

TOURISM
DEVELOPMENT
COMPANY
LIMITED

Administrative Report
Fiscal 2014



Tourism Development
Company Limited
TRINIDAD & TOBAGO

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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).

Having retained focus on its 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 building awareness and marketing, product development and investment, quality assessment and enhancement and organisational efficiency.

Marketing, Packaging and Awareness

The company has identified objectives that will highlight the destination's attributes and showcase the niches that are indicative of Trinidad and Tobago. The marketing effort will be supported by product development activities in terms of maintaining sites and attractions that are critical to the destination's product offering. Maintaining standards are also critical to the marketing effort as it signals an improvement in service delivery.

The Overseas Representatives also play a pivotal role in representing the destination in our key source markets and this support is underpinned by the Information Services Unit and the Corporate Communications Department. We also have targeted various niches such as Cruise Tourism, MICE and Sport Tourism.

Specifically in the area of MICE or 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 Unit also embarked on marketing campaigns in selected areas and continued to attend major industry trade shows. To encourage continued growth in this market, the Convention Bureau aggressively pursued leads and opportunities in major target markets.

Product Development and Investment

The TDC's product development function works hand in hand with investment promotion and the objective is to develop the infrastructure necessary for investment in the context of product development. Continuous site maintenance is necessary for upkeep and to meet and exceed visitor expectations.

The Investment Promotion Department continued its mandate to attract local and foreign investment in divers, world class accommodation and complimentary clusters of ancillary facilities. Specifically, it is focused on

building and enhancing Trinidad and Tobago's reputation by upgrading accommodation to the highest standards.

Quality Assessment and Enhancement

The objectives under this area are to improve service delivery and quality that will adhere to internationally accepted and recognised standards. Additionally, there is the need to incorporate improvements in service and infrastructure quality with the identification of viable investment projects with a view to making the destination a more attractive choice for investors. Out of the above, there will be an encouragement of linkages between service quality improvements and tourism products and infrastructure.

Organisational Efficiency

The area of support services within the TDC is just as critical as the functions of Marketing and Product Development. This encompasses Planning and Research, Information Technology, Finance and Human Resource. These departments are charged with the responsibility of support the destination's marketing initiatives through data capture, training & development, IT infrastructure and Finance systems improvement. They also play a critical role in supporting investment and marketing initiatives through the timely provision of information for the identification and selection of strategic tourism products. Product Development initiatives also benefit from organisational efficiency through timely payments for the maintenance and construction works at sites and attractions.

The Human Resource Department understands that there must be investment in staff development and training as this element of the TDC stands at the forefront of promoting Trinidad and Tobago as a location for tourism investment. Effective resolution of staff issues signals the company's commitment towards developing the tourism industry.

1.0 MISSION STATEMENT

“To facilitate the development and marketing of the T&T tourism product.”

The TDC became operational in 2005 and the company's mandate is to develop and enhance all aspects of the tourism sector in Trinidad and Tobago. The development of the tourism product falls under the purview of the TDC whilst the Tobago House of Assembly has specific oversight for tourism development in Tobago. The company remains stoic in its commitment to establish and implement standards for the development and maintenance of tourism infrastructure and amenities at beaches, tourism sites and attractions and maintenance of facilities and amenities formally vested in it.

Marketing and promotion are also key areas of the TDC's focus along with tourism investment facilitation. The latter responsibility includes administering the provisions under the Tourism Development Act, Chap. 87:22 (TDA), under which investors in the tourism sector apply for concessions.

The TDC operates in tandem with its key stakeholders and industry partners whose expertise and functional areas may overlap with the company's objectives. The TDC also cooperates with the THA Division of Tourism and Transportation on the formulation and implementation of programmes relating to Tobago.

2.0 VISION STATEMENT

“To be an effective enabler of a unique, vibrant and sustainable tourism sector.”

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 propelled by goals that are aimed at ensuring the following:

- A visitor experience that surpasses their expectations and encourages visitor returns and brand loyalty. This will be done through the quality of customer care received by visitors and the provision, directly or through investments, of world class yet unique facilities and cultural events
- Recognition that tourism is diverse in nature and revenues can be generated from these various streams such as Business Tourism, Sports Tourism, Medical Tourism and Education/Training Tourism.
- Marketing initiatives that will position Trinidad and Tobago as the destination of choice in target market segments.
- Generation of market research and analysis that is critical to driving our tourism plan and report on our successes and areas of improvement.
- Investment in the tourism sector, especially by private enterprises as a key driver and indicator of success.

3.0 STRATEGIC PLAN

The Tourism Development Company Limited’s (TDC) strategic intent is to significantly accelerate growth in the tourism sector through increasing visitor arrivals. The importance of domestic tourism is not ignored in this process as it also includes the involvement and participation of nationals tourism development through their appreciation of local sites, attractions and experiences.

In promoting Trinidad and Tobago as a tourist destination, TDC recognizes that there are fundamental aspects to tourism that must be met for the industry to attract increase arrivals and become sustainable. These imperatives are as follows:

- Recognition that tourism is diverse in nature and revenues can be generated from these various streams such as Business Tourism, Sports Tourism, Medical Tourism and Education/Training Tourism.
- Marketing initiatives must position Trinidad and Tobago as the destination of Choice in Target market segments
- Market research and analysis is important to drive our tourism plan and report on our successes and areas of improvement
- -Investment in the Tourism sector, especially by Private Enterprises is a key driver and indicator of success.

The strategic goals identified incorporate the above and has been listed as the strategic imperatives in the last Strategic Plan.

Strategic goal 1 - "To Strengthen Tourism Destination Marketing"

Through this goal, TDC will position Trinidad and Tobago as the destination of choice in the Targeted market segments. We will clearly define T&T's brand, effectively communicate these to our target markets, and maintain channels that make it easy for potential customers to buy our tourism products.

Strategic goal 2 - "Strengthen Tourism Investment and Incentive Framework"

TDC will encourage the investment and development of select, strategic tourism products by local and foreign investors. We will work together with public and private partners, to sensitive and promote the various investment incentives, while working with local stakeholders to improve the quality of information gathering, which is needed by investors.

Strategic goal 3 - "Strengthen Product Development, Management and Logistics"

TDC as the umbrella organization for Trinidad and Tobago Tourism will ensure that our Tourism Products are world class. Through the provision of world class facilities and unique events, we will provide a unique Caribbean experience. Through quality service and customer care, we will leave the visitor with a memorable experience.

3.1 Aligning TDC Organizational Structure to its Strategic Goals

To archive its strategic goals the organization itself must be aligned to these goals. The following main Organizational Structure components have been identified as needed to achieve Strategic Goals:

1. Marketing, packaging and awareness
2. Product Development and Investment
3. Quality Assessment and Enhancement
4. Organizational Efficiency

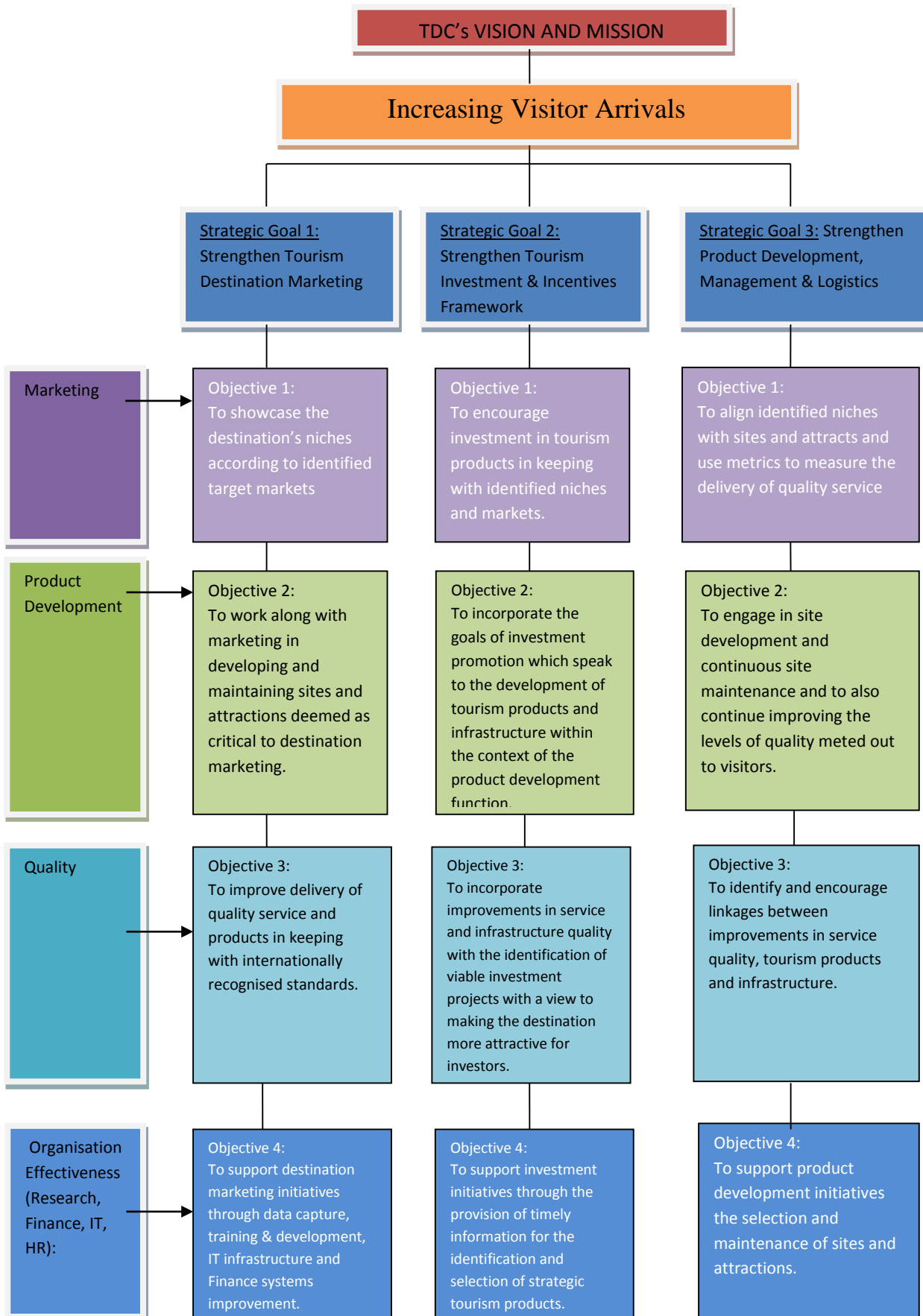
Figure 1 Organizational Areas by Departments

Marketing, Packaging and Awareness	Product Development and Investment	Quality Assessment and Enhancement	Organizational Efficiency
<ul style="list-style-type: none"> • Overseas Reps • Sports Tourism • Cruise Tourism • Convention Bureau • Niche • DIS • Communication -- 	<ul style="list-style-type: none"> • Sites and Attractions • Engineering • Investments • HSE 	<ul style="list-style-type: none"> • STEP • STAR • TTTIC • Safety and Security • Environment Conservation 	<ul style="list-style-type: none"> • Market Research and Analysis • Finance and Administration • Human Resources • Information Technology • Legal

Figure 2 All Organizational Areas Focus to achieve Strategic Goals



Figure 3 Aligning Objectives to Strategic goals



Summary of Achievements for Period October 2013 to September 2014

- Advent of the US based JetBlue Airways into the Trinidad and Tobago market.
- Introduced Apollo Airways into the Trinidad and Tobago market.
- Conducted a total of five hundred (500) sales calls in various source markets. (*Please see pages 33, 34 and 35 for breakdown*).
- Hosted one thousand (1000) Travel Agents in both Trinidad and Tobago.
- Launched the Convention Bureau's Meeting Planners Guide.
- Hosted the "Meet Your Convention Bureau" Business Forum.
- Launched the "New Meetings and Conferences" DVD.
- Conducted a "World Tourism Day" Campaign.
- Followed by 15,185 persons on Facebook and 8,273 on Twitter.
- Recommended a total of seventy eight (78) tourism projects for incentives totalling a proposed capital investment of TT\$81.1 million and employment of 1,120 persons. (*Please see Appendix 1*)
- Expanded Room Upgrade Programme.
- Granted reimbursements to three (3) hoteliers as part of the Expanded Guest Room Upgrade Incentive Project for fifty one (51) rooms.
- Competed refurbishment to the bridge connecting the Maracas Beach Facility with the Maracas Fishing Village (MFV).
- Launched an Amphibious Wheel Chair Service at Maracas Beach Facility. (See Appendix 2)
- Resurfaced car park at Vessigny Beach Facility.
- Completed the Image, Grooming, Protocol and Business Etiquette training.
- Conducted training for Small Tourism Accommodation Owners of Trinidad & Tobago (STAOTT) in Excellence in Hospitality Services and Effective Housekeeping Skills.
- Trained two hundred and forty five (245) hospitality professionals from Nature Seekers, Immigration Division, TDC's Visitor Guides, Port Authority Personnel, Water Taxi Service, Inter-Island Ferry Service, TTPS recruits and Taxi Drivers in the fundamentals of Customer Service.
- Signed a Service Level Agreement (SLA) on September 20, 2013 with the Trinidad and Tobago Bureau of Standards for the commencement of the Trinidad and Tobago Tourism Industry Standards (TTTIC) Programme.
- Conducted two (2) Safety and Security Workshops.
- Completed Audited Statements for fiscal years 2011 and 2012.

4.0 FINANCIAL OPERATIONS

Financial policies provide the framework for transparency and accountability with respect to financial transactions. To this end, the Board of Directors of the TDC has approved a Procurement and Procedural Policy that will positively impact the management of the company's finances.

4.1 Financial Statements

The Tourism Development Company (TDC) recognizes the need to have current Audited Financial Statements. To this end, the Finance Department is working assiduously with the External Auditors, Panel Kerr Foster to meet this objective. Over the 2013 / 2014 fiscal year, Audited Financial Statements for 2011 were completed and approved. The 2012 Audited Financial Statements have been completed and will be approved shortly.

It is expected that in fiscal year 2015/2016, the Audited Financial Statements for 2013 and 2014 will be completed.

4.2 Policies

Financial policies provide the framework for transparency and accountability of financial transactions. To this end, the Board of Directors of the TDC has approved a Procurement and Procedural Manual which is in alignment with the State Performance Manual

4.3 Financial Summary of Expenses and Comparative For 2014

Description	ACTUAL EXPENDITURE for 2014	ACTUAL EXPENDITURE for 2013
Marketing, Packaging and Awareness		
Source Markets	20179,472	27531,296
Convention Bureau	826,415	2001,639
Coporate Communication	1895,311	5854,000
TOTAL	22901,198	35386,935
Product Development and Investment		
Investment Facilitation	630,044	1251,299
T and T Hotel and Guesthouse Room Stock Upgrade Incentive Project	611,871	1552,211
Maracas Community Tourism Initiative	457,185	1242,690
Las Cuevas Beach Enhancement Project	318,838	1037,396
Manzanilla Beach Facade Improvement Project	12,363	807,773
Vessigny Beach Facility Upgrade Project	789,075	1077,529
La Brea Pitch Lake Enhancement Project	-	698,096
Tourism Sector Support	-	233,445
Upgrade of Sites and Attractions	-	1217,504
Toco Lighthouse	-	231,750
Penal/Debe Doubles Pavillion	-	388,000
POS Tourism Business Improvement	-	549,752
Quality Assessment and Enhancement		
Caribbean Small Tourism Programme Operators (STEP)	123,096	256,143
Service, Training, Attitude, Respect programme (STAR)	-	771,165
Certification of Tourism Program Operators (TTTIC)	189,219	216,479
Environmental Conservation (Blue Flag)	140,676	242,985
Tourism Safety and Security	45,669	225,907
Organization Efficiency		
Planning and Research	602,176	511,016
Human Resources	19220,121	20556,222
Information Technology	553,352	403,427

5.0 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, senior management and the Audit sub-committee the findings 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. Operational 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.

5.1 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 X.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.

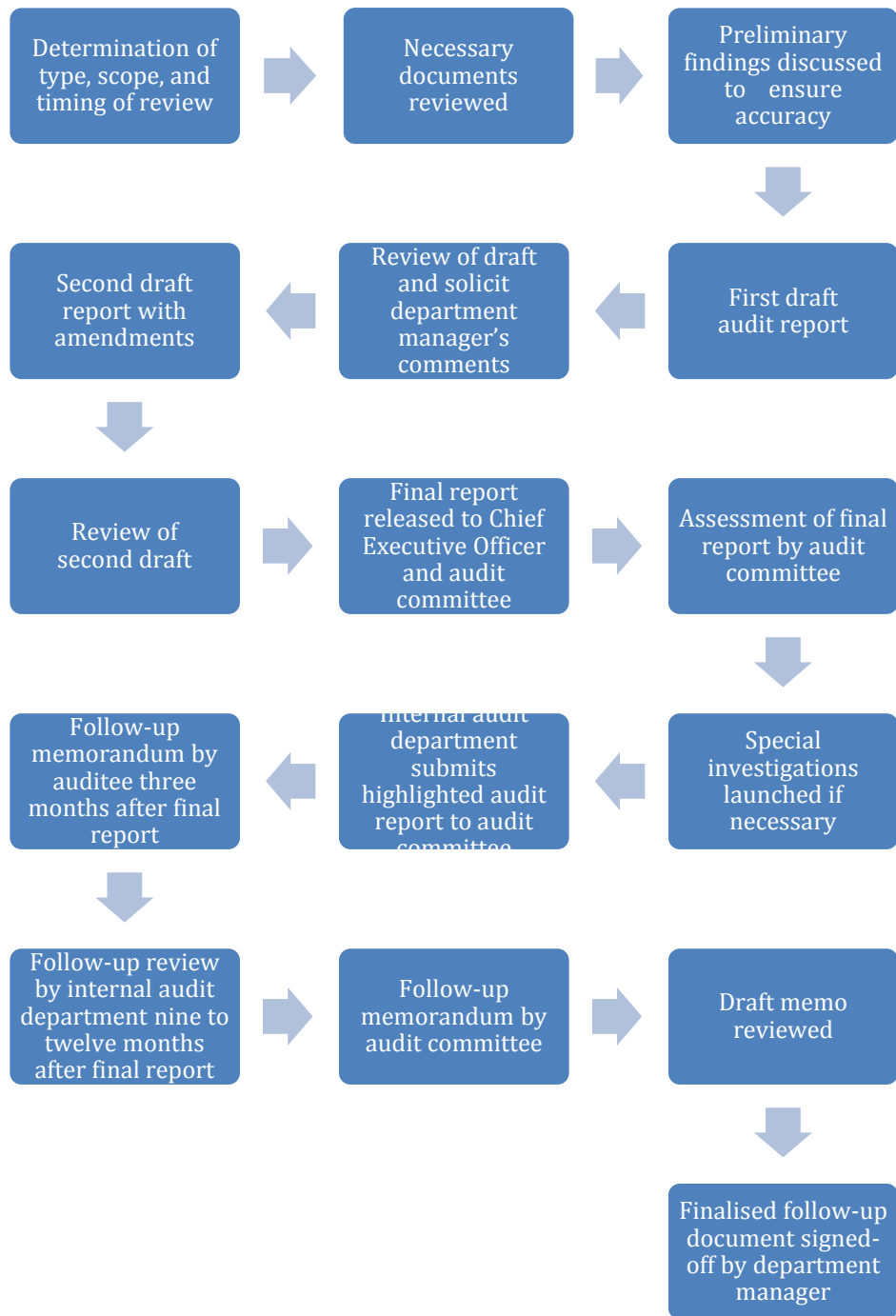
Step 13 - Three Month Follow up: Three months after the final audit report is issued, the auditee is requested to submit a follow-up memorandum to the internal audit department outlining the disposition of the recommendations.

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 2.0: Flow Diagram of the Internal Audit Procedure



6.0 ROLES AND ACCOMPLISHMENTS BY DEPARTMENT

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

The Departments are presented as follows:

- Investment Facilitation
- Product Development
- Marketing
- Convention Bureau
- Cruise Tourism
- Corporate Communication
- Planning, Research and Evaluation
- Internal Audit
- Information Technology

6.1 Investment Facilitation Department

6.1.1 Role

The Mission of the Investment Facilitation 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 goals support the TDC's mandate, and reflect the long-range objectives 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.

6.1.2 Work Plan

Specific plans for the Investment Facilitation 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.





PROJECT NAME/ DESCRIPTION	PROJECT OBJECTIVES
To administer TDC's responsibilities under the Tourism Development Act (TDA) and facilitate an effective legal and institutional framework for tourism investment.	To disseminate information to industry stakeholders and potential investors of incentives and opportunities available under the TDA for tourism projects.
	To evaluate and process applications for fiscal incentives in a timely manner.
	To monitor concessionaires
	To facilitate workshops / seminars and meetings on the Tourism Development Act to potential investors, industry stakeholders.
Promotional Materials Development	To review and update IPD collateral documents.
	To package sites/activities identified for tourism development.
	Advertisements
Developmental Strategies / Identification of sites / Pre-feasibility studies / Project concepts	To acquire tourism industry market intelligence.
	To determine the available sites and the best use concepts for hotel and ancillary development in T&T including tourism zones and signature projects.
	To examine the potential for other new and innovative tourism projects – eco tourism, dive, recreational space use etc.
	To contact potential investors regarding implementation of proposed projects.
	To collaborate with TDC Product Development Division to identify potential investors in selected communities in T&T.
	To collaborate with State Agencies and other financial institutions on loan funding/ guarantees for tourism projects.
	To collaborate with the Ministry of Tourism to develop tourism investment policies for tourism projects.
Medical Tourism	To collaborate with the Ministry of Tourism on medical tourism investment – market intelligence, investor targeting, advertisements, conferences, brochures and facilitate investors.


6.1.3 Accomplishments

Dissemination of Investment Information/Promotional Material

The Investment Facilitation Department generated general tourism destination information, tourism investment, tourism magazines/publications and videos. The Trinidad and Tobago Investment Guide and other collateral documents were updated. They were produced on computer disks and flash drives for distribution to potential investors at conferences, seminars, tradeshow, high commissions and embassies abroad. Tourism information distributed to potential investors includes general tourism destination information, tourism investment, tourism magazines, publications and videos all related to destination Trinidad and Tobago.

A sample of items distributed can be seen below:

	<p style="text-align: center;">TRINIDAD & TOBAGO TOURISM INDUSTRY INFORMATION</p> <p style="text-align: center;">Available on DVDs & Flash Drives</p> <p style="text-align: center;"><i>(DVD Cover design to the left)</i></p>
 <p style="text-align: center;">General Tourism Information</p>	<ul style="list-style-type: none"> • Trinidad and Tobago: The True Caribbean • Trinidad and Tobago Tourism Industry Directory • Trinidad and Tobago Convention Bureau • Convention Bureau Meeting Planners Guide • Brochure: The Pitch Lake • Brochure: Historical Buildings in Port of Spain • Brochure: Safety Tips for Visitors • Cruise: Trinidad & Tobago • Cruise: Trinidad Destination • Trinidad & Tobago: Calendar of Events (Website) • Ministry of Tourism Trinidad and Tobago (Website) • Trinidad and Tobago Tourism Investment Guide • Tourism Investment T&T – Fast Fact
 <p style="text-align: center;">Tourism Investment Publications</p>	<ul style="list-style-type: none"> • Trinidad and Tobago Tourism Investment Guide • Tourism Investment T&T - Fast Facts • Hotel Investment Opportunity Profiles • Tourism Development Act 2000
 <p style="text-align: center;">Tourism Magazines/ Publications</p>	<ul style="list-style-type: none"> • Cre Ole (Website) • Discover Trinidad and Tobago (Website) • Ins and Outs of Trinidad and Tobago (Website) • What's on in Tobago

 <p>Videos</p>	<ul style="list-style-type: none"> • Trinidad and Tobago (3:11 minutes) • Eco (4:16 minutes) • Convention Bureau (4:06 minutes) • Investment (3:57 minutes) • Sports (6:24 minutes) • Tobago (4:23 minutes) • Cruise Tourism (3.06 minutes) • Yachting (4:05 minutes)
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Other accomplishments of the Investment Facilitation Department included the following:

- Held meetings and distributed investment packages to an estimated one hundred and seventeen (117) potential investors.
- Monitored an estimated 245 projects to ensure compliance with the tourism incentives granted under the Tourism Development Act 2000.
- Recommended a total of seventy eight (78) tourism projects for incentives totalling a proposed capital investment of TT\$81.1million and potential employment of 1,120 persons. See table below for breakdown according to the tourism activity.

Tourism Activity	No. of Projects	Proposed Investment	Proposed Employment
Accommodation (Refurbishment)	7	\$70.3 million	1,010
Ancillary Facilities	1	\$2.1 million	40
Tourism Transport Services	70	\$8.7 million	70
TOTAL	78	81.1million	1,120

Development Strategies - Investment Opportunities

The department identified various tourism zones and reviewed concepts for proposed development and accompanying pre-feasibility studies as follows:

- Commenced review and identification of sites for sustainable tourism investment opportunities including sites for an integrated range of accommodation and ancillary projects in Trinidad & Tobago.
- Pre-feasibility studies / Project Concepts for Trinidad and Tobago East Coast as per the following:
 - Meetings held with BG Trinidad & Tobago Limited on the Business Development Fund which will be provided to residents to develop and implement a programme that seeks to provide sustainable, tourism-based, economic opportunities for young residents of the South East coast fence line communities. It includes directly impacted communities of Mayaro, Guayaguayare and Ortoire and to a lesser extent, the indirectly impacted communities of Rio Claro, Manzanilla and Sangre Grande.
- The Yachting Services Committee (YSC) instituted by the Government is responsible for establishing the requisite policy and guidelines for the industry. Matters discussed under the remit of the committee included:
 - Institution of a Tourism Information Centre in Chaguaramas
 - Development of a Yachting Tourism Video and Yachting Website
 - General Marketing of Yachting & Tourism
 - Identification of Sites for Marina Development in Trinidad & Tobago
 - Yachting Steering Committee (YSC) Participation in Boat Shows
 - Collaboration with Customs & Immigration Revised Forms
 - Development of a Yachting Career Brochure & Training



Expanded Guest Room Upgrade Incentive Project

The **Expanded Guest Room Upgrade Incentive Project** is designed to provide an incentive in the form of a partial reimbursement of the cost of upgrade works undertaken to eligible tourist accommodation. This is designed to bring accommodation inventory up to a first class level to meet and/or exceed the Trinidad and Tobago Standard Requirements for Tourist Accommodation.

Reimbursements were granted to the following properties in Trinidad for upgrade works conducted:

Property	Rooms Upgraded	Reimbursement
Coblentz Inn Boutique Hotel	3	\$ 11,831
Crews Inn Hotel and Yachting Centre	34	\$ 425,000
Laguna Mar Beach Resort	14	\$ 73,408
Total	51	\$ 510,239

Upgrade works were in progress at the following properties in Trinidad:

Property	Rooms Being Upgraded
Pax Guesthouse	18
Par-May-La's Inn	1
Cara Suites Hotel and Conference Centre	36
Maracas Bay Hotel	8
Royal Hotel	62
Total	125

In addition, a 2 ½ day “Facilities Management Workshop” was conducted for nineteen (19) persons from the target group of hotels and guesthouses.

- *Cabinet Approval was received for the expansion of the project as follows:*
 - *Properties with one to five (1-5) rooms: a 20% reimbursement incentive determined as a proportion of the cost of refurbishment and upgrade for improvements/upgrade works to the interior/exterior of the property up to a maximum reimbursement of \$75,000.*
 - *Properties with six to one hundred and fifty (6-150) rooms: a 25% reimbursement incentive determined as a proportion of the cost of refurbishment and upgrade for improvements/upgrade works to the interior or exterior of the property up to \$750,000.*

7.0 Product Development

The Product Development Division is comprised of the following:

- Quality Control & Standards Unit
- Sites and Attractions Unit

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

7.1 Roles

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.

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) and Service, Training, Attitude, Respect (STAR) branding and other collateral;
- Public Affairs Department on the promotion of industry training, certification programmes and public awareness;
- Investment Promotion Department on the provision of incentives and tax breaks;
- Planning and Research 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** aims to provide functional physical infrastructure through the redevelopment and refurbishment of identified tourism sites and is focused on the project management and procurement of such initiatives with a view to enhancing 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 also participates in a number of anti-litter initiatives including the International Coastal Clean-Up (ICC).

7.2 Work Plan

The following sections briefly outline the approved work-plan of the two units that comprise the Product Development function.

7.2.1 Quality Control and Standards Unit

PROJECT NAME/ DESCRIPTION	PROJECT OBJECTIVES
T& T Hotel and Guesthouse Room Stock Upgrade Incentive Project	Enhanced facilities, visitor experience, return arrivals.
Service, Training, Attitude, Response (STAR)	Enhancing business competencies and customer service skills.
Certification of the Tourism Programme Operators	Developing business competencies and customer service skills through establishment of Quality Standards in Tourism.
Environmental Conservation-Green Globe Awareness – Blue Flag	Enhanced facilities, visitor experience, return arrivals via quality initiatives and recognized certification.
Tourism Safety and Security	Higher quality visitor experience, safety and food security.

7.2.2 Site and Facilities Unit

PROJECT NAME/ DESCRIPTION	PROJECT OBJECTIVES
Maracas Beach Community Tourism Initiative	Increase Return Rate, Recommendation Rate, Visitor Satisfaction and Visitor Spend to the community. Improved sustainability.
Las Cuevas Beach Enhancement Project	Improved facilities, visitor experience, return arrivals.
Manzanilla Beach Facade Improvement Project	Enhanced facilities for both domestic and foreign visitors, create a sense of pride, Tourism Awareness.
Vessigny Beach Facility Upgrade Project	Upgrade facilities for both domestic and foreign visitors,

	create a sense of pride, Tourism Awareness.
La Brea Pitch Lake Enhancement Project	Enhanced facilities, visitor experience, return arrivals.
Cruise – Refurbishment Works of the TDC Cruise Ship office and Quayside	Upgraded facilities at the Cruise Ship Office and the quayside façade geared towards improving the visitor experience.

7.3 Accomplishments by Sub-Units

7.3.1 Quality Control and Standards Unit

Service Training Attitude Respect (STAR)

The STAR Programme or Service, Training, Attitude, Respect was created to strengthen tourism product development, management and logistics. This programme facilitates and supports a culture of service excellence within the local tourism sector and the wider visitor cycle-of-service by developing both professionals and organisations and utilizing a range of professional and organizational development tools, that is augmented by targeted marketing and promotional programmes and incentives to recognize and reward service delivery improvement and successes.

Achievements for the period are as follows:

Professional Development	<ul style="list-style-type: none"> The Unit submitted a successful proposal to the Ministry of Public Administration to train six hundred (600) public sector officers, starting in June 2014. Two hundred and forty five (245) hospitality professionals trained from Nature Seekers, Department of Immigration, TDC’s Visitor Guides, Port Authority Personnel, Water Taxi Service, Inter-Island Ferry Service, Trinidad and Tobago Police Service (TTPS) Recruits and Taxi Drivers. Employees from approximately ten (10) organisations participated in this programme.
Organizational Development	<ul style="list-style-type: none"> The Two hundred and forty five (245) hospitality professionals trained from Nature Seekers, Immigration, TDC’s Visitor Guides, Port Authority Personnel, Water Taxi Service, Inter-Island Ferry Service, Trinidad and Tobago Police Service (TTPS) Recruits and Taxi Drivers have completed the business advisory sessions and are preparing for assessment leading to certification by end of June.
Constraints	<ul style="list-style-type: none"> From April 2013 – January 2014, there was the intention to transfer the STAR programme to Trinidad and Tobago Hospitality and Tourism Institute (THTI). As a consequence, programme delivery halted until this process could be completed.

	<ul style="list-style-type: none"> • In February 2014, the decision to transfer the programme was reversed; however, the unit received no funding for programme delivery in fiscal 2013/2014. • The unit has provided training to organizations that are prepared to cover cost of meals and refreshments to its employees who participate in the programme, since February 2014.
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Trinidad and Tobago Tourism Industry Certification (TTTIC)

ISO Technical Committee Meeting 2014	<ul style="list-style-type: none"> • TTTIC continues to evolve and grow. The Certification and Inspections Officer was invited to attend the ISO Technical Committee Meeting for Tourism Standards in France. The International Standards Organization (ISO) Technical Committee two hundred and twenty eight (228) Meeting convenes annually to discuss standards for tourism and related services. The ISO/TC 228 meetings allow ISO Member bodies to collectively make decisions on the Committee's work and contribute towards the development of these international. Trinidad & Tobago is a participating country in discussing the Tourism Standard that is led by a collaborative effort between the TDC and the Trinidad and Tobago Bureau of Standards (TTBS).
Service Level Agreement (SLA)	<ul style="list-style-type: none"> • A new Service Level Agreement (SLA) was signed on September 20, 2013 with the TTBS for the commencement of the TTTIC programme. The SLA was carded to end on January 18, 2014 however the TTBS granted a three month extension.
Advertising Campaign	<ul style="list-style-type: none"> • With renewed interest in the TTTIC programme, a new advertising campaign was launched in fiscal 2013-2014. The campaign is aimed at building top-of-mind awareness of the TTTIC programme, encouraging operators to apply for the programme and stimulate heightened growth in the programme.
Standard Development	<ul style="list-style-type: none"> • The Sites and Attractions Standard, and the Tourism Information Offices Standard are carded to be implemented in fiscal 2014. Mock audits were conducted for the finalization of the Recreational Dive Standard.
Constraints	<ul style="list-style-type: none"> • Due to a re-evaluation of the scope of TTTIC, the programme was inoperable for more than a year and as such the momentum that was previously gained among local tourism operators was lost. Currently, the TDC is trying to encourage operators to apply for the programme once again through advertisements in the media, word-of-mouth and one-on-one meetings. • Some of the major issues preventing certification of operators are yet to be resolved. These issues relate to the lack of Town and Country Planning approval for hotels and guesthouses; the long process involved to access



	the Magistrate’s Guide License and the traffic restrictions to tourist taxi drivers in the Port of Spain area.
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Environmental Conservation-The Blue Flag Programme

The Blue Flag is a voluntary eco-label awarded to more than 4000 beaches and marinas in forty eight (48) countries across Europe, South Africa, Morocco, Tunisia, New Zealand, Brazil, Canada and the Caribbean. The programme works towards sustainable development of beaches and marinas through strict criteria dealing with Water Quality, Environmental Education and Information, Environmental Management and Safety and Other Services.

The programme is owned and run by the non-governmental, non-profit organisation the Foundation for Environmental Education (FEE). It fosters the adoption of sustainable and responsible practices in all aspects of tourism development, re-modelling and renovation of products and services.

Blue Flag National Operator Meeting 2013	<ul style="list-style-type: none"> Two officers from the TDC were invited to attend the 2013 Blue Flag National Operator Meeting from October 21-25, 2013. This forum facilitated the sharing of best practices and new innovative methods in beach environmental management, safety services, water quality and environmental education & information. The meeting is designed to raise environmental awareness and increase good environmental practices among tourists, local populations and beach management and staff.
Blue Flag NGO	<ul style="list-style-type: none"> A co-management agreement was signed on March 13th, 2014 with Asclepius Green for the management of the Blue Flag programme in Trinidad. To establish the Blue Flag Programme in Trinidad Asclepius Green will be the national representative and responsible body for Foundation for Environmental Education (FEE) in Trinidad. This non-governmental organisation (NGO) has demonstrated their capabilities in environmental education.
Constraints	<ul style="list-style-type: none"> Additional funding was required to further engage the NGO for Blue Flag and to expand the environmental initiatives of the TDC.

Tourism Safety and Security

In an industry where the quality of the visitor experience impacts on their decision to return or to recommend a destination, tourism safety and security is of paramount importance. Consequently, this project seeks to enhance the safety and security of visitors in Trinidad and Tobago through various initiatives while ultimately improving the overall destination experience.

It involves collaboration with national security agencies, the implementation of visitor safety and security awareness initiatives and a focus on destination crisis management and service recovery. In addition, safety training initiatives such as first aid, emergency management, fire safety, defensive driving and food safety & handling will also be executed.

Workshops	<ul style="list-style-type: none"> • Two safety and security workshops were conducted as follows: <ul style="list-style-type: none"> ○ First aid for accommodation providers ○ Food safety training with a focus on the natural environment was completed for vendors at Maracas and Las Cuevas Beach Facilities.
Constraints	<ul style="list-style-type: none"> • The development of the Visitor Relations Management System (VRMS) was not approved by the Board of Directors for this fiscal. An effort is being made to visit the Ministry of Bahamas which has a well-established VRMS to refine the concept for implementation in Trinidad and Tobago. The project has been deferred to fiscal 2014/2015. (At the time of penning this report, this project was approved for fiscal 2014/2015)

Caribbean Small Tourism Enterprises Project (STEP)

Recognising the value of tourism to the economic development of Trinidad and Tobago, the Government of the Republic of Trinidad and Tobago earmarked the tourism sector as a pillar for sustainable economic development.

The Small Tourism Enterprises Project (STEP) is a project of the Tourism Development Company Limited (TDC) that offers a comprehensive approach to fostering high performance and profitability. The skillset of small tourism operators in both Trinidad and Tobago are improved primarily through training and capacity building programmes. The project focuses on specifically on accommodation providers of less than seventy five (75) rooms, tour operators, tour guides and tourist transport service providers.

Workshops conducted under the STEP programme in both Trinidad and Tobago include Association Management, Business Management, Customer Relationship Management, Defensive Driving, First Aid, Records Management, Computer Literacy, Team Building and Social Media and Niche Marketing among others. These workshops have been designed in response to the needs of small tourism operators along with current trends in the industry.

Achievements for this period are as follows:

Institutional Strengthening, Capacity Building	<ul style="list-style-type: none"> • A third Institutional Strengthening, Capacity Building and Strategic Plan (ISCBSP) 6-month programme will commence for the Trinidad and Tobago Tour Guides Association (TTTGA) and will be completed by 31st October, 2014. The major objective of this initiative was to assess the Association's current status and address as many dysfunctions, challenges and shortcomings within the assigned period, through workshops and capacity building interventions. The ISCBSP aimed to improve the Association's mode of delivery internally and by extension improve the standards of operation and interactions in the
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	<p>tourism industry. Some Capacity building programmes completed included:</p> <ul style="list-style-type: none"> ○ Strategic Planning ○ Marketing and Social Media ○ Communication and Customer Service Relationship ○ Seminar for Visual Impairment ○ Basic Accounting and Book-keeping
Image, Grooming, Protocol and Business Etiquette training	<ul style="list-style-type: none"> ● Completed the Image, Grooming, Protocol and Business Etiquette training. This programme was aimed at increasing the confidence, poise, and polish of tour operators whilst providing them with opportunities to learn world-class business etiquette and protocol procedures to perform impeccably in any professional setting resulting in a positive and lasting first impression.
STAOTT Training	<ul style="list-style-type: none"> ● Conducted training for Small Tourism Accommodation Owners of Trinidad & Tobago (STAOTT) in Excellence in Hospitality Services & Effective Housekeeping Skills. The mandate for this training was to teach the essential skills required to provide stellar service to guests and/or members. This programme provides participants with an opportunity to acquire the hands-on skills and knowledge required to professionally clean and maintain living areas in any guesthouse or private dwelling place. ● The Business Enhancement and Facilitation Specialist (STEP) was invited to the 11 Inter-American Network of Owners and Operators of Small Hotels in Ecuador on the 24th and 25th September, 2014. The conference was hosted by the Organization of American States (OAS), the Ministry of Tourism of Ecuador, the Municipality of the Metropolitan District of Quito and the National.

7.3.2 Sites and Attractions Unit

Maracas Beach Community Tourism Initiative

As part of the Community Tourism Agenda 2009, the TDC was mandated to develop the Maracas Fishing Village (MFV) through the Maracas Community Tourism Initiative. The Maracas Beach Facility is recognized as the premier beach on the north coast region of the country, accounting for the largest influx of tourists, both local and international. This large number of visitors has a significant impact on the sustainability of the community and its residents.

TDC’s vision for the project is to transform the Maracas Community into a sustainable fishing village and a tourist destination catering for a diversity of passive recreational and social activities. This is aimed at enhancing community and visitor enjoyment. The project seeks to achieve an innovative, differentiated, high value and internationally competitive visitor experience supported by strong brand recognition.

Achievements 2013-2014:

Complete Bridge Refurbishment	<ul style="list-style-type: none"> ● Execution of the tender and development of the contract documents for MFV #5 was completed in fiscal 2013-2014. This project is aimed at
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	conducting repairs to the bridge connecting the Maracas Beach facility with the Maracas Fishing Village. Construction works were carried out on the substructure for the patios, flooring, tiling, steel reinforcement and the provision of safety net barriers and fiberglass channels.
Supply & Installation of a Children's Playground	<ul style="list-style-type: none"> Development of the Expression of Interest (EOI) and Request for Proposal (RFP) for the supply and installation of a Children's Playground. This project seeks to enhance the recreational activities of community residents and visitors to the village through the provision of high quality, mentally challenging playground equipment.
Constraints	<ul style="list-style-type: none"> The scope of works for this the complete bridge refurbishment project was completed in October 2013, however approval was continually received late from the Board of Directors to: <ol style="list-style-type: none"> Execute the project tender; Establish the tender evaluation committee; Recommend the award of contract. The Supply and installation of a Children's Playground project has still not been approved by the Tender Sub-Committee of the board to initiate the tender of the project.

Amphibious Wheel Chair Service for the Differently-Abled

The Tourism Development Company Ltd in collaboration with the Ministry of Tourism launched an Amphibious Wheel Chair Service at the Maracas Beach Facility on Friday 21st September 2013. Three (3) of these chairs were handed over to the Lifeguards at the facility to Dr. Beverly Beckles, CEO of the National Centre for Persons with Disabilities.

These wheelchairs mimic the look of a beach chair and offer the added benefit of mobility, enabling a wheel chair bound person to move freely along the beachfront or in the water. The seats are made of non-allergenic fabric which hugs the shape of the passenger's body and allows sand and water to easily filter out. The service offers the differently-abled an enjoyable, comfortable experience at the beach.

Las Cuevas Beach Enhancement

The Las Cuevas Beach Facility has been under the jurisdiction of the TDC since June 2005. Since then, several developmental upgrades have been undertaken which aim 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.

2. Establish and maintain tourism industry standards for delivery of quality tourism products and services, and foster high quality service delivery among tourism industry stakeholders while providing feedback for improvement of the institutions and the programmes

Achievements 2013-2014:

Topographical Survey	<ul style="list-style-type: none"> • A survey of the topography of the Las Cuevas Beach Facility was completed in February 2014. This project involved identifying the boundaries and geomorphometry of the facility and its buildings.
Painting & other works	<ul style="list-style-type: none"> • Execution of the tender and development of the contract documents for LC #31 was completed in fiscal 2013-2014. This project seeks to enhance the aesthetics of the facility buildings and increase visibility to community residents and visitors. Works also included minor remedial plumbing, carpentry, lighting, and drainage works.
Constraints	<ul style="list-style-type: none"> • The scope of works for project LC#31 was completed in August 2013, however late board approvals negatively impacted the progress of the following: <ul style="list-style-type: none"> ○ Execution of the project tender; ○ Establishment of the tender evaluation committee; ○ Recommendations on the award of contract.

Manzanilla Beach Facade

The Manzanilla Beach Facility has been under the jurisdiction of the TDC since June 2005. Since then, several developmental upgrades have been undertaken which aims to:

1. Promote a sustainable community/domestic tourism industry development and to encourage the mobilization 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.
2. 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.

Achievements 2013-2014:

Remedial works on the Sea Wall	<ul style="list-style-type: none"> • The beach facility was reopened to the public in February 2014. Collapsed areas of the sea wall were backfilled with sand and areas at risk of further collapse were barricaded.
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Structural Engineering Survey	<ul style="list-style-type: none"> • A structural engineering survey on site is carded for completion during fiscal 2013-2014. The tender process for this project was completed. The project is currently under review by the TDC Tender Sub-Committee.
Signage	<ul style="list-style-type: none"> • New safety signage was installed across the facility. Signs highlight, inter alia, disabled parking spaces, muster points and the emergency exit route.
Constraints	<ul style="list-style-type: none"> • Due to severe and continual erosion the sea wall east of the Manzanilla Beach Facility was significantly damaged. This posed a health and safety risk to beach visitors and to the facility’s infrastructure. The Ministry of Works & Infrastructure is currently scheduled to conduct permanent repair to the damaged sea wall in fiscal 2013-2014.

Vessigny Beach Facility

The Vessigny Beach Facility has been under the jurisdiction of the TDC since June 2005. Since then, several developmental upgrades have been undertaken which aim to:

1. Promote a sustainable community/domestic tourism industry development and to encourage the mobilization 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.
2. 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

Achievements 2013-2014:

Car Park Resurfacing	<ul style="list-style-type: none"> • Execution of the tender and development of the contract documents for LC #31 was completed in fiscal 2013-2014. • Resurfacing of the Car Park is imperative due to its deplorable condition as evidenced by broken concrete slabs that allow the pooling of water thereby creating both safety and sanitation hazards. The Project proposes to repave the car park using a blue metal compacted foundation and hot asphalt mix which would slow down repair frequency. Works would also include painting lines to demarcate individual parking spaces.
Constraints	<ul style="list-style-type: none"> • Approval for project VE #31: Car Park Resurfacing continually received late from the Board of Directors which impacted on: <ol style="list-style-type: none"> 1. Execution of the project tender; 2. Establishment of the tender evaluation committee;

8.0 Marketing

8.1 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.

8.2 Work Plan

The Work Plan of the Marketing Department is categorised mainly by the major source markets within which the TDC has International Representation agencies. These markets have been deemed as critical to the overall efforts to increase visitor arrivals and it is therefore where the company spends the majority of its marketing subventions. The following is an outline of the markets in which marketing activities are executed:

Foreign Marketing Activities <i>(All comprise Trade, Consumer and Public Relations activities in each market.)</i>	
Main Source Markets	Overseas Representation Agencies
United States of America (USA)	Cheryl Andrews Marketing Company (CAMC)
Canada	Avia Reps Ltd
United Kingdom	Advantage Management Group Limited (AMG)
Germany	Avia Reps Ltd
Scandinavia	United Nordic Spirit
India	Beautiful Planet
Caribbean	No representative assigned

Latin America and New Markets
Trade shows
Destination Packaging
Estimates : Foreign Markets
<u>Specialized/Niche Markets</u>
Convention Bureau
Small Tourism Enterprise Projects (STEP)
Cruise Ship
Sports Tourism
Niche Initiatives
Medical Tourism
Carnival Support
Yachting

8.3 Accomplishments by Source Market

The US Market accounts for 41% of total visitor arrivals to Trinidad and Tobago and has been one that is consistent with respect to being a major source for the Visiting Friends and Relatives (VFR) subgroup.

USA	<ul style="list-style-type: none"> • Travel Trade Activities: <ul style="list-style-type: none"> ○ Conducted two hundred and forty (240) sales calls focusing on increasing the number of hotel bookings. ○ Hosting of one thousand (1,000) regional travel agents through workshops and tradeshow. ○ Attendance at travel trade shows such as Home Based Travel Agent Show, Travel & Adventure Show – Dallas, Washington DC, Chicago and Los Angeles, Birding Familiarization Tour 2013, Caribbean Hotel and Tourism Association (CHTA) Marketplace – Jamaica, Scuba Show, Dive Equipment Marketing Association (DEMA) and Beneath the Sea (related to the dive niche). <ul style="list-style-type: none"> ▪ These shows combined boasted an attendance of 109,000 persons. ○ Several new tour operators are on the verge of including Trinidad & Tobago on their travel programs. These include Pleasant Holidays, Classic Vacations and Maupintours.
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	<ul style="list-style-type: none"> The year 2014 saw the advent of the US based Jetblue Airways into the Trinidad & Tobago market. The airline will supply a service out of the United States from the John F. Kennedy International Airport in New York and Hollywood International Airport, Ft. Lauderdale. Both routes are being served with daily flights and are currently performing at load factors of between 80% and 84%. With daily flights out of both airports, this has provided for an extra 9,000 seats out of the United States market each month. Discussions to bring the airline to Trinidad and Tobago began in September 2011 at the Route Development Forum in Vancouver, Canada.
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The Canadian market accounts for 12.1% of total visitor arrivals. During this period, Canada's arrivals visitor arrivals increased by 45% largely due to the introduction of the WestJet service out of Toronto. This level is expected to be maintained until the end of 2014.

Canada	<ul style="list-style-type: none"> Completed approximately 160 sales calls which will ensure that Trinidad and Tobago remains top of mind amongst travel agents. Participated in the Toronto Outdoor and Adventure Show from February 21st to 23rd, 2014. A total of 27,900 persons attended and the destination worked in conjunction with Total Vacations and Caribbean Airlines at the booth. Participated in the Ottawa Travel Show from April 5th & 6th, 2014
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This market is the newest in terms of a marketing focus and accounts for 0.8% of total visitor arrivals.

India	<ul style="list-style-type: none"> Conducted over 100 sales calls from July to December 2013 which key tour operators such as Thomas Cook, Cox and Kings, Amigo Travels and Kuoni. In terms of Media/PR, total PR value generated was USD451,596
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The United Kingdom (UK) market is predisposed to going to Tobago as its product is more geared towards a Eurocentric source market. The UK accounted for 8.4% of total visitor arrivals during the period 2012 to 2013.

United Kingdom	<ul style="list-style-type: none"> A contingent representing the TDC, THA and tourism stakeholders, attended World Travel Market (WTM) from November 4th – 7th, 2013 at the London ExCel Conference Center. This is the leading global event for the travel industry. In attendance were almost 48,000 senior industry professionals, government ministers and international press. Part of the WTM experience is the negotiations, networking and also discovery of the latest travel industry opinions and trends. Attendance at WTM facilitated the following: <ul style="list-style-type: none"> Promotion of niches identified as critical for industry growth. Lending support to stakeholders, delivery of new products and services and encourage new business Promotion of upcoming events across both islands Meetings with major trade partners and sport tour operators.
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	<ul style="list-style-type: none"> ○ An increase in destination awareness within the European travel trade by hosting a stand networking event and securing public speaking engagements. ○ An increase in the number of operators featuring Trinidad in their brochures. ○ Forging initiatives with international partners in the target niche markets.
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The German-Speaking markets of Germany, Austria and Switzerland (GAS) account for 1.3% of total arrivals.

Germany	<ul style="list-style-type: none"> ● A delegation from Trinidad and Tobago representing TDC, THA and various stakeholder groups attended the International Tourism Bourse 2014 (ITB) held every year in Berlin, Germany. ITB Berlin is the world's leading travel trade show. In 2014 a total of 10,147 exhibitors from 189 countries displayed their products and services to 170,000 visitors, which included 114,000 trade visitors. From Wednesday 5th – 7th March 2014, the German market was exposed to destination Trinidad and Tobago and this gave participants the opportunity to sample sights and sounds and to gather much needed information on sites and attractions on both islands.
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The Caribbean market accounts for 18.3% of total visitor arrivals and has the highest average daily expenditure of all source markets at TT\$680.00. There is no representation agency for this region and any type of marketing initiative is executed solely by the TDC.

Caribbean	<ul style="list-style-type: none"> ● Began talks and conducted presentations with tourism officials in the Dutch Caribbean islands of Curacao, Bonaire and Aruba. There is excellent interest throughout the travel trade in adding Trinidad and Tobago as a destination on their travel itineraries. ● Attended CHTA Caribbean Marketplace in Jamaica on January 13th & 14th, 2014. This is a forum where suppliers, buyers and media/marketing companies from the tourism industry converge to do business. This year, the Tourism Development Company Ltd was one of the sponsors which entitled the destination to a sizable space that was used as a hospitality suite and to conduct higher level meetings. A press conference was conducted which highlighted the following: <ul style="list-style-type: none"> ○ Development of a seventy nine (79) suite four-star resort. ○ Promotion of a heritage trail. ○ Trinidad and Tobago to be positioned as the meetings capital of the Caribbean.
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Scandinavia is another market that is predominantly a source for Tobago visitors and accounts for 1.4% of total visitors to Trinidad and Tobago.

Scandinavia	<ul style="list-style-type: none"> ● The Scandinavian source market received an added boost with the introduction of the Apollo Airlines service in December 2013 which provides direct flights from Sweden to Tobago. This service is expected
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	to increase visitor arrivals by at least 25%. At the start of the service in December 2013, pre bookings were in the vicinity of 2,000 passengers.
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9.0 Convention Bureau

9.1 Role

The vision 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 through the promotion of its unique twin island advantages and the creation of a sustainable meetings and convention industry. The Trinidad & Tobago Convention Bureau (TTCB) also helps visitors plan successful meetings, conventions or events by acting as a one-stop shop for meeting planners, providing a host of services, including unbiased and professional advice and support, to ensure events surpass the expectations of every participant. In addition, the TTCB acts as a liaison between meeting planners and our database of suppliers through a wide range of free services including but limited to:

- Promotional literature for meeting planners;
- Information kits for delegates;
- Planning pre/post conference tours and spouse programmes;
- Assistance with official bids;
- Site inspections for meeting planners;
- Information and quotations from suppliers;
- Conference marketing.

The objectives of the Convention Bureau are:

- To build awareness of Trinidad and Tobago as a MICE destination
- To improve the quality and raise the standard of meetings and conferences in Trinidad and Tobago
- To increase the number of meetings and conferences held in Trinidad and Tobago
- To enhance the delegate experience and promote increased length of stay and repeat visits to Trinidad and Tobago;

9.2 Work Plan

Advertising and Advertising Production	<p>North American Advertising in the following media:</p> <ul style="list-style-type: none"> • Meetings & Conferences Magazine • Successful Meetings <p>Local Advertising placements in:</p> <ul style="list-style-type: none"> • Contact Magazine • Energy Blueprint • Trinidad and Tobago Coalition of Services <p>Strategic Partnership with:</p> <ul style="list-style-type: none"> • Caribbean Airlines e-campaign
Meeting Planners Study Tour	<ul style="list-style-type: none"> • Hosting of 7 – 10 planners with serious interest in T&T Program which would include: <ul style="list-style-type: none"> ○ Hotel and venue site inspections ○ Tours of key sites and attractions ○ Meetings with stakeholders ○ Promotion of Tobago as a pre/post-conference destination
Public Relations	<ul style="list-style-type: none"> • Development of Local Road Show Program as an outreach to key institutions • Conduct Convention Bureau Business Forum with international speaker targeting corporate T&T, ministries, local associations, etc.
Production of Collateral Material/ Photography/ Digital Library	<ul style="list-style-type: none"> • Artwork development and production of brochures, booth kits, branding, sourcing of images, printing and redesign as necessary • Sourcing of high quality made in T&T promotional items, corporate gifts for use at conferences, study tour, business forum, sales calls, road shows and tradeshows Videography of Convention Bureau events such as Business Forum, Study Tour, significant conferences

Renewal of Trade Memberships	<ul style="list-style-type: none"> • Renewal of ICCA, MPI membership and application to DMAI • Keeping up to date with industry trends • Networking with other Convention Bureaus • Participating in educational association tradeshow and webinars • Mining databases for lead generation
Meeting Facilitation	<ul style="list-style-type: none"> • Airport Meet and Greet Services • Supplier recommendations • Liaison between planner and third parties • Member of Local Organizing Committees • Advisory services • Request for Proposal (RFP) facilitation • Tour facilitation • Installation of CB Booth at conferences • Promotion of Tobago as a pre and post-conference Tour • Periodic meetings with Local stakeholders • Advisory Council meetings • Welcome packages

9.3 Accomplishments

<p>Tradeshows and Events</p>	<ul style="list-style-type: none"> • September 18th – the Convention Bureau hosted the “<i>Meet Your Convention Bureau</i>” Business Forum at the Hyatt Regency Trinidad. The purpose was to reintroduce the Convention Bureau and encourage associations, professional bodies, ministries, and corporate executives to utilize the services of the Bureau especially for bidding on international conferences. <ul style="list-style-type: none"> ○ Ronnie Burt, Vice President of Convention Sales at the Washington Convention Bureau was the keynote speaker ○ Fifty five (55) persons attended ○ Over forty (40) association and conference leads were generated ○ Event was fully covered in the media • Ms. Nyla Kalliecharan, Convention Specialist at the TDC attended America’s Competitiveness Forum in Panama from September 29th September to October 5th, 2013. The Convention Bureau formed part of a Trinidad and Tobago delegation led by the Ministry of Planning and Sustainable Development in preparation for hosting the event in 2014. The Forum witnessed participation from high-level officials including His Excellency, Ricardo Martinelli, The President of Panama; Ms. Kamla Persad-Bissessar, the Prime Minister of the Republic of Trinidad and Tobago; and His Excellency, Mr. Albert Ramdin, the Assistant Secretary General of the Organization of American States (OAS). A comprehensive
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	<p>report was compiled as T&T prepares to host 800 – 1000 delegates for this event in October 2014.</p> <ul style="list-style-type: none"> • Arveon Mills, Sales Manager of The Convention Bureau at TDC attended IMEX America in Nevada, USA, October 14th – 18th, 2013. This is the largest Meeting and Conference Tradeshow in the United States. Over thirty (30) one-on-one meetings were held with the most promising International Planners. Approximately three hundred (300) Meeting Planners visited the T&T booth. • The Convention Bureau is expected to launch their Meeting Planners Guide on June 11th, 2014 at the Banquet and Conference Centre, Movietowne. This invaluable resource for International Meeting Planners scouting Trinidad and Tobago as a venue is a significant achievement for the Bureau and highly anticipated by the Tourism Industry. The Guide gives details on Hotel and Non-Hotel Meeting Facilities in both Trinidad and Tobago as well as highlight notable tours, events and contact information.
<p>Conference Facilitation</p>	<ul style="list-style-type: none"> • In 2014 the Convention Bureau will also be partnering with many international conferences significant conferences including: <ul style="list-style-type: none"> ○ Energy Conference - February 3rd-4th, 2014. Hyatt Regency Trinidad. Eight hundred (800) persons. ○ Trade & Investment Convention (TIC) – July 2nd-5th, 2014. Centre of Excellence, Macoya. One thousand (1000) persons. ○ Caribbean Union of Teachers & Trinidad and Tobago Unified Teachers’ Association (TTUTA) Biannual Track & Field Competition – July 22-26, 2014, four hundred (400) persons. ○ Chinmaya Mahasamadhi Aradhana Family Camp. July 29th-August 3rd, 2014. Six hundred (600) persons. ○ International Conference on Wildlife Management and Conservation of Amazonian and Latin American Wildlife (XI CIMFAUNA) – August 17th-22nd, 2014. Six hundred (600) persons. ○ International Network of Financial Ombudsman Conference (INFO) – September 7th-11th, 2014. One hundred and eighty (180) persons. ○ VIII Americas Competitiveness Forum – October 8th-10th, 2014. Eight hundred to one thousand (800 – 1000) persons. Hyatt Regency Trinidad.
<p>Launch of New Meetings and Conferences DVD</p>	<ul style="list-style-type: none"> • The Convention Bureau is producing a new Meetings and Conference DVD this fiscal which would showcase an array of conference facilities, both hotel and non-hotel venues, Convention Bureau services, popular sites and attractions and delegate activities. The DVD is expected to be exciting and

	captivating to the International Meeting Planner as it showcases Tobago as a venue for a post conference retreat. Launch is scheduled for August 2014.
Launch of the Meeting Planners' Guide	<ul style="list-style-type: none"> • The Meeting Planners' Guide which has been two (2) years in the making, provides the international meeting planner with all the necessary information for choosing a venue for their next big event. The guide has key statistics such as airlines, information on inter-island ferry schedules, destination facts and visa requirements. • Chapters include "Where the World Meets", "Access", "Taste the World" and "Important Contacts". • This is part of the TDC's initiative to make Trinidad and Tobago the Meetings Capital of the Southern Caribbean. • A snapshot of the cover of the guide can be seen below:

10.0 Cruise Tourism

10.1 Role and Work Plan

As part of the Niche Markets Department, cruise marketing was involved in a number of projects. Some of these are mentioned below:

- Florida Caribbean Cruise Association (FCCA) Cruise Convention
- Platinum Membership Meetings (for FCCA Platinum Members)
- The Southern Caribbean Initiative (a fly/cruise air hopping project that is being negotiated and developed by seven Southern Caribbean States). Trinidad and Tobago hosted the Second Meeting of the Commissioners in December 2011. Meetings are convened in Member Countries on a rotational basis.
- Seatrade Miami Cruise Convention
- Cruise Lines International Association (CLIA) Convention
- Visits to Cruise Executives
- Cruise 3Sixty

10.2 Accomplishments

The Core Cruise Sector Committee comprising the Ministry of Tourism (MOT), the Tourism Development Company Limited (TDC) and the Port Authority of Trinidad and Tobago (PATT), during the period under review, continued to pursue global and national initiatives to grow the cruise sector. These have included low budget marketing campaigns, one and one meetings with cruise line executives, participation at FCCA events and at major cruise shows, an aggressive outreach to CLIA cruise travel agents, the hosting of cruise lines executives in the destination and the development of printed and promotional materials.

The support by our Ministers of Tourism at meetings with the Cruise Lines at their headquarters and through the FCCA's programmes added value to strengthening the relationships with the cruise lines and contributed to the inclusion of T&T as a port of call in their itineraries.

On the national front, quayside upgrades at the Port of Port of Spain were undertaken via the Ministry of Tourism, utilising Brian McFarlane to construct porticos/structures representative of gingerbread type architectural designs, and these structures now create a festive backdrop/ photo ops for the welcome entertainment programmes that are enacted on cruise ship days.

Cruise Marketing initiatives which were undertaken have begun to create greater awareness of the T&T as cruise Port of call. In Tobago Costa is expected to do seven (7) turn around and Carnival will re-commence calls in 2015/16, and in Trinidad the Saint Laurent will deliver three (3) home port calls with their itinerary, Treasures of the Caribbean, from Nassau to Trinidad; while the university cruise ship, the World Odyssey will visit Trinidad for two (2) days, November 26th and 27th, 2014 and MSC Cruises will commence a more permanent relationship with Trinidad commencing with eight calls from the MSC Orchestra in the upcoming cruise season.

Utilising the platform of the Southern Caribbean Cruise Initiative where Trinidad is being projected as the homeport, it is expected also that when the project comes on stream, the collaborating Caribbean Ministries of Tourism will realise increased cruise arrivals in their respective destinations.

Among the achievements to be highlighted is the visit of the MSC Divina to Trinidad on May 29th, 2014 signifying the largest cruise ship on record to anchor at the Port of Port of Spain with 3,359 passengers and 1,248 crew, total capacity of 4,607 persons. Preparations for this historic visit included the execution of a simulation study to ensure that the 139,072 ton vessel could be safely navigated through the Grier Channel and this was facilitated by the Ministry of Tourism with the commissioning of a Hydrodynamic Ownship Model from Kongsberg Maritime Simulation in the USA. Thereafter, the simulation study was undertaken by the T&T Pilots Association and the University of Trinidad and Tobago.

While there have been some achievements, budgetary allocation, harbour and port infrastructure and even greater destination awareness are among the key areas requiring critical attention in moving forward to position Trinidad and Tobago as an key player in the global cruise industry.

Cruise calls for Trinidad and Tobago for 15/16 are projected at 120,000 passengers with a very positive outlook for the future.

<p>Cruise Ship Calls</p> <p>For the period 2013/2014 T&T received more than 70,000 cruise passengers</p>	<ul style="list-style-type: none"> • Trinidad - twenty five (25) cruise ship calls with 25,864 passengers. • Tobago – forty five (45) cruise ship calls with 46,525 passengers. • Trinidad and Tobago – Seventy (70) cruise ship calls with 72,389 passengers. • TUI cruises commenced calls to Tobago and will continue in 2015. • Costa Fortuna commenced calls to Tobago 2014. • TUI CRUISES commenced calls to Tobago 2014. • MSC Divina was the largest cruise ship to visit Trinidad and Tobago. • Southern Caribbean Cruise Initiative (SCCI) – Commitment received from the Ministries of Tourism of Grenada, St Lucia and St Vincent is scheduled to be launched in March 2016. This initiative will create a southern Caribbean itinerary with Trinidad serving as the home port.
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Inaugural Visits to Trinidad 13/14	<ul style="list-style-type: none"> • There were ten (10) inaugural cruise ship calls to Trinidad with Crest Exchanges on board between the Cruise Lines and the destination.
Projected Cruise Calls 15/16 Calls from new ships were negotiated for 2014/2016	<ul style="list-style-type: none"> • MSC Orchestra will make seven (7) calls to Trinidad for the upcoming cruise season 2015/16. • Costa Fortuna will complete seven (7) turn-arounds in 2015/16. • The Saint Laurent will execute three (3) home porting calls to Trinidad under the itinerary “Treasures of the Caribbean: From Nassau to Trinidad” • The World Odyssey will visit Trinidad for two (2) days in November 2014 and will engage in a number of academic and social studies, including tourism, business and community disciplines.
Security Assessments to clear Trinidad as a port of call	<ul style="list-style-type: none"> • Princess Cruises Security Assessment 2013 – Approved for one (1) year. • MSC Cruise - 2014 Approved for two (2) years. • Holland America - 2014 for the Carnival US and European Lines for two (2) years.
Ministerial Support to the Cruise Initiative	<ul style="list-style-type: none"> • In 2013, the Honourable Mr. Steven Cadiz, then Minister of Tourism, led a delegation to Miami to hold meetings with Royal Caribbean, Princess Cruises and MSC Cruises. • In 2014 Senator the Honourable Mr. Gerald Hadeed, Minister of Tourism attended the FCCA Annual Conference and Exposition in St Maarten and held discussions with the FCCA, Princess Cruises and Royal Caribbean
Visits By Cruise Lines Executives	<ul style="list-style-type: none"> • TUI – two shore excursions executives visited in 2013 to view and confirm tour options for their passengers. • World Odyssey – 2015 January. Shore Excursion Director was facilitated for three (3) days to develop the on-shore itinerary for their two (2) day stay in Trinidad. • Saga Cruises UK – 2015 May visit by James Langley to Trinidad to experience the Port of Spain City Tour, the Oval and Asa Wright Nature Center, with the objective of continuing utilizing Trinidad as a port of call. • P&O Cruises UK – 2015 May visit by Stephen Young to Trinidad to assess Trinidad’s potential to receive additional calls including their new ship the MS Britannia.
Other Initiatives	<ul style="list-style-type: none"> • Home porting – MV Adriana will offer nationals two (2) itineraries – two (2) nights and four (4) nights, effective from July 30th, 2015. This will be treated as a test model for home porting operations. • FCCA Membership – Krystal Tours, a T&T Travel Agency has now joined the FCCA as an Associate Member. This now takes the TT membership to four (4), TDC, Tobago House of Assembly (THA), Carvalho Agencies and Krystal Tours.

11.0 Corporate Communication

11.1 Role

The mission of the Corporate Communications Department is to communicate the benefits, opportunities and challenges of the tourism sector to ensure the value of tourism is better understood by all levels of Government, as well as the public.

The Department carries out this mission by raising the credibility of the tourism industry and the organization through the development and implementation of communications strategies including awareness campaigns, events and public education programmes. These initiatives are designed to build, maintain and improve the industry and company image, stakeholder relationships and general awareness and appreciation of the tourism industry as a viable sector for employment, entrepreneurship and professional development.

Communication strategies are also aimed at cultivating domestic and inbound tourism, increasing domestic travel spending receipts and developing more tourism-ready communities that are engaged in tourism activities with an appreciation of the benefits it can deliver.

The Department also provides logistical and technical support where necessary to the Marketing Department in the development of international destination marketing campaigns.

11.2 Work Plan

Signature Event	Organize and host one (1) signature event, based on a niche product area.
	Advertise and market this event, through various mediums to Trinidad and Tobago but also through Overseas Reps.
	To collect statistical data on event.
Public Awareness	Public Awareness (Youth Campaign, Business Forum, Tourism Corner, Corporate Campaign World Tourism Day Activities)
Advertising in locally/regionally created publications - Creole/Ins and Outs	Design and Layout for Ads for the Ins and Outs and Creole Magazines
	Tourism Corner/ TDC radio programme
	Tourism Business Fora
	Youth Campaigns/ Awareness Programmes
	World Tourism Day /Tourism Awareness Month
Media Relations	Media Competition/Awards
	Media Workshops
	Media Appreciation Function

9.3 Accomplishments

<p>Local Awareness</p> <p>During fiscal 2013/2014 the TDC hosted several awareness initiatives</p>	<ul style="list-style-type: none"> • World Tourism Day Advertising - In keeping with the global celebration of World Tourism Day the TDC developed and published a press advertisement, which appeared in the three daily newspapers (Newsday, Guardian and Express). The theme for World Tourism Day 2013 was “Tourism and Water: Protecting our Common Future”. • A multi-media national domestic campaign aimed at sensitizing the population on the importance of tourism, was launched by the Ministry of Tourism during this fiscal, and is fully supported by the TDC.
<p>International Awareness</p>	<ul style="list-style-type: none"> • Management of the destination’s website (www.gotrinidadandtobago.com), Facebook page (IslandsofTrinidadandTobago), Twitter and YouTube accounts. At the end of fiscal 2013, the Facebook page had approximately 10,247 likes and has grown considerably with a current fan base of 15,185 followers from various countries including the United Kingdom, USA, India, Germany, the Netherlands, Denmark, Spain and Pakistan, which is increasing daily. The destination’s Twitter page currently has 8,273 followers. • All social media platforms are updated daily with up-to-the-minute destination news and fresh images. • Website Support- Review of appropriate content, updating of imagery and daily social media updates. The destination website’s landing page has been updated and currently runs monthly campaigns. Information and images are also reviewed and refreshed according to the monthly campaign. Since this change to the website there has been a significant increase in hits and organic reach on the page, which also feeds into the social media pages. • Preparation and distribution of articles, press releases and advertising to local, regional and international publications and media monitoring agencies such as Eturbo, Caribbean Journal and Caribbean Marketplace to support the destination marketing and to successfully promote the work of the TDC both domestically and internationally. This has also raised the profile of the destination as the stories have begun to gain traction in other international mainstream media. The organisation has also noted an increase in reporting on tourism related events by the local media. During this fiscal an increase in reporting of tourism related events by the local media has also been observed. During this fiscal the TDC has also developed a strong relationship with MACO Caribbean as part of our targeted approach to keeping Trinidad and Tobago top of mind in the Caribbean market. The series of features on the destination were well received as they gained the highest number of hits and impressions, more than any other island featured. <p>Some of the press releases and articles prepared included:</p>

	<ul style="list-style-type: none"> ○ “JetBlue flies into Trinidad and Tobago.” ○ “Tourism stakeholders benefit from institutional strengthening.” ○ “Trinidad and Tobago makes successful first showing at IMEX America.” ○ “Trinidad and Tobago unveils new hotel developments at World Travel Market.” ○ “Trinidad and Tobago hosts eco and adventure tour operators.” ○ “Trinidad and Tobago on show at Caribbean Marketplace Jamaica.” ○ “TDC and non-profit Asclepius Green team up to implement Blue Flag.” ○ “Increases Airlift for T&T as JetBlue launches second route.” ○ “Trinidad and Tobago highlights eco and culture at Ottawa Travel Show ○ “Trinidad and Tobago chases Dutch Caribbean Market.” ○ “Experience Trinidad and Tobago: Two Islands, Two Unique Experiences.” ○ “Set down your anchor for 5 Perfect Days in Port of Spain.” ○ “Trinidad’s Bountiful, Beautiful Caroni Swamp.” ○ “Celebrate in divine style: Spiritual Shouter Baptist Liberation Day in Trinidad and Tobago.” ○ “Trinidad and Tobago’s Top Religious Attractions.” ○ “Fashion Coda Tobago, the centre of Caribbean style.” ○ “More airlift to Trinidad and Tobago from South America.” ○ “There’s always something to celebrate in Trinidad and Tobago: From Phagwa to Parang.” ○ “Passport DC: A first class ticket to Trinidad and Tobago.”
<p>Public Relations and Event Support</p>	<ul style="list-style-type: none"> ● The department managed the events for the two JetBlue inaugural flights from New York and Fort Lauderdale. The events included a media conference and cultural cocktail receptions to welcome the JetBlue team to Trinidad and Tobago and showcased the culture and talent of Trinidad and Tobago. ● Public relations support for all projects executed by other departments. ● Provision of cultural entertainment to cruise passengers arriving in Trinidad and Tobago.
<p>Marketing Partnerships</p>	<ul style="list-style-type: none"> ● The Marketing Partnership Programme provides public relations and marketing support to select events and festivals where opportunities exist to promote Trinidad and Tobago as a premier travel destination for soft adventure, eco-tourism, sport tourism, culture and heritage, Meetings, Incentives, Conferences, Exhibitions (MICE) and the City of Port of Spain; and drive a sense of urgency to visit for international consumers. ● Marketing Partnerships were secured with local and international organisations to support events and festivals such as Caribbean Premiere League (CPL), Hardcore, the Tobago Jazz Experience, The Trinidad and Tobago Coalition of Services Industries on the Trinidad and Tobago (TTCSI) Street Arts Festival and with the National Carnival Commission

	(NCC) on their Carnival campaign aimed at creating a nostalgic atmosphere for returning nationals.
Corporate Social Responsibility	<ul style="list-style-type: none"> • Through the Corporate Social Responsibility (CSR) policy, the company takes part in societal and community development projects as a partner, promoter, and collaborator and to some extent financier. By doing this the TDC is seen as being committed to being a local leader in CSR and recognizes that in so doing, we will add significant value to the people and Government of the Republic of Trinidad and Tobago (GORTT). • Focus was also placed on the area of Corporate Social Responsibility (CSR). Initiatives under this area included providing support to organisations such as the Children’s Express Fund, the Laventille Steelband Foundation and the Trinidad and Tobago Chinese Steel Ensemble for their participation at the Beijing Arts Festival.

12.0 Planning, Research and Evaluation

12.1 Role

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 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.

12.2 Work Plan

Identification and Data Capturing	The design and execution of data collection instruments: Informed decisions made, in reference to Visitor Arrivals statistics, Visitors behaviours and spending patterns, Areas of deficiency to improve and or address. 1. Visitor Exit Survey 2. Cruise Passenger Survey 3. Tourism Signage Audit 4. STAR - Program Evaluation 5. STEP - Program Evaluation 6. Sites & Attractions – Assessments
Arrivals and Departure Database (SABRE: Airline & PAX)	Acquisition of Airport Data Intelligence (ADI): Analysis of ADI to inform travel industry decision makers and investors
Domestic Tourism & Local Awareness	Domestic Tourism Survey
Overseas Studies	Overseas Awareness and Perceptions
Marketing Support/Special Projects	Evaluation of market responsiveness to domestic and international campaigns Evaluation of key projects outlined in the Marketing Work programme
Economic Impact of Tourism	To report on tourism's contribution to GDP:

12.3 Accomplishments

Key Tourism Statistics	<ul style="list-style-type: none"> • Statistical data, critical to the tourism industry, is obtained through secondary sources, analysed and reported. Key statistics continuously monitored include: <ul style="list-style-type: none"> – Monthly Stopover Visitor Arrivals to Trinidad and Tobago
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	<ul style="list-style-type: none"> – Trinidad and Tobago Accommodation Database – Airlift Load factor – Tobago (TAB) – Airlift Load factor - Trinidad and Tobago (POS)
Visitor Feedback	<ul style="list-style-type: none"> • Surveys provide valuable visitor intelligence to guide in the development of marketing and product development strategies. • Monthly exit surveys continue to be done at the airport. Coding of the surveys conducted during the period January to August, 2014 were completed and data entry began in September 2014. • The summary report for Q4 2013 Visitor Exit Survey Preliminary Report was completed.
Domestic Tourism	<ul style="list-style-type: none"> • Data collection for the 2013 Domestic Tourism Survey took place during the period June to August 2014. The survey seeks to estimate the total number of trips, by purpose, and total expenditure of domestic tourist during 2013. • Information on day trips, overnight trips as well as overseas trips will be captured. • The 2013 Domestic Tourism Report is expected to be completed by the end of the first quarter 2015.
Cruise Passenger Survey – Cruise Ship Complex, Port of Spain	<ul style="list-style-type: none"> • Cruise visitor feedback surveys are conducted to gauge satisfaction and calculate visitor expenditure. • The final cruise passenger survey for the 2013-2014 cruise season was completed in May, 2014. • Data entry is completed; data cleansing and data verification is currently taking place. • The preliminary analysis is expected to be released by the end of the first quarter 2015.
Tourism Satellite Account	<ul style="list-style-type: none"> • The Tourism Satellite Account (TSA) is an extension of the system of national accounts and is used to measure the tourism sector's contribution to GDP. The TSA is a detailed production account of the tourism industry showing its linkages to other industries, total employment, capital formation and additional non-monetary factors. • A representative of the department attended the Tourism Satellite Account (TSA) training workshop hosted by the Caribbean Tourism Organisation (CTO) in Kingston, Jamaica during the period September 2 to 6, 2014. At the workshop, a presentation was made n on the progress of the Trinidad and Tobago's TSA compilation, the focus of which was the two completed tables: <ul style="list-style-type: none"> – Inbound Tourism expenditure by products and classes of visitors, and

	<ul style="list-style-type: none"> – Domestic Tourism expenditure by products, classes of visitors and types of trips. • A National TSA Technical Committee is to be established, comprising of key tourism stakeholders. The meeting to discuss the formation of this committee is scheduled to take place in October 2014 																																																																
<p>Tourist Accommodation Database</p>	<ul style="list-style-type: none"> • The Accommodation Database is a comprehensive listing of all accommodation types in Trinidad and Tobago. • As of May 2014 the following statistics were obtained: <table border="1" data-bbox="542 604 1409 1423"> <thead> <tr> <th colspan="4">Trinidad</th> </tr> <tr> <th>Accommodation Type</th> <th>No. of Properties</th> <th>Average room Rate US\$</th> <th>No. of Rooms</th> </tr> </thead> <tbody> <tr> <td>Hotel</td> <td>53</td> <td>132.18</td> <td>3062</td> </tr> <tr> <td>Villa</td> <td>5</td> <td>170.38</td> <td>30</td> </tr> <tr> <td>Guest House</td> <td>34</td> <td>74.12</td> <td>380</td> </tr> <tr> <td>B&B</td> <td>34</td> <td>77.87</td> <td>143</td> </tr> <tr> <td>Apartment</td> <td>21</td> <td>56.56</td> <td>144</td> </tr> <tr> <td></td> <td></td> <td>TOTAL</td> <td>3759</td> </tr> <tr> <th colspan="4">Tobago</th> </tr> <tr> <th>Accommodation Type</th> <th>No. of Properties</th> <th>Average room Rate US\$</th> <th>No. of Rooms</th> </tr> <tr> <td>Hotel</td> <td>34</td> <td>185.2</td> <td>1472</td> </tr> <tr> <td>Villa</td> <td>226</td> <td>338</td> <td>1155</td> </tr> <tr> <td>Guest House</td> <td>44</td> <td>77.96</td> <td>341</td> </tr> <tr> <td>B&B</td> <td>9</td> <td>64.92</td> <td>54</td> </tr> <tr> <td>Apartment</td> <td>119</td> <td>105.03</td> <td>928</td> </tr> <tr> <td></td> <td></td> <td>TOTAL</td> <td>3950</td> </tr> </tbody> </table>	Trinidad				Accommodation Type	No. of Properties	Average room Rate US\$	No. of Rooms	Hotel	53	132.18	3062	Villa	5	170.38	30	Guest House	34	74.12	380	B&B	34	77.87	143	Apartment	21	56.56	144			TOTAL	3759	Tobago				Accommodation Type	No. of Properties	Average room Rate US\$	No. of Rooms	Hotel	34	185.2	1472	Villa	226	338	1155	Guest House	44	77.96	341	B&B	9	64.92	54	Apartment	119	105.03	928			TOTAL	3950
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<p>Information Resources</p>	<ul style="list-style-type: none"> • Development of Information Resource Centre, a repository of more than 3000 primary and secondary resources on the tourism industry, as well as electronic information sources and travel industry intelligence. 																																																																

13.0 Internal Audit

13.1 Role

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:

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

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

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

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

14.0 Information Technology

14.1 Role

The Information and Communication Technology Department is the catalyst in defining a world class IT driven organization establishing IT as a strategic component of the organization's overall corporate strategies and to efficiently, effectively and proactively manage the varied IT resources of the TDC in support of the organization's mandate to develop all aspects of the Tourism sector in Trinidad and Tobago. The Department's Mission is “To institutionalize best in class technology to drive execution of the organizations’ strategies”.

14.2 Objectives

- Support the company in the delivery of its projects and services;
- Mitigate Risks through the introduction of best practice policies and procedures, and adhering to Global standards;
- Implement web-enabled solutions for integrating business units, facilitating effective knowledge *and document management and the efficient dissemination of corporate information;
- Ensure 99.99% system uptime;
- Develop empowered users.

14.3 Accomplishments

VoIP PBX	Implementation of a VoIP PBX System within TDC’s Maritime and Piarco offices.
SIP Trunks	Migration from copper trunk lines to Session Initiated Protocol (SIP) for increased reliability and a reduction in cost.
Backup Strategy	Improved backup coverage, increased Recovery Point Objective (RPO) and decreased Recovery Time Objective (RTO).
Internet Connectivity	Migration from 6Mbs/s ADSL connection to 40Mb/s down 10Mb/s up Metropolitan Ethernet (METRO E) connection for increased reliability and internet performance.
Internet Gateway	Migration from ISA 2004/Windows Server 2003 internet gateway to a dedicated Unified Threat Management (UTM) firewall.

15.0 Human Resources

15.1 Career Path Management

TDC is endeavouring to fill key positions through internal promotions and in some cases lateral movement.

For individuals to be considered, there are two basic criteria that must be met:

1. Individuals must be suitably qualified for the position under consideration
2. Current performance must be at an acceptable standard
3. Demonstrated potential to undertake the duties and responsibilities of the position being sought

15.2 Recruitment and Selection

A notice of vacancies is published internally for the interest and attention of all employees along with a deadline date for responding to the notice. If the vacancy cannot be filled internally then an examination of the applicant database is undertaken and followed thereafter by media advertising.

The HR Department then formulates a preliminary shortlist of the applications received and this is forwarded to the line manager who has a final look at the list ensure that the appropriate candidates have been chosen.

15.3 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 shorter contracts (e.g. six months), performance reviews are held upon completion of the contracted period to determine eligibility for future employment and renewal.

15.4 Employment Conditions

All employees of TDC are contracted for a stipulated duration in their contract letter. Appointments are made by formal agreement and the outlined period can be terminated by either party giving notice according to the terms of the contract. Consideration for renewal of contract is based on the fit between the employee's skills, competencies, experience and demonstrated performance over the term of the expired contract.

There are opportunities for temporary employment for a limited period of time 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 six months and which are outside the core business of the company. Interns and OJTs (On the Job trainees) are also recruited for this purpose.

15.5 Training Programmes

The TDC encourages employees to engage in continuous learning throughout their period of contract. The company seeks to foster a 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 direct supervisors or performance reviews and training needs analysis conducted by the company.

15.6 Organisational Structure

The TDC is currently operating under an organisational structure approved by the then Minister of Tourism in fiscal 2011. The structure at the time enabled the TDC to fulfil its mandate as outlined in the National Tourism Policy of 2011. Since then, the developmental scope of the industry has shifted and in that regard a new proposed organisational chart has been generated and sent to both the Ministry of Tourism and the Chief Personnel Officer for their approval.

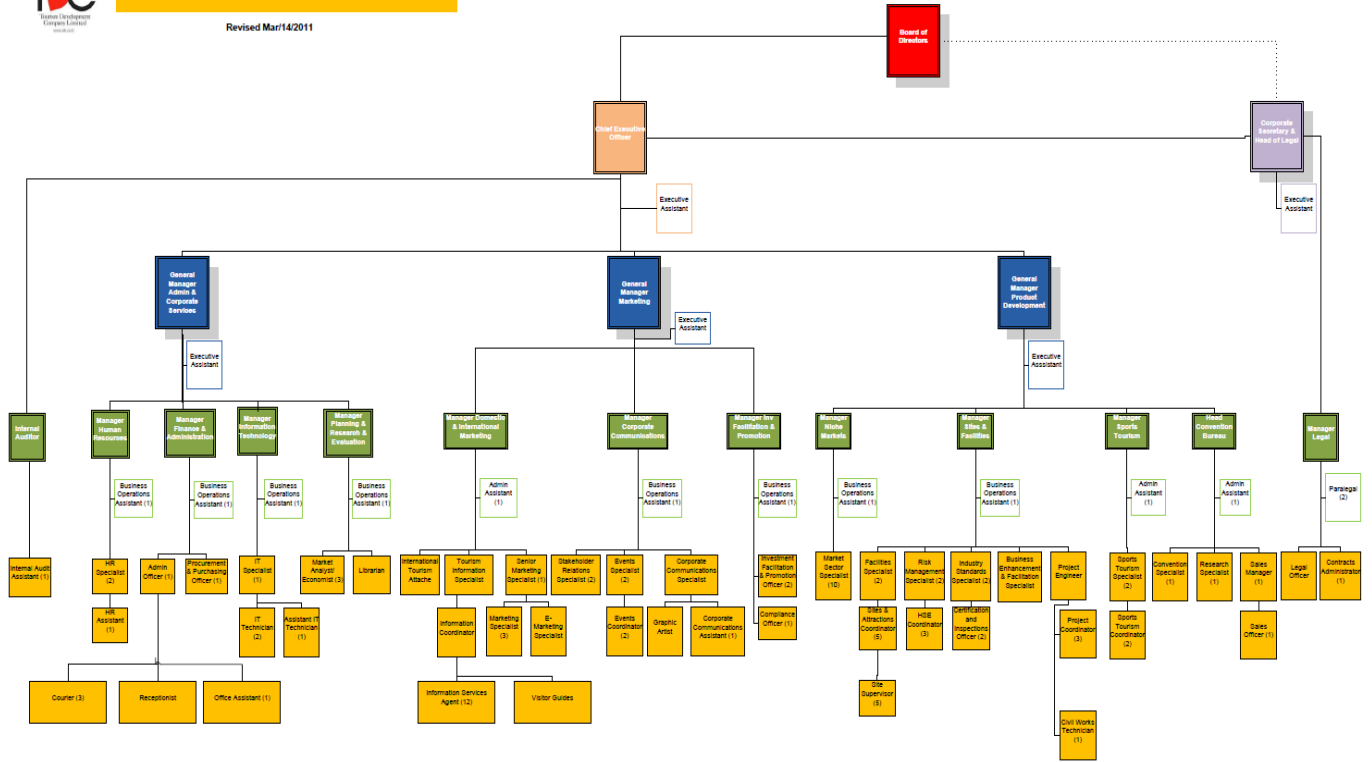
The TDC reports to its Board of Directors via the Company's Chief Executive Officer in fiscal 2011, the Board comprised twelve (12) individuals, a Chairman, Deputy Chairman and ten (10) other members.

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. There are three divisions namely, The Administrative and Corporate Services Division, The Marketing Division and The Product Development Division. The current and approved Organisational Structure can be seen below:

Figure 1.0: TDC's Organisational Chart

TDC GLOBAL ORGANISATIONAL CHART

Revised Mar/14/2011



15.7 Accomplishments

Organisational Redesign of the TDC	<ul style="list-style-type: none"> In 2011 a review and redesign of the TDC’s organisational structure was undertaken with a view to increasing efficiency.
Increased Wages	<ul style="list-style-type: none"> In February 2013 the Board of Directors gave approval for proposed salary range increases as the TDC has been operating in these ranges since 2005. This was forwarded to the Chief Personnel Officer by the then Minister of Tourism in March 2013. Throughout 2013 and continuing into 2014, The Manager of Human Resources has been in constant communication with the Personnel Department to deal with other matters arising out of the proposed organisational structure.
Industrial Relations	<ul style="list-style-type: none"> Settlement of Industrial Relations disputes and prevention of any matters arising.
Institutional Strengthening	<ul style="list-style-type: none"> Recruitment of staff to fill key positions is ongoing. Ongoing training of staff in skills which have impacted the organisation’s overall efficiency and performance.
Constraints	<ul style="list-style-type: none"> With regards to the wage and salary increases, the Personnel Department highlighted some matters arising from 2011 which delayed the process. Additionally, the frequent change in Ministers of Tourism was another hindrance. There have been several holds and stoppages on recruitment and with resignations of several staff members which is a hindrance to the company. There were several attempts to have recruitment done at the Executive and Managerial levels and to fill other posts but these have been stopped and are still pending. It should be noted that applications were received for posts and interviews are still to be done. Even when candidates were interviewed, offers made by the company to successful candidates were turned down due to uncompetitive salaries. Due to staff shortages, the implementation of the training and development plan is stymied as departments will more than likely be left unmanned for long stretches of time.

Appendix 1

Recommended a total of seventy eight (78) tourism projects for incentives totalling a proposed capital investment of TT\$81.1 million and employment of 1,120 persons in the categories of accommodation, ancillary facilities and tourism transport service providers. The following table outlines the projects along with proposed employment to be generated and number of rooms:

Tourism Activity	No. of Projects	Proposed Investment	Proposed Employment
Accommodation (Refurbishment)	7	\$70.3 million	1,010
Ancillary Facilities	1	\$2.1 million	40
Tourism Transport Services	70	\$8.7 million	70
TOTAL	78	81.1million	1,120

The table below gives greater detail in the area of accommodation providers and ancillary facilities:

TOURISM DEVELOPMENT COMPANY LIMITED			
INVESTMENT FACILITATION DEPARTMENT			
FISCAL 2014			
	ACCOMMODATION	PROPOSED INVESTMENT	PROPOSED EMPLOYMENT
1	Caribe Hospitality t/a Marriott	712,906.00	75
2	Eteck o.b.o. Magdalena Grand Hotel & Beach Resort (Golf Course)	10670,000.00	53
3	Grafton Beach Resorts Ltd.	15000,000.00	170
4	Capital Plaza Hotel Limited t/a Radisson (Refurbishment)	38400,000.00	654
5	Robin Crusoe Beach Resort trading as Blue Haven Hotel (Refurbishment)	253,799.00	40
6	KP Resorts Limited t/a Enchanted Waters	1582,000.00	18
7	Coral Cove Marina Hotel Limited	3700,000.00	0
	TOTAL	70318,705.00	1010
ANCILLARY FACILITIES			
1	ZIP-ITT Adventure Tours Limited	2100,000.00	40
	TOTAL	2100,000.00	40

Appendix 2

The Tourism Development Company Ltd in collaboration with the Ministry of Tourism launched an Amphibious Wheel Chair Service at the Maracas Beach Facility on Friday 21st September 2013. A set of chairs were handed over to the Lifeguards at the facility by Ms. Yolande V. Selman, Acting Chief Executive Officer to Dr. Beverly Beckles, CEO, National Centre for Persons with Disabilities.

These wheel chairs mimic the look of a beach chair and offer the added benefit of mobility, enabling a wheel chair bound person to move freely along the beachfront or in the water. The seats are made of non-allergenic fabric which hugs the shape of the passenger's body and allows sand and water to easily filter out. The service offers the differently-abled an enjoyable, comfortable experience at the beach.

