall effectiveness of the TDC by developing strategies and plans to build and maintain relationships with stakeholders, sustain optimal social responsibility levels in the organisation and recommend community based and developmental initiatives. The Department also supports organisational goals and objectives by developing and disseminating information and implementing strategies to build awareness of the company's activities as well as the destination.

10.4.2 Accomplishments

(1) PUBLIC AWARENESS PROGRAMMES

TDC is mandated to develop and market Trinidad and Tobago's tourism product and improve the local tourism sector both internationally and locally. Included in this mandate is the creation and elevation of tourism awareness amongst the local population. Throughout the 2011 Fiscal Year, the Corporate Communications Department undertook several programmes to raise awareness and expose the local population to various elements of the tourism sector. These are detailed below.

Youth Campaigns

School Tours

In a concerted effort to raise awareness of tourism and the vast and varied career options in the industry, the TDC delivered

presentations and hosted information booths at more than thirty (30) schools in the first half of 2011. An estimated 3,000 young people, including tertiary, fourth and fifth form students, directly benefited from this programme which visited educational institutions around the country including the University of the West Indies, Couva West Secondary and Diego Martin Secondary.

Information Dissemination

As part of the TDC's youth awareness programme 5,000 information packages, including maps of Trinidad and Tobago and destination and tourism careers brochures, were distributed to local students.

More than 2,500 students in the United States (from Grades 2 – 5 or ages 6 to 11) were introduced to Trinidad and Tobago's heritage, national symbols, music, history, festivals, sites, attractions and multi-ethnic, multi-cultural society through a programme where the TDC provided support and promotional materials to foreign based schools with an interest in exposing their students to our local culture.

Local Awareness Campaigns

Sites and Attractions

A strategic awareness campaign designed to highlight and drive traffic to local sites and attractions was developed by the TDC and rolled-out in the print media during the July/August 2011 vacation period. This featured some of Trinidad and Tobago's most popular, as well as lesser known sites. In addition to the TDC's sites and projects, the campaign was designed to stand alone or complement TDC's domestic tourism events such as Tourism Park, Easter Camping etc. The Sites and Attractions featured in the half page Ads included:

- Maracas Waterfall
- Chaguaramas Peninsula
- Major museums
- Knolly's Tunnel
- Emperor Valley Zoo
- Caroni Bird Sanctuary etc.

In total, seven (7) advertisements were rotated three (3) times per week over a ten (10) week period. The effect of these ads were immediate with the TDC receiving approximately 500 telephone inquiries from members of the public seeking more information on visiting the highlighted sites, over the course of the campaign. As a support to the ad campaign – which directed the public to call the TDC's Destination Information Services (DIS) for more information – a detailed script outlining entrance fees, amenities, and highlights of each advertised site was prepared by the unit and provided to DIS to assist in the dissemination of information.

Public Awareness

In June, the TDC also initiated *Tourism Corner* a bimonthly column in the Trinidad Guardian newspaper. The column appears every other Thursday with prominent placement within the first 10 pages of the publication which reaches an audience of approximately 40,000 persons per issue. This column is utilised

to promote new initiatives, on-going programmes, as well also to highlight major activities within the local tourism community. The duration of the column is one year.

Brand Building/Information Dissemination

As part of the TDC's Sponsorship and Marketing Partnership agreements the Company maintained a strong brand and booth presence at the following events:

- Red Earth Eco Arts Festival
- Tobago Carnival Regatta
- Rally Trinidad and Tobago 2011
- Rainbow Warriors Triathlon

International PR/Awareness

To support the TDC's international marketing thrust, awareness and PR programmes are aimed at increasing interest in the destination among consumers in major and emerging source markets. This exercise included the development of content for the Trinidad and Tobago Tourism News e-newsletter which is distributed to travel agents, tour operators and travellers in the US market and the distribution of press releases, articles and images of Trinidad and Tobago to mainstream and niche publications. The aggregate audience reached by these publications was just over 3,350,000 and included key markets in:

- 150,000 – China (Elite Style and Travel Magazine)
- 916,911 – USA (New York Times)
- 465,000 – USA (South Florida Caribbean News)
- 500,000 - Caribbean, Canada, US, UK (Island Life)
- 1,600,000 – Australia (ninemsn)
- 273,522 –UK (Guardian)

Media Relations

Caribbean Media Exchange on Sustainable Tourism (CEMEX)-.

In the fiscal under review the TDC sponsored two members of the local print media (Raphael John Lall of the Guardian and Darcel Choy of Newsday) to attend the Caribbean Media Exchange on Sustainable Tourism conference in Jamaica. The conference provides an opportunity for regional and international journalists to interact with leaders in the tourism and hospitality industry – including public and private sector interests.

A major goal of this project is to improve understanding and awareness of the tourism industry among local media, resulting in improved coverage of tourism reporting.

(2) SPONSORSHIP AND MARKETING PARTNERSHIPS

Sponsorships

The TDC's sponsorship policy is centered around relationship building and strengthening partnerships by providing important

financial and marketing assistance to local partners in support of the Company's mission and mandate to develop and market Trinidad and Tobago's diverse tourism product.

The TDC's fiscal budget allocation for local sponsorship was \$1,500,000 and these funds were utilised to provide support for a range of events that contribute the Trinidad and Tobago's all round development from culture and heritage to sport. Events sponsored by the TDC included Emancipation celebrations hosted by the Emancipation Support Committee, the Beacon Cycling Classic, the Trinidad and Tobago International Marathon, the Caribbean Amateur Golf Championship, Woodbrook's 100th anniversary celebrations, Pan Trinbago's Pan in the Countryside series of concert and Divali Nagar celebrations.

The Company also successfully partnered with and provided support to some of Trinidad and Tobago's signature events which are of great significance both locally and internationally including:

- National Chutney Monarch
- Tobago Carnival Regatta
- Chutney Soca Monarch
- Soca Monarch
- Tobago Jazz Festival
- Divali Nagar

National Cricket Centre and team Trinidad and Tobago's participation in the Champions League Tournament.

In supporting events of this nature, the TDC not only contributed to the growth and development of various niches, such as culture, sport and heritage tourism, but also utilised an excellent marketing opportunity to effectively reach the Diaspora market as well as new international markets.

(3) CORPORATE COMMUNICATIONS ACTION FORECAST - FISCAL 2011/2012

The TDC's on-going Local Awareness Programme, is designed to build awareness and understanding of the vast potential and importance of the tourism industry to the local economy among the public, media, youth, stakeholders and opinion formers. It has now been extended to include an Environmental Awareness Campaign, a Tourism Forum and Industry Newsletter, all of which speak to awareness outreach and participation programmes which will promote positive attitudes and behavioural change towards the tourism industry. The youth awareness campaign in particular will be geared towards encouraging students to pursue careers in the tourism sector.

Youth Awareness

Over the period January – April 2010, the TDC was invited, and participated in 20 school career fairs throughout Trinidad. Requests for the company's participation in career fairs continue to increase amongst primary and secondary schools in 2011. The major objective for the TDC for participating in these fairs is

to promote awareness of the industry and position tourism as a viable career option.

In 2012, TDC proposes to assume a more proactive role in career guidance through the deployment of a "Roving School Caravan" which will allow the TDC to better schedule and manage school career programme and optimize the use of its resources.

This revised initiative will include televised features of interactions with schools which will further promote the initiative. Additionally, distinct education material will be developed for primary, secondary/tertiary level institutions. Intervention will target forms 3-6 at the secondary level, and all levels at the primary schools.

Promotion for youth awareness will be done through the Company's website and on Facebook. In particular, the TDC will use social media to interact with schools and students on the activities of the caravan. A schedule of the schools to be visited will also be hosted on the website and on popular social networks.

TDC's 2012 Youth Awareness Programme will again facilitate and promote two regional competitions; FCCA Essay Competition and Condé Nast Essay Competition both focuses on highlighting various tourism niches. Participants from Trinidad and Tobago have traditionally done very well in these competitions. The topics for this competition are provided by the Florida Caribbean Cruise Association.

Local Awareness

Rural Community Outreach

The TDC is also in discussion with the Film Company for the development of an outreach initiative aimed at rural communities throughout Trinidad. This initiative will allow for the airing of locally produced films on weekends in a community-based setting. The TDC will partner with the Film Company to promote local tourism initiatives and opportunities at these events. Twelve (12) community activities are scheduled for 2012 (one each month).

Domestic Tourism Campaign

This domestic tourism campaign will complement both the existing "Stay to get-away" campaign and the annual Tourism Park programme. This campaign is specifically designed to showcase the beauty of many of the local sites and attraction, encourage locals and visitors on the island to visit these popular attractions and boost domestic tourism.

While the current "Stay-to-get-away campaign promotes the local accommodation, this new expanded campaign will promote the sites and attractions in Trinidad and Tobago in collaboration with the Trinidad and Tobago Tour Operators Association.

In observance of the 50th anniversary of Trinidad and Tobago's Independence in 2012, the campaign will feature 50 sites.

This initiative will essentially be a press campaign, with on-line support provided by the Company's corporate and destination sites

and as well as by content and discussion on Facebook. Production is expected to begin in the first quarter of 2012 to allow for roll-out in May and sufficient market penetration in time for the July/ August vacation.

World Tourism Day

In 2012, the TDC will celebrate World Tourism Day with an expanded Tourism Expo. In last fiscal year this particular event was held on a relatively small scale on the Brian Lara Promenade, Port of Spain., Based on the excellent response from members of the public and participants, in 2012 this expo will also be held in San Fernando and is expected to increase understanding and appreciation for tourism amongst the general public stakeholders.

(4) SPONSORSHIP

Local Sponsorships

Through the sponsorship committee, the TDC continues to select sponsorship opportunities based on the following criteria:- media value, content availability, sustainability of projects and potential for community development and job creation, impact of programme/event on regional and international markets and the overall alignment of such programmes with the Company's marketing/development strategies.

Requests for sponsorship are considered in the context of the degree to which they align with the overall mandate of the organization, its strategic objectives and its tactical objectives:

1. Events which will attract significant and meaningful publicity for Trinidad and Tobago in its key markets.
2. Programmes/events which position the role and function of the TDC and tourism in the minds of the local community.
3. Activities/events which Develop/ Enhance the local tourism product
4. Programmes/events which Support Industry partners
5. Projects which have long term viability that is that they will build to have regional if not international significance.
6. Events/ activities initiated by state enterprises and other Government institutions that have tourism relevance. Bring visitors to Trinidad and Tobago
7. The TDC will take the initiative to actively seek out beneficial strategic opportunities which will effectively promote the country and by extension the organization whilst meeting the organization's core objectives.

In 2011, the TDC utilized all the funds allocated for sponsorships. However, during this period, the Company began a review and evaluation process of the existing marketing partnerships and sponsorships to determine their contribution to the development of tourism and their overall benefit to the brand.

The findings from the evaluation dictated which projects will continue to receive financial support in 2012. In the new fiscal year more focus will be given to sponsorship of sport tourism activities which is a niche market TDC proposes to further develop in 2012. The following are schedules of the proposed spend for marketing partnerships and sponsorships fiscal for 2012.

Table 10.16 Marketing Partnerships 2011/2012

EVENT	MONTH	GENRE	AMOUNT
Divali	October '11	Religious Festival	\$100,000.00
Chutney Soca Monarch	February	Cultural	\$200,000.00
Regatta Promotions	February	Sport	\$150,000.00
Soca Monarch	February	Carnival	\$300,000.00
Tobago Jazz	April	Jazz/ Music	\$1,000,000.00
Fashion Week	May	Fashion	\$200,000.00
Tobago Culinary Festival	August	Culinary	\$100,000.00
Tobago Dive Festival	August	Sport /Eco	\$100,000.00
Emancipation	August	Historical Festival	\$150,000.00
TUCO	August	Calypso History Month	\$300,000.00
T&T Film Festival	September	Entertainment /Festival	\$100,000.00
QRC Steel Pan and Jazz	September	Jazz/ Festival	\$100,000.00
National Cricket centre - 20/20 Cricket	October	Sport	\$100,000.00
National Chutney Monarch	November	Culture	\$150,000.00
Paramin Parang Festival	December	Culture/Community	\$100,000.00
TOTAL			\$3,150,000.00

Table 10.17 Sponsorship 2011/2012

EVENT	MONTH	GENRE	AMOUNT
Tobago Game Fishing Tournament	March	Sport	\$75,000.00
Lopinot Heritage Festival	May to Dec	Culture	\$75,000.00
Festival Chaguaramas	May	Sport/Culture	\$60,000.00
Caribbean Media Exchange	September	Media Relations	\$32,000.00
Showcase Environment	Jan - April	Eco/Adventure	\$50,000.00
Beacon T&T Cycling Festival	April	Sport	\$75,000.00
Rainbow Cup International Triathlon	May	Sport	\$50,000.00
TDC Tarpon Thunder Tournament	August	Sport	\$75,000.00
T&T International Surfing Festival	May	Sport	\$75,000.00
Trade and Investment Convention	June	Business	\$60,000.00
We Beat Festival	June	Culture	\$50,000.00
Rapso Fest		Culture	\$30,000.00
T&T Coast to Coast Race	October	Sport	\$15,000.00
Red Earth Eco Festival	August	Eco/Adventure	\$30,000.00
Trinidad and Tobago BMX Free Style Association	September	Sport	\$20,000.00
Brass Seco Heritage Festival		Heritage	\$30,000.00
Miss T&T World	July	Culture	\$10,000.00
Miss T&T Universe	September	Culture	\$10,000.00
Miss Caraval		Culture	\$10,000.00
Miss T&T UK		Culture	\$22,000.00
T&T Music Festival	February	Music	\$30,000.00
Caribbean Tourism Organisation	June	Sector Support	\$63,000.00
Mango Festival	August	Heritage	\$10,000.00
T&T's Best High School Chef	April	Culinary	\$20,000.00
Nature Seekers Community Cook-out	August	Culinary	\$10,000.00
Meetings and Conventions	Various	Business Tourism	\$750,000.00
Tassa Association	September	Culture	\$20,000.00
Caribbean Tourism Publications		Sector Support	\$65,000.00
Eventology	October	Business	\$75,000.00
Chinese Association of T&T Lantern Festival		Culture	\$25,000.00
Afrikan Option – African History Month	August	Culture	\$10,000.00
Trinidad and Tobago Rally Club	March	Sport	\$30,000.00
UWI SPEC Half Marathon	November	Sport	\$50,000.00
Purple Dragon Karate World Championships	August	Sport	\$50,000.00
Moruga/Tableland Improvement Committee	August	Heritage/culture	\$20,000.00
Phagwa Association of T&T	March	Culture/Religious	\$20,000.00
Buccoo Goat Race Festival	April	Heritage/Sport	\$50,000.00
Other	Various	Various Requests	\$698,000.00
			\$2,152,000.00

10.5 Planning, Research and Evaluation Department

10.5.1 Roles

The Planning, Research and Evaluation Department comprises two subdivisions, Planning, Research and Evaluation Unit and the Information Resource Centre (IRC). The aim of the Department is to become the central repository of up to date and reliable tourism statistics and information that will be processed and made available in a suitable form to industry stakeholders with the expressed purpose of facilitating the development and marketing of Trinidad and Tobago as a tourism destination.

The mission of the Planning, Research and Evaluation Unit is to generate, collate, and analyse statistical and diagnostic information associated with the tourism industry. Specific tasks of the Unit during the period under review include:

- Providing stakeholders with accurate, reliable and practical statistics on the industry;
- Strengthening and developing TDC's relationships with stakeholders;
- Developing our internal capacity for sound decision making;
- Monitoring and evaluating of all programmes and projects undertaken by the TDC; and

- Evaluating the initiatives undertaken by the TDC to ensure adherence to the policies of the Ministry of Tourism.

The Department's dependence on external parties for essential data has been a major constraint to the effective implementation of its mandate because of the time lag between data collection and the readiness of related statistical information. Key partners in completing the Department's Mission include:

- The Central Statistical Office (CSO);
- The Research Unit, Division of Tourism and Transportation, Tobago House of Assembly (THA);
- The Airports Authority of Trinidad and Tobago (AATT);
- The Port Authority of Trinidad and Tobago (PATT);
- The Trinidad Hotels, Restaurants and Tourism Association (THRTA); and
- The Immigration Department.

The Information Resource Centre (IRC) aims at providing a wide-ranging collection of books, publications and other sources of information as it relates to the tourism industry and making them available to internal and external stakeholders.

10.5.2 Work Plan

The following table is a summary of the work plan for the Planning, Research and Evaluation Department for fiscal 2011.

Table 10.18: Work Plan for TDC's Planning, Research and Evaluation Department for Fiscal 2011

PROJECT	DESCRIPTION
1. Visitor Arrival Database	Compilation of visitor arrival statistics for Trinidad and Tobago for both stay-over visitors and cruise visitors.
2. On-going Data Capture	Primary and secondary data collection of tourism sector information.
• Visitor Exit Survey	Monthly feedback surveys of departing visitors, to gauge satisfaction and calculate visitor expenditure.
• Cruise Passenger Profiling	Cruise visitor feedback surveys to gauge satisfaction and calculate visitor expenditure.
• Accommodation Database	Monthly collection of hotel and guesthouse occupancy statistics for Trinidad properties.
• Airlift Data	Data collection and reporting of airlift data which will be used to generate passenger load factor reports
• Tourism Product Inventory	Development of a detailed database of Trinidad and Tobago's tourism assets.
• Ad hoc Surveys	Conduct surveys and studies as requested by various departments within the TDC which are not on the P&R work programme.
3. Economic Impact of Tourism	Assessment of the economic impact of tourism on the Trinidad and Tobago economy as it relates to GDP and employment.
4. Marketing Support	To determine the significance of TDC Marketing Department initiatives and efforts. Evaluate the various events hosted by TDC, which fall under the Marketing Department.
5. Domestic Tourism & Local Awareness	Study to determine value and volume of domestic tourism.
6. Purchase of Database and Publications	Develop a library on international tourism publications, to keep up to date with current world trends in tourism.

10.5.3 Accomplishments

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

(1) PLANNING, RESEARCH AND EVALUATION UNIT ACCOMPLISHMENTS

Fifteen Month Action Plan

The department assisted in preparing a 15 month Action Plan for the Ministry of Tourism and the TDC. This process was spearheaded by an external consultant. The Department contributed to the process by coordinating the TDC's input in the exercise as well as providing statistical and research support.

Strategic Planning for the Tourism Industry

In August 2011 the Department prepared a document entitled "Towards the Development of a Five Year Strategic Plan", aimed at furthering the process towards developing a medium term strategic plan for the industry. It proposes major elements of strategy as well as a framework for the eventual development of the plan.

Domestic Tourism Survey

In December 2010 the Department conducted a Domestic Tourism Survey to better determine the value of domestic tourism and its contribution to the overall tourism economy. The results showed the following:-

- The number of overnight trips increased by 35% between 2009 and 2010;
- 47% of trips were taken at paid accommodation;
- Domestic overnight trip spend increased from TT\$0.9billion in 2009 to TT\$1.1billion in 2010;
- The most popular destination is Tobago followed by the North Western area of Trinidad;
- The peaks in the monthly trend for overnight domestic tourism occur during the troughs for international tourism.

Airline and Passenger Landing Data

Through a partnership with the AATT, access to the SABRE Airport Intelligence database was obtained. Analysis on passenger information can now be conducted by the TDC via the internet using the database.

Visitor Arrivals Data

The Department continued to work with the Central Statistical Office in an effort to reduce the delay with which visitor arrivals data is captured and disseminated by the CSO. The updated version of the Management Information System for Tourism (MIST) software programme was installed at the CSO. Despite the efforts made to date, the one year lag in data still maintains.

To mitigate the effects of this data gap, the department has been producing quarterly estimates of visitor arrivals which on average deviates in absolute terms by approximately 2 per cent of the actual. The estimated visitor arrivals have been derived using data from the SABRE Airport Intelligence database.

Table 10.19 Visitor Arrivals 2009-11

	QTR	USA	CANADA	UK	GER	SCAN	INDIA	CARICOM	ALL COUNTRIES
2009	1	46,892	14,153	13,287	1,633	1,478	463	17,290	108,710
	2	48,287	10,771	8,684	1,058	640	434	17,348	99,815
	3	50,365	11,002	8,193	1,127	619	386	19,497	104,004
	4	49,894	13,588	8,236	1,076	849	610	18,820	106,335
	Total	195,438	49,514	38,400	4,894	3,586	1,893	72,955	418,864
2010	1	47,608	12,826	10,193	1,495	1,287	300	16,048	101,716
	2	42,362	10,007	7,325	951	482	373	14,650	86,485
	3	48,618	10,497	8,047	1,042	496	330	18,481	100,852
	4	41,326	12,124	8,265	729	583	356	17,153	97,802
	Total	179,914	45,454	33,830	4,217	2,848	1,359	66,332	386,855
2011	1	45,556	13,731	11,805	888	710	410	15,187	94,440
	2	41,432	10,144	6,530	594	286	468	16,025	90,614
	3	47,483	11,168	9,759	499	414	454	18,937	99,358

*Numbers shaded in red represent the figures estimated by the department. The estimated arrivals (in red)

Economic Impact of Tourism

Data gathering work continued for the 2010 updating of the World Tourism and Travel Council's Tourism Satellite Accounting Model (TSA Model). The model will be updated in house in the first half of fiscal 2012.

Meetings were held with the TDC, CSO, Ministry of Tourism, Central Bank of Trinidad and Tobago and representatives of the United Nations World Tourism Organization (UNWTO) working on the CARICOM Tourism Statistics Project to discuss Trinidad and Tobago's implementation of the UNWTO TSA methodology, which will be comparable with other Caribbean nations. The implementation of the UNWTO TSA- will be led by the Central Statistics Office (CSO).

Visitor Exit Surveys

In 2011 the Unit continued to survey departing visitors at the Piarco International Airport to gauge visitor views on Trinidad and Tobago as a destination. During last fiscal, nine (9) surveys were conducted.

Effective July 2010, surveys are conducted on a monthly basis, rather than on a bi-monthly basis as was done previously. The duration of the survey has also been increased from one week to two weeks.

A new survey was designed in conjunction with the consultants on the NTQSIP project to capture more data on visitor service quality experience. The results are being used to identify areas for improvement in the tourism product as well as trends in visitor expenditure.

Accommodation Data Collection

The Department's relationship with the THA and THRTA has broadened the TDC's ability to report on accommodation performance in Trinidad as well as industry performance in Tobago. In fiscal 2010, the TDC entered into a strategic arrangement with the 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 now receives provide a more accurate statistic for Trinidad, as well as comparatives for other Caribbean countries.

Departmental Support Activities

The Department continued to support the company's programmes and activities during fiscal 2011. Major TDC-sponsored events have been evaluated by the Department with a view to determining the success of the venture and improving upon future undertakings. Support was also given to the STEP unit in evaluating its workshops and training programmes.

Tourism Product Inventory

Work on a comprehensive database of touristic sites and attractions in Trinidad and Tobago commenced during the

2010 fiscal year. The objective of the database is to provide critical information on the country's tourism assets, which may be used to guide product development as well as marketing and promotional efforts. At the end of the 2010 fiscal year, data entry was completed for one hundred and four (104) sites and attractions. During the 2011 fiscal, data capture and data entry for the remaining sites and attractions were completed, forty six (46) in Trinidad and seventy (70) in Tobago. In total, information has been captured for two hundred and twenty sites (220) and attractions in Trinidad and Tobago.

Reports and Other Publications

During the fiscal year the Department produced market reports on the USA, the United Kingdom, Canada, India, Europe, Latin America and the Caribbean source markets. These reports were used by Marketing Department to assist in decision making and strategy formulation.

(2) INFORMATION RESOURCE CENTRE ACCOMPLISHMENTS

This fiscal year the IRC launched several new initiatives aimed at promoting usage of the facility and ensuring growth of the collection. Initiatives explored included:-

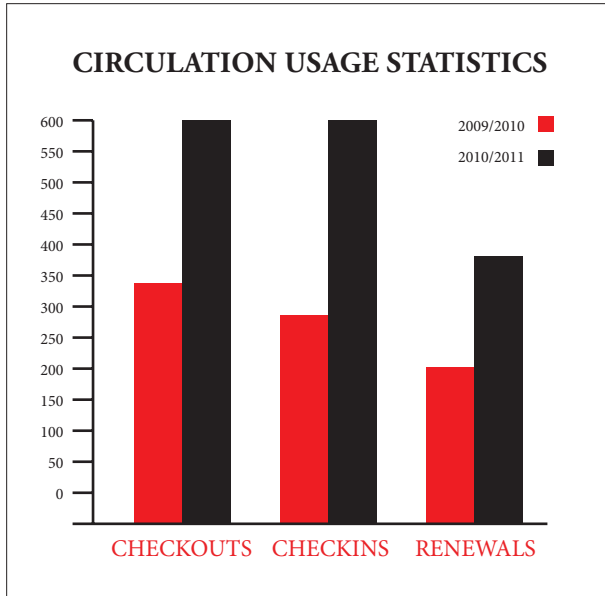
- **What are you reading?** - weekly email sent to all personnel advertising new publications;
- **NewsBites** – weekly email consisting of content rich resources on various topics, not limited to the tourism industry.
- **Munch, Mingle and Marinate** – monthly corporate get to know sessions showcasing the activities of each Department. This also includes “**Five Facts**” –which is themed factoids on topics related to the Tourism Industry e.g. cruise, visitor arrival statistics.
- **Kids Camp**. A two-day Domestic Tourism program for the children of TDC employees. Engaged children in tourism awareness, specifically domestic tourism and developing an appreciation/sensitization for sustainable tourism.
- **eNewsletter circulation** – electronic distribution of online publications e.g. Aviation Daily to relevant departments.
- Selective dissemination of print and electronic information to Managers and Senior Professionals.
- **Coffee Talk**. To deepen the research program of the company and to foster the professional development of the general staff, the IRC has facilitated a series of “coffee talks”. These bi-monthly guided discussions led by Planning and Research staff are based on preliminary research of topical issues in the industry.

Cataloguing and Usage of the IRC

The catalogued collection in the IRC increased by 1,112 items during the fiscal year and now stands at 3,069.

Circulations for the period October 2010 to September 2011 increased by 90% to 1,707 compared to the previous year.

Figure 10.1 IRC Circulations



10.6 Internal Audit Department

10.6.1 Roles

The role of the Internal Audit Department 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 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:

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

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

10.6.2 Types of Reviews

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

1. Financial Systems Reviews
2. Operational Systems Reviews
3. Complete Departmental Reviews
4. Cost Efficiency Reviews
5. Information Systems Reviews
6. Special Investigations

10.6.3 Accomplishments

Work continued on elements of the Internal Audit Plan. The following Internal Audit checks were completed during fiscal 2011:

1. Risk Assessment for TDC
2. Overseas and Destination Marketing
3. Site Visits – Maracas, Manzanilla, Vessigny and La Brea
4. Report on Overseas Travelling Advances
5. Report on Outstanding advances re Convention Bureau
6. Camera Footage re Car Park Booth at Maracas
7. Tenders Report
8. Petty Cash Audit
9. Investigation re Administration Assistant

10.7 Information Technology

10.7.1 Role

The Information and Communication Technology Department plays a pivotal role in fulfilling the objectives of the TDC by acting as a strategic partner to all the other functional units. The Department supports the Company in the delivery of its projects and services through the provision of efficient and effective ICT solutions, which meet and exceeds the needs of the organization, and ensures the integrity and security of information resources.

10.7.2 Work Plan

In order to achieve its stated objectives the Department has developed the following workplan.

- Increase efficiency of communications and upgrade networking infrastructure;
- Continuous upgrades of IT equipment to meet current standards and replace obsolete ones and to accommodate the organizational growth;
- Upgrade Blackberry handsets and BOTG wireless devices to increase the voice and data communications for management;
- Review, optimize, upgrade and replace Business

Applications to increase efficiency, productivity and functionality.

10.7.3 Accomplishments

Financial Management System

The core financial application (Peachtree) was replaced by Microsoft Dynamics Great Plains Version 2010. ESPRIT Consultants Ltd was hired for the implementation. The IT Department procured and configured the infrastructure for this application. In conjunction with our server consolidation project a new Virtual Server was configured with Windows Server 2008 and SQL Server 2008 for the application. The Finance Department made the transition after a parallel run and went “live” in December 2010.

Extensis Portfolio Server Upgrade

As a routine and on-going part of their work, the Marketing, Public Affairs and Convention Bureau departments obtain digital assets such as images from photographers and Movie Clips produced by advertising agencies and media production houses. The Extensis Portfolio is an application which manages these digital assets from a central location and forms a digital library, allows multiple users simultaneous access, and manages and facilitates sharing these digital assets with external stakeholders.

The Extensis Portfolio Server was upgraded from version 8.0 to 10.0 and migrated to our Virtual Server Environment. User training was provided to existing and new users. Extensis Portfolio 10 provides the following new features:

- **User Level Access and Security** – This provides greater flexibility in larger scale deployments
- **Active Directory Integration** – This allows users to log in to the application using their Domain credentials, which eliminates the administrative burden of managing and maintaining multiple sets of user credentials
- **Concurrent License Model** – This extends the range of deployment beyond the number of licenses purchased, and only affects concurrent access to the Digital Library.

Research / Statistical Analysis Software

The Planning and Research and Evaluation Department utilizes IBM SPSS Statistical Analysis software for analysis of data and running cross tabulations. SPSS version 14 was upgraded to IBM's latest release SPSS 20. This was configured in a virtual environment and shared for multiple users with remote desktop access to maximize the single license without violating licensing regulations. This also assures redundancy, backup and restore capabilities, and business continuity as with all our virtual servers.

Corporate Intranet

The use of the Corporate Intranet was emphasized to increase internal communications and collaboration. In 2012 TDC's internet environment will be upgraded to Microsoft Sharepoint 2010 Server edition.

The Department has implemented several recommended initiatives for inter-departmental collaboration using the Intranet, including the following examples:

The Legal Department was given assistance to implement folders for sharing information via the Intranet and adhering to strict access permission policy.

The Legal Department stores contracts for the Tourism Development Company. Sharepoint Custom List was developed and an email notification system which gives members of the Legal Department the ability to create and delete list items, set expiry dates, notify times and designate a list of notification recipients for each list item to receive expiry notifications. All department managers now have predefined timed notifications of expiring contracts.

An Information Store was created on the Intranet for the Destination Information Services Unit of the Marketing Department. This Information Store will be used as a central repository for all stakeholder information e.g. “Port Authority of Trinidad and Tobago”

The Corporate Calendar was redesigned and relocated; this Corporate Calendar will be populated with current events of the TDC by the Corporate Communications Department.

A Calendar for the Quality and Controls Unit of the Product Development Department was created. This Calendar will be used by the Quality and Controls Unit to coordinate their events e.g. “TTIC Presentations in Tobago”

The Quality and Controls Unit stores information collected from The Trinidad and Tobago Tourism Industry Certification (TTTIC) in manual systems and electronic spread sheets. A Sharepoint Custom List and an email notification system was also created for this department giving them the ability to create, update and delete list items, set expiry dates and notification times, and designate a list of notification recipients for each item to receive an expiry notification.

Time and Attendance

The Time and Attendance System enhancement was done based on the request of Managers who were interested in viewing the attendance log information of their employees. The system was further enhanced this year when the Organizational Structure of the TDC was redesigned. The system previously consisted of single tiered relationships i.e. Managers and their reporting Staff, or the President and reporting Managers. It was designed to support single level hierarchies with no option to “Drill Down”. Given the growth of the corporate structure to include additional levels of management such as Staff that report to Supervisors that report to Managers then to General Managers that report to the CEO, the Active Directory Structure was modified to reflect the new Organizational Structure of the TDC – a recursive single parent, multiple children relationship of a one (mandatory) to many (optional) multiplicity. The Time and Attendance application was then modified to traverse the recursive structure of the directory to facilitate multilevel queries.

This change allows General Managers, Managers and Supervisors

to view the attendance information of not only their direct reports but of any member of staff which falls within the hierarchy beneath them.

The system when used in conjunction with company policy can result in increased productivity by revealing abnormalities in attendance that can be verified with logs so they may be addressed.

Blackberry

In addition to TDC executive staff, regular staff members in possession of a personal Blackberry smart phone and requested access to corporate email on their phones were configured to connect to TDC’s mail server. Special configurations were set to properly secure and manage these connections. Users are now equipped to connect to their email accounts via OWA, POP3, and IMAP. With new legislation on the use of cell phones while driving BlackBerry Bluetooth Headsets were distributed to persons issued with company’s Blackberry handsets. This would assist in ensuring that they remain hands-free while using their vehicles. New handsets were deployed to Managers, and to the new General Managers and CEO.

Network Infrastructure

An assessment of TDC’s network infrastructure was performed by an independent consultant (LASERSAVE Ltd). This assessment was required to ascertain the current capacity of TDC’s infrastructure and determine the gaps due to organization growth and increased demand. In keeping with our server and data consolidation for our Business Continuity and Disaster Recovery, a number of our servers were transferred to Virtual servers using VmWare. (Email Server, Financial Application Server, Network Administration Server, Library Database Server, Blackberry Enterprise Server, Application Server)

The Virtual Machines were migrated after working hours, therefore no down time was experienced by departments relying on these services.

Cable Management and Switch Installation

A cable management project was completed in conjunction with the installation of two Cisco switches, which included reconfiguring existing and new switches to implement the management feature of the switches. These switches provide gigabit transfer rates for high speed access and also provide the required infrastructure like PoE (Power over Ethernet) for our VoIP phone system upgrade project.

Organizational Growth

During the last fiscal year, there were many changes in personnel, in addition to the introduction of the new organizational structure. This new structure saw the relocation of many departments. To maintain their efficiency, the IT Department assisted with the repositioning of equipment such as laptops, desktops and printers to reduce loss in productivity time.

Remote Sites

In keeping with the new initiatives set forward by the Ministry of Tourism, the TDC carried out renovations on the following site offices for which new equipment were deployed:-

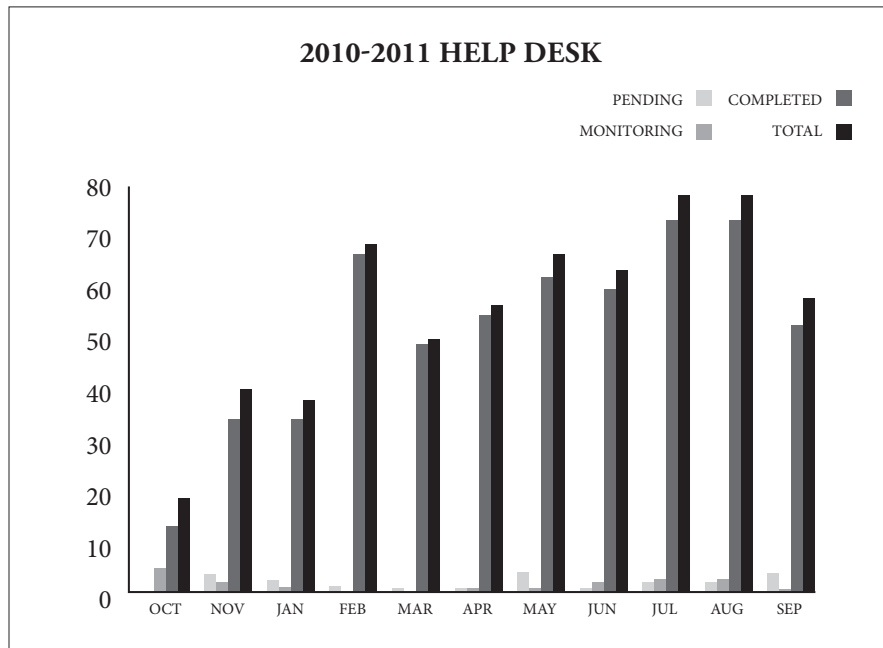
- La Brea Pitch Lake Site Office
- Maracas Beach Facility Site Office
- Airport Site Office

The Airport office was enhanced with free Wifi internet service and a courtesy desktop computer for visitors. Maracas Beach

facility was reconfigured and the Office equipment was setup in a container office. Internet service was configured with a TSTT WiFi 4G device as previously this area of Trinidad had no internet access from any of the nation’s internet service providers. Surveillance cameras were also installed in specific areas of the car park and washroom facility for security.

Helpdesk

The implementation of a daily walk through of the organization providing desk side support by a member of the IT Department was established to do proactive checks on issues. It has been very successful and greatly improved the efficiency of service to all personnel. Employees at times have questions or issues that they



may classify as minor, but via the daily walk through these issues are addressed immediately.

The issues received via the daily walk through, email and phone calls were recorded and the status was placed into categories: completed, pending and monitoring. The following bar chart (Figure 1) shows the Helpdesk issues recorded for the fiscal year 2010-2011.

Figure 10.2 Help Desk Issues Recorded

The average number of issues recorded per month is fifty-seven (57) and of the total number of issues recorded approximately ninety-three percent (93%) were completed, four percent (4%) were pending and three percent (3%) being monitored (See Figure 9.3 below). This shows an exceptionally high level of efficiency.

Figure 10.3 Status of Help Desk Issues

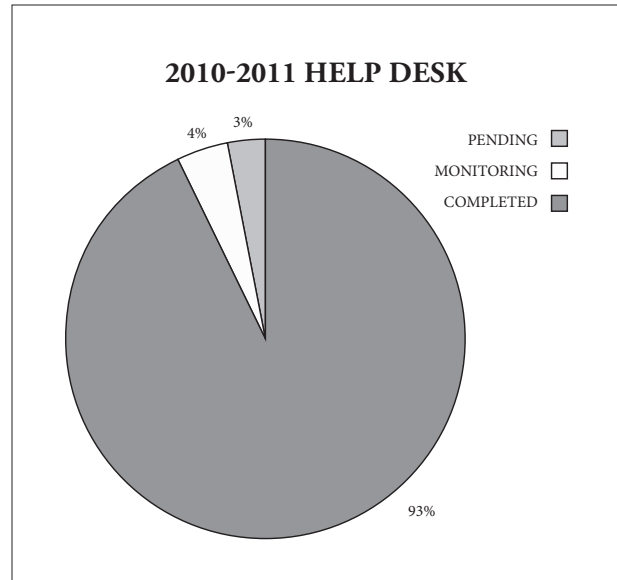
For the upcoming fiscal year the Helpdesk system will be analyzed and enhanced. Further improvements will be made to the recording of issues tracking the various types of calls enabling the ability to assess weaknesses or frequently asked questions, so that in future recommendations could be made for the training of employees in the use of specified applications.

Procurement

For the last fiscal year the IT department spent approximately TT\$ 892,244.36. This figure includes the procurement of the following:

- Twenty (20) Dell 390 desktops
- Ten (10) Dell E6420 laptops
- One (1) HP Elitebook 2740p laptop
- Two (2) Apple Mac Book Pro's
- Three (3) Apple iPads
- Lasersave Network Assessment
- Two (2) HP Office jet H470 mobile printers
- Two (2) HP Colour LaserJet CP2025n printers
- Three (3) HP Laserjet Pro CM 1415 printers
- Twenty (20) BlackBerry wireless headsets
- Three BlackBerry Visor Mount Bluetooth speakerphone
- Domain Name Renewals
- One(1) BlackBerry Bold 9700 handsets
- Ten (10) BlackBerry Bold 9780 handsets
- Three (3) BlackBerry 9800 handsets
- Two (2) Apple Mac Book Pros
- Three (3) Apple iPads
- VMware workstation 8 purchase and upgrades
- Extensis software assurance renewal
- Adobe Creative Suite 5 Master Collection upgrades
- AutoCAD 2010
- Server KVM Switches
- Server Memory Upgrades

The following information provided by World Media from Google Analytics shows for the last fiscal year the largest number of visits came from the United States.



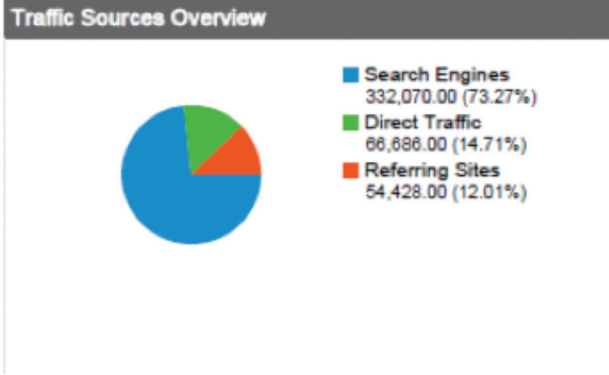
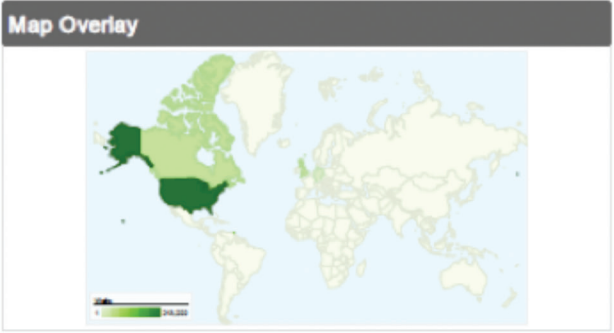
gotrinidadandtobago.com
Dashboard

Oct 1, 2010 - Sep 30, 2011
 Comparing to: Site



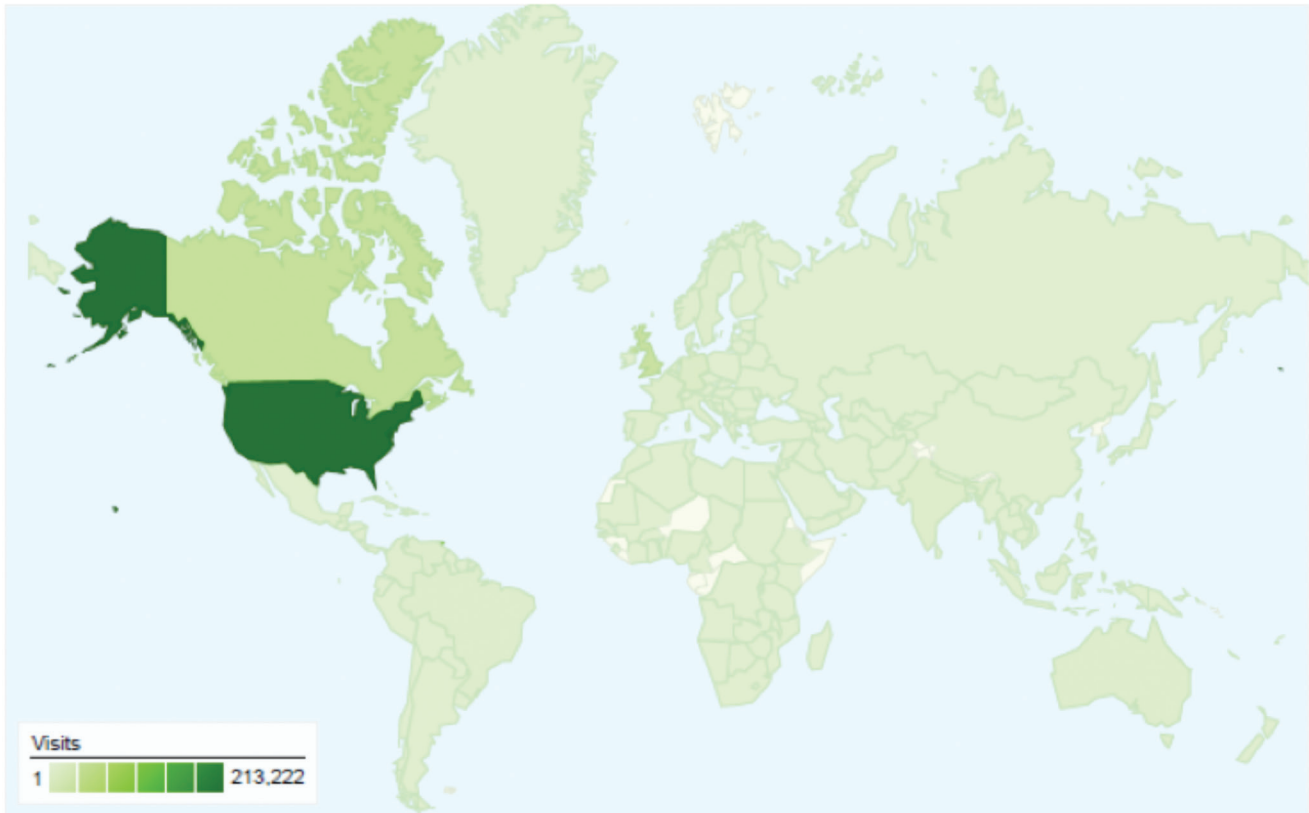
Site Usage

- 453,184 Visits
- 1,357,761 Pageviews
- 3.00 Pages/Visit
- 51.89% Bounce Rate
- 00:02:39 Avg. Time on Site
- 80.81% % New Visits



Content Overview

Pages	Pageviews	% Pageviews
/	410,158	30.21%
/trinidad/	106,037	7.81%
/events/calendar-of-events/	86,139	6.34%
/trinidad/carnival/	71,208	5.24%
/location/	40,059	2.95%



453,184 visits came from 215 countries/territories

Site Usage						
Visits	Pages/Visit	Avg. Time on Site	% New Visits	Bounce Rate		
453,184 % of Site Total: 100.00%	3.00 Site Avg: 3.00 (0.00%)	00:02:39 Site Avg: 00:02:39 (0.00%)	80.90% Site Avg: 80.81% (0.11%)	51.89% Site Avg: 51.89% (0.00%)		
Country/Territory	Visits	Pages/Visit	Avg. Time on Site	% New Visits	Bounce Rate	
United States	213,222	3.11	00:02:36	83.94%	49.09%	
Trinidad and Tobago	96,387	2.42	00:02:18	71.50%	63.49%	
Canada	33,245	3.33	00:02:55	80.80%	47.71%	
United Kingdom	28,781	3.39	00:03:00	81.11%	44.12%	
Germany	5,422	3.22	00:02:26	86.11%	45.19%	
Netherlands	3,761	2.91	00:02:03	87.56%	51.90%	
France	3,626	3.15	00:03:00	79.18%	50.03%	
India	3,313	2.72	00:02:48	86.45%	53.48%	
Venezuela	3,101	3.35	00:03:46	83.94%	48.24%	

10.8 Legal

10.8.1 Role

The mission of the Legal Department is to proactively protect the TDC and its assets from successful legal challenges and claims against the organization, while facilitating and supporting the strategic goals and the operations of the Company. Additionally, the Legal Department ensures that the TDC is in compliance with its statutory and common law obligations which include, but is not limited to, the Companies Act, Freedom of Information Act and Integrity in Public Life Act for all areas of its operations. In particular, the Legal Department ensures compliance with legislative directives and the avoidance of civil and criminal exposure to the organisation.

The Department aims to maintain the efficiency of the company's operations through the provision of legal advice and services, preparation of contractual documents and training of its staff all within an approved framework. It is also charged with rationalizing property ownership issues in relation to all beach facilities, tourism sites, attractions and brands. The Department continues to make every effort to offer timely, practical and relevant advice and to become increasingly familiar with the industry within which TDC operates, so that such advice will never be given in a vacuum. Legal will continue to promote effective local community involvement as the basis of sustainable tourism development by building relationships with NGO's and entering into agreements and/or MOU's with regional corporations and NGO's.

In September 2011 a Legal Officer was hired to support the work of the Department.. The Department has the capacity to staff 7 members, namely, one Head Legal and Corporate Secretary, one Manager Legal, one Legal Officer, one Contract Specialist, two paralegals and one Executive Assistant. At present, the Manager Legal, the Legal Officer and the Executive Assistant run the Department.

10.8.2 Workplan

In meeting its objectives the Legal Department shall:

- provide support for the activities of the TDC and develop and maintain a strong legal framework which shall include but not limited to strategies, systems and procedures that will act as the backbone of the organisation's governance structure and effectively deliver sound legal services to TDC;
- support institutional strengthening to deliver on the tourism mandate. The Department shall do this through professional development and training of its staff with respect to new and emerging legislation and corporate governance that have the potential to impact TDC's operations as well as the importance of contracts and how to use them for TDC's benefit;
- maintain the model contract database both physically and electronically for the use of the department and a proper depository for all executed agreements;
- develop a comprehensive Law Library with up to date Legal

Reports and Notices together with relevant legal texts and the Revised Laws of the Republic of Trinidad and Tobago; and develop effective and strategic partnerships to realise the mission and vision of the tourism sector in Trinidad and Tobago.

10.8.3 Accomplishments

The Department has successfully negotiated and concluded approximately three hundred (300) contracts for the period January 2011 – October 2011, including:-

- successful negotiation was a Letter of Intent among Curacao, Bonaire, Aruba, Grenada, Venezuela, Colombia and Trinidad and Tobago for the concept of 'One Ticket Eight Destinations' for the Cruise/Ferry-Airline Hopping in the Southern Caribbean.
- successful negotiation was the Bilateral Partial Scope Trade Agreement between Panama and Trinidad and Tobago.
- the Tourism Co-operation Agreement between Panama and Trinidad and Tobago as well as Guatemala and Trinidad and Tobago. Trinidad and Tobago are currently in negotiation with Guatemala for another Bilateral Partial Scope Trade Agreement. The success of the Partial Scope Agreement with Panama has bridged the gap between the Latin-American world and the Caribbean and this Agreement. As such it is envisioned that there will be many more Latin-American countries entering similar agreements with Trinidad and Tobago.

The Sugar Heritage Project of the Ministry of Tourism has been strongly supported by the Department with meetings held with external counsel as well as relevant stakeholders to realise the success of this Project.

The Department introduced an electronic Archiving system in 2010 to mitigate breach of confidentiality regarding contract terms and conditions, as well as to reduce the risk of possible duplication and misuse of contracts. In 2011 an Electronic Expiration Alert system was developed to prompt departments within TDC of the expiration of contracts within one month of expiry.

The Department continues the development of model agreements, letters of intent and other legal instruments pertaining to the company and ongoing development for the execution of contracts.

10.9 Human Resources

10.9.1 Role

The mission of the Human Resources (HR) Department is to fulfil the human resource requirement of the TDC. The HR Department aims to establish an optimal work environment where high productivity, continuous improvement, and

exceptional customer service can be sustained. The role of the Department is critical to building institutional capacity through recruitment and selection, performance management, fostering work life balance through wellness promotion, health and safety, training and development and employee engagement.

- Policies and Procedures
- Internal Events
- Organization Restructuring

10.9.2 Work Plan

The Human Resources Department engaged in a number of projects during the last fiscal year to support the organization in achieving its goals and objectives. The major deliverables of the department involved the core functions of human resources, safety and health. The main human resource deliverables were in the following areas:

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

- Training and Development
- Recruitment and Selection
- Employee Wellness
- Compensation Administration

- Development of a human resource capability strategy that will ensure that the tourism sector strategies are executed by a qualified, competent and committed workforce;
- Investment in human resource development within the sector to internationally competitive standards;
- Development of a new organization structure to increase the institutional capacity necessary for implementation of the TDC mandate.

Table 10.20 Human Resources Work Plan Outline

NO.	PROJECT DESCRIPTION / NAME	PROJECT OBJECTIVES	ESTIMATED COST
	To develop a talent pool with the right skills set to meet the goals and objectives of the organization.	To ensure the organization is appropriately staffed with the right individuals to accomplish the organization's goals.	
	To develop shared vision, values and culture amongst Management and Staff	Host strategic planning retreat session for the Board and Management.	\$1,000,000
		Host strategic planning and retreat for all Management and Staff to develop strategic priorities.	
		Celebrate all ethnic and religious events within the organization.	
	To ensure the overall wellbeing of all employees of the TDC in terms of their personal and professional lives.	Develop and implement a comprehensive training and development plan	\$200,000
		Implement an effective Employee Assistance Programme	
	To ensure efficient delivery of service to all internal customers	Implement an integrated HRIS	\$1,000,000
5.	Space Rationalization Plan and the procurement of additional workspace	To identify and allocate the requisite space required for the current staff and proposed increase in staff headcount	\$2,000,000
6.	Development of Compensation proposal for the CPO and PSNC	To update the TDC compensation system and ensure that staff are adequately compensated and retained	\$50,000
TOTAL			\$4,025,000.00

10.9.3 Accomplishments

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

Organization Structure Implementation

In fiscal 2011 a new organizational structure for the TDC was approved which consists of 155 positions. This new structure is

aligned with the overall vision and strategy of the organization and was designed to ensure that the TDC is able to meet its mandate as outlined in the National Tourism Policy 2011. The new structure consists of five divisions into five divisions namely the Office of the Chief Executive Officer, Corporate Secretariat, Administrative and Corporate Services, Marketing and Product Development.

Code of Conduct Policy

In order to ensure that TDC continues to operate with the highest ethical standards the human resources department revised the Code of Conduct policy which governs the conduct of all staff at all times.

Job Descriptions

In keeping with good HR practice the human resources department completed job descriptions for all jobs within the organization. This is to ensure that all of our HR functions such as recruitment and selection, training, compensation and performance management are governed best practices and that all our employees have the requisite skills and competencies to perform at an optimal level.

Recruitment & Selection

In 2011 the TDC filled all executive management positions namely Chief Executive Officer, General Manager Administrative and Corporate Services, General Manager Marketing and General Manager Product Development. Several Management vacancies were also filled namely Corporate Communications, Sport Tourism, Sales Manager (Convention Bureau), Manager Niche Markets. The Department also continues to successfully manage the Visitor Guides programme in consultation with the Marketing Department. In fiscal 2011 the human resources department staffed all of TDC's signature events with Visitor Guides such as Carnival, Pot Spoon Throw Down and the International Culinary Festival and the Cruise Ship Season.

Table 10.21 Filled Positions

MONTH	YEAR	POSITION FILLED	CONTRACT TYPE
Oct	2010	Training & Development Specialist (3 positions) Car Park Attendant	1 year 1 year
Nov	2010	IT Technician Convention Coordinator Senior Project Engineer Quality Control Coordinator STEP Coordinator	1 year 3 mnth- Temp 3 mnth- Temp 6 mnth- Temp 2 mnths- Temp
Dec	2010	Destination Information Coordinator HR Specialist Assistant Project Coordinator	1 year 1 year 6 mnths-Temp
Jan	2011	Courier HSE Officer Site Supervisor Destination Information Coordinator Sites & Attractions Coordinator	1 year 1 year 1 year 1 year 1 year
Feb	2011	Destination Packaging Specialist Manager Human Resources Market Sector Specialist (Cruise Ship) Administrative Assistant Convention Specialist	1 year 1 year 1 year 2 years 2 years
March	2011	Information Services Agent HR Assistant	3 years 3 mnths- Temp
April	2011	Research Specialist	2 years
May	2011	Business Operations Assistant Information Services Agent	1 year 2 mnths- Temp
June	2011	Corporate Communications Assistant HR Assistant HR Specialist Assistant IT Technician Sites & Attractions Coordinator Corporate Communication Specialist	3 years 3 years 2 years 2 years 2 years 3 years

Table 10.21 Filled Positions (continued)

MONTH	YEAR	POSITION FILLED	CONTRACT TYPE
July	2011	Administrative Assistant Manager Sport Tourism Information Coordinator Business Operations Assistant Information Services Agent Manager, Niche Markets Senior Marketing Specialist Sport Tourism Specialist Sales Manager Information Services Agent (2 positions) Car Park Attendants Maracas (4 positions) Car Park Supervisors Maracas (2 positions) Assistant Project Coordinator	2 years 3years 2 years 2 years 2years 3 years 2 years 2 years 3 years 6 mnths –Temp 6 mnths – Temp 6 mnths – Temp 6 mnths - Temp
Aug	2011	Tourism Information Specialist Site Supervisor- Security & Operations Site Supervisor- Maintenance Marketing Specialist Courier	2 years 2 years 2 years 2 years 3 mnths-Temp
Sept	2011	Chief Executive Officer General Manager, Admin & Corporate Services General Manager, Product Development Procurement & Purchasing Clerk Purchasing Assistant Marketing Associate	3 years 3 years 3 years 3 mnths- Temp 6 mnths – Temp 2 mnths – Temp

Training and Development

Several employees received training at a cost of approximately **\$300,000.00** dollars. The human resources department collaborated closely with the line managers to plan training for staff with the ultimate objective of ensuring that staff have the requisite competencies to accomplish the organization's goals. Table 10.3 below gives a breakdown of training programmes executed in fiscal 2011.

Table 10.22 - Training Programmes Executed

PROGRAMME TITLE	PROGRAMME DATE(S)	TARGET AUDIENCE
Negotiation Skills	Sept 1st - 3rd 2010	Professional Staff
Facilities Management	Sept 7th - Oct 26th 2010	Professional Staff
Microsoft Word	Sept 14 -17, 21-22, 28-30	All Groups
HSSE Excellence	Sept 27th 2010	All Groups
Effective File Management System	Sept 8th 2010	HR Staff
First Aid Training	September 16th 2010	All Groups
Theft in the Workplace	Sept 17, 2010	HR Professional Staff
Industrial Relations - Labour Laws	Sept 18th - Dec 4th 2010	HR Professional Staff
IIA Conference 2010	Oct 18th - 22nd 2010	Internal Audit Professional
Microsoft Powerpoint	Oct 1st - 8th 2010	All Groups
Excellence in Hospitality Services	Oct 5th - 6th 2010	Office Assistant
Eventology Conference 2010	Oct 7th - 8th 2010	Event Coordinator
Document Imaging & Electronic Management	Oct 11th - 12th 2010	All Groups
Protocol Masters Training	Oct 25th - 26th 2010	All Groups
FIDIC Training	Nov 25th - 26th 2010	Management Team & Senior Professionals
Maintaining Microsoft SQL Server	Nov 1st - 5th 2010	IT Professional
Thinking Green for 21st Century	Nov 4th 2010	Management Team & Senior Professionals
Competency Certification Training	Nov 9th - 11th 2010	Senior Professionals
Dining Etiquette	Nov 20th 2010	Office Assistant
Resolving construction disputes	January 19 th 2011	Management Team & PD Professionals
Writing Skills for business and technical professionals	21 & 22 January 2011	PD Professionals
Selecting Suppliers and Managing their performance	1 & 2 Feb 2011	Purchasing Professional
Tsunami and Coastal Hazards Warning system protocol project	21 & 22 March 2011	HSE
Technical report writing and presentation skills	21 & 23 March 2011	PD Professional
Training seminar internal audit	22 -24 March 2011	Audit Professionals
Minute taking and memo writing	21 April 2011	PD Professional
HIV Training	28 April 2011	All professional
Managing corporate events	4 & 5 May 2011	Marketing and Corporate professional
Effective speech writing	4 & 5 May 2011	Corporate communication professional
Introduction to facilities management	9 -11 May 2011	PD Professionals
Project monitoring and evaluation for the public	17-19 May 2011	PD Professional
Industrial relations	26 th May 2011	HR Professional
Managing the media	14-16 June 2011	Corporate Communication staff
Excellence in business	28 th June 2011	PD Professional
3 rd annual Caribbean facilities management chambers	7 th & 8 th July 2011	PD Professional
Government Protocol	12 & 13 July 2011	Government Protocol
Technical report writing and presentation skills	12-14 July 2011	IT Professional

PROGRAMME TITLE	PROGRAMME DATE(S)	TARGET AUDIENCE
Arriving at performance standards	18&19 July 2011	HR Professional
Human resource planning in organization	25&26 July 2011	HR Professional
Working planning and team building delivery		PD Group
Total quality management	25 & 26 July 2011	PD Professional
Essential business training for administrative professionals and executive assistant	4&5 August 2011	Administrative Assistant
Sustainable Meetings and Events Management	4th & 5th August 2011	Sports Professional
Managing the Service Function	10th&11th August 2011	IT Professional
Mastering Interviewing Skills	11th &12th August 2011	HR Professional
Advance Business Writing	17th-19th August 2011	IT Professionals and Business Operations Assistants
Strategic Tourism Marketing	22nd,23rd, 24th August 2011	Marketing staff
Motivational Series	5th,12th,19th August 2011	All staff
Windows Server 2008 Network Infrastructure (70-642)	26-23 August 2011	IT Professional
Windows Server 2008 Application Infrastructure (70-643)	26-23 August 2011	IT Professional
Bridging the gap- Strategic Thought transformed through project management	20th and 21st September 2011	PD Professional
The 6th International Public Law Conference	19th-22nd September 2011	Legal
Advanced Certificate in Applied Training and Development	19th Sept -22 Oct 2011	Training specialist
ACFE Fraud Risk Management	6th October 2011	Audit Professional
Microsoft Certified IT Professional Database Administrator	4th Oct -13th Dec	IT Professional
2011 All Star Conference	17-19 October 2011	IT Professional
Quality Management Document Control QMS ISO 9001:2008	17-18 October 2011	PD Professional
EMS Lead Auditor	Oct 31- Nov 3 2011	PD Professional

Staff Events

In recognizing the diversity of our rich culture and heritage the Human Resources Department officially observed and celebrated all holidays as stated below:

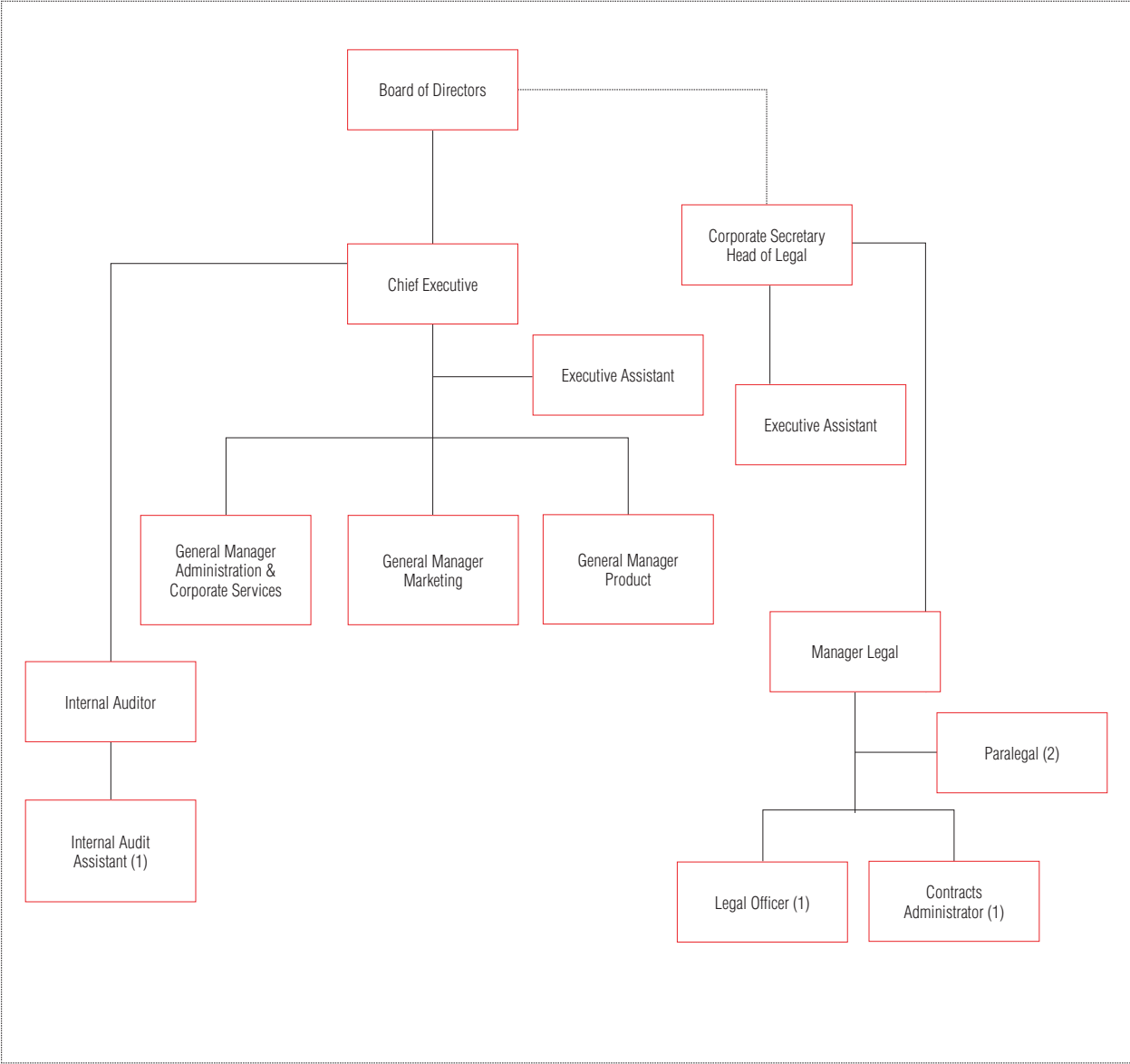
Easter

- Indian Arrival Day
- Emancipation Day
- Independence Day Inter-Faith Service
- Eid-ul-Fitr
- Divali

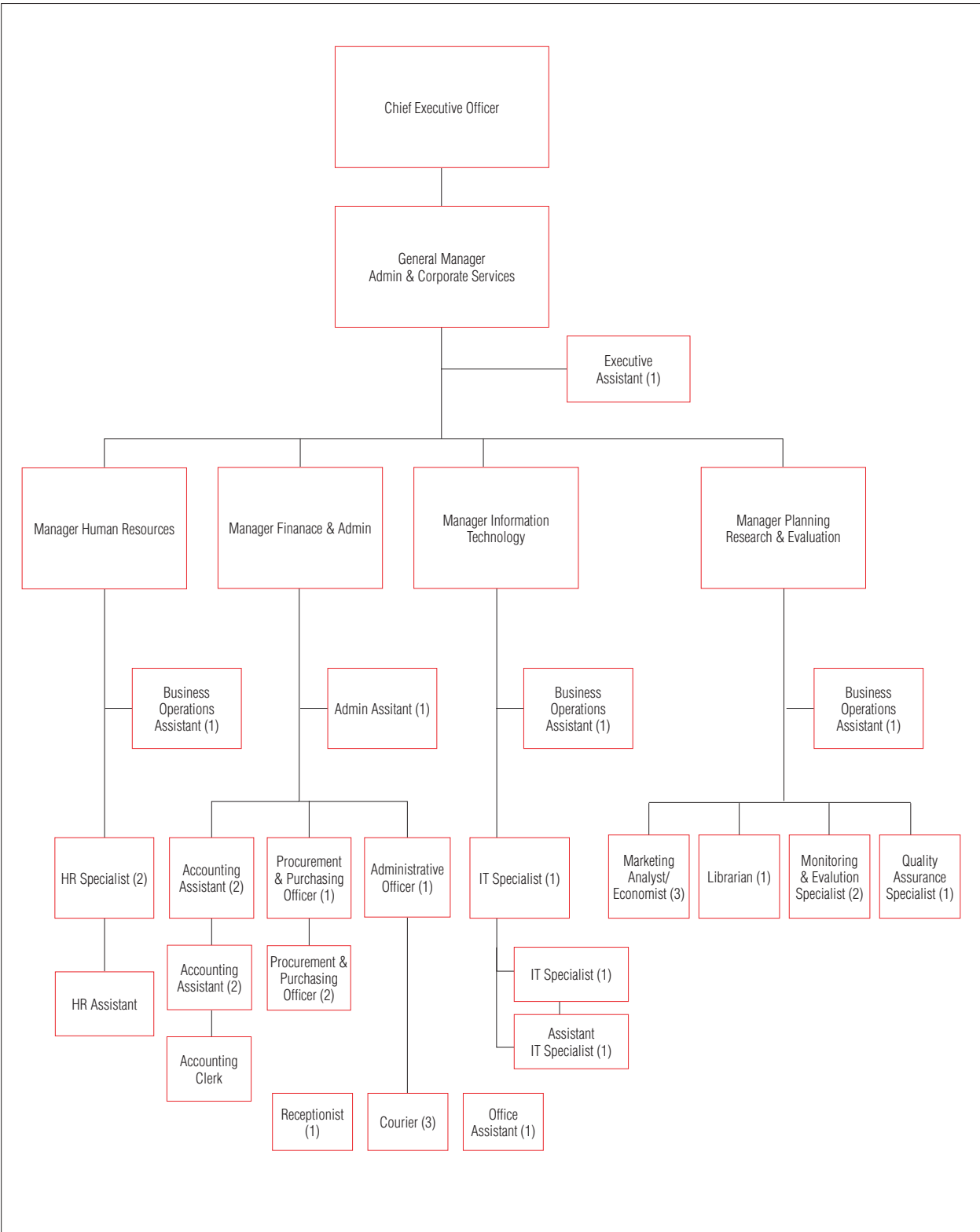
The Department also organized other activities for the overall motivation and well-being of staff such as Health and Safety Week, HIV and AIDS Workshops, a four part Independence Empowerment and Motivational series in the month of August.

11.0 Appendix

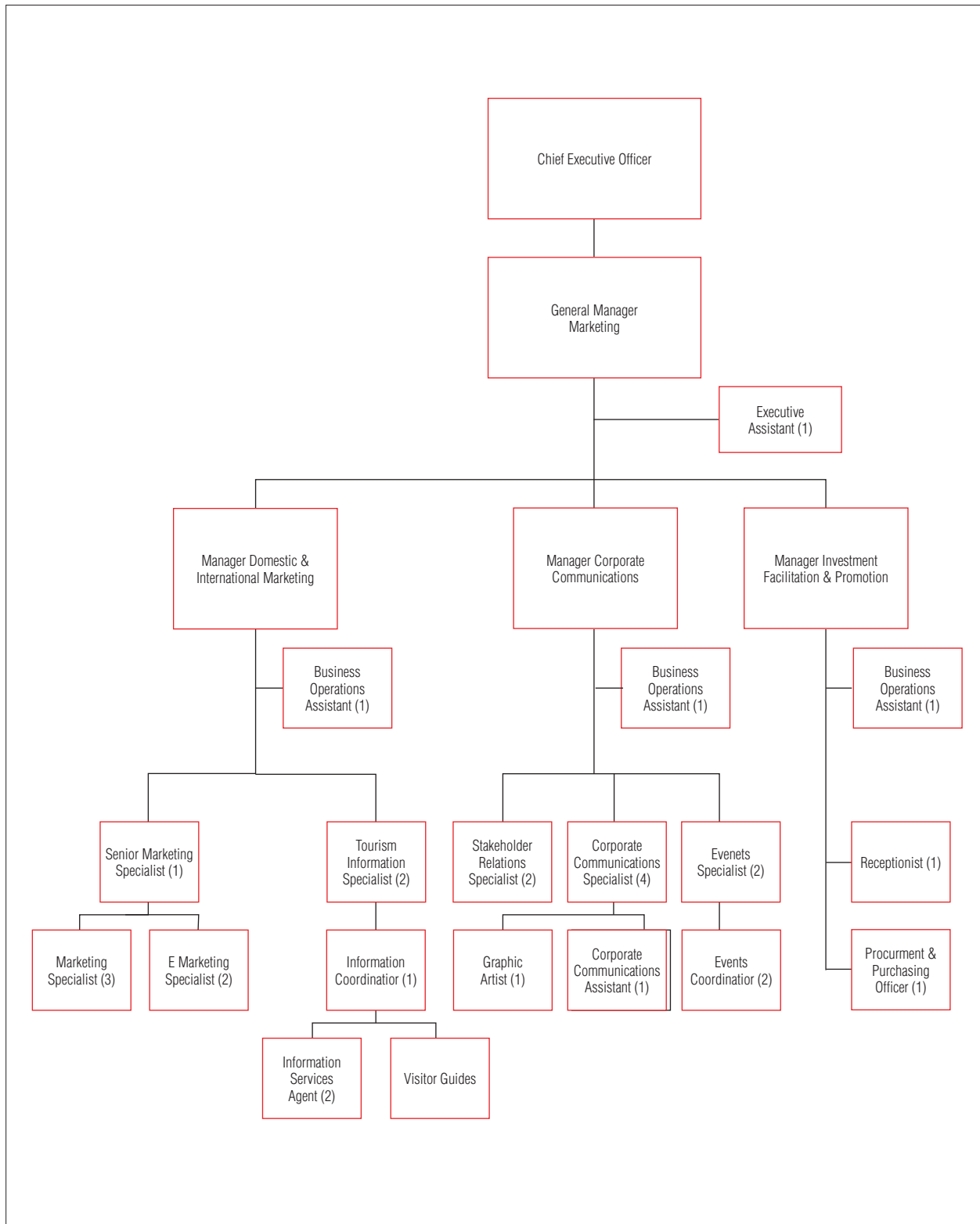
CORPORATE ORG CHART – MARCH 2012



ADMINISTRATIVE & CORPORATE SERVICES CHART – MARCH 2012



MARKETING CHART – MARCH 2012



PRODUCT DEVELOPMENT CHART – MARCH 2012

