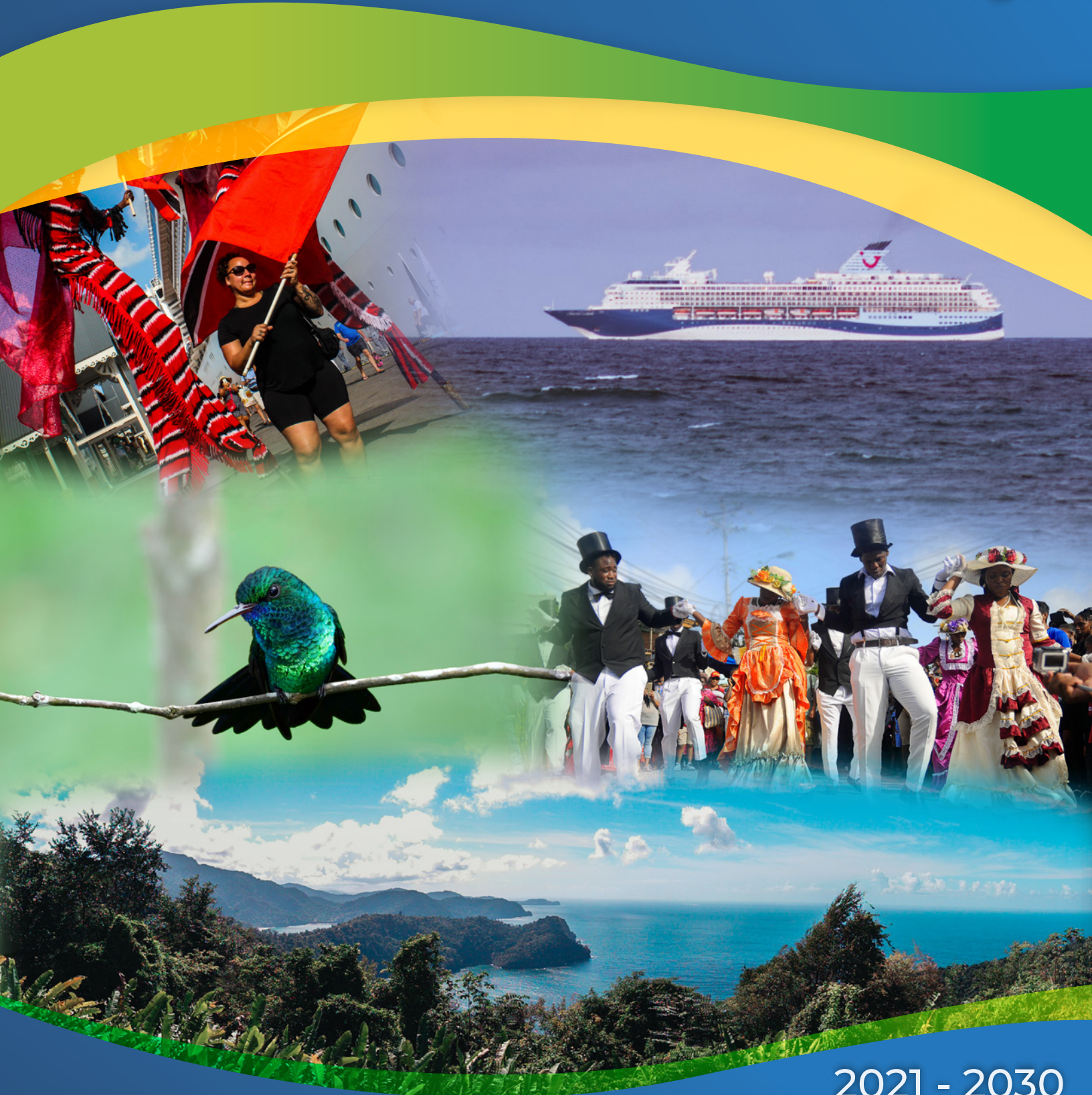




Government of the Republic of Trinidad and Tobago
Ministry of Tourism, Culture and the Arts

NATIONAL TOURISM POLICY

Trinidad & Tobago



2021 - 2030

National Tourism Vision

The following depicts the overarching tourism vision for the country by 2030:

A travel and tourism sector which is a significant contributor to the social and economic resilience, growth and development of Trinidad and Tobago. It would reflect the innovation, creativity, entrepreneurial spirit, cultural richness, unparalleled beauty, tremendous regional diversity, environmental stewardship and natural hospitality of the people of the twin-island Republic. In its entirety, it would be characterised by a deep commitment to adhering to world class standards of excellence that ensures the satisfaction of our international and domestic customers, stakeholders, and other Industry partners.

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List of Abbreviations

| | |
|----------|--|
| CARICOM | Caribbean Community |
| CARPHA | Caribbean Public Health Agency |
| CDA | Chaguaramas Development Authority |
| COVID-19 | Coronavirus Disease 2019 |
| DRM | Disaster Risk Management |
| EMA | Environmental Management Authority |
| eTeck | Evolving TecKнологies and Enterprise Development Company Limited |
| GDP | Gross Domestic Product |
| GoRTT | Government of the Republic of Trinidad and Tobago |
| HNV | High Nature Value |
| ICT | Information and Communication Technology |
| MTCA | Ministry of Tourism, Culture and the Arts |
| MSME | Micro, Small and Medium Enterprises |
| NDS | National Development Strategy |
| NGO | Non-Governmental Organization |
| NTP | National Tourism Policy |
| OJT | On-the-Job Training |
| PATT | Port Authority of Trinidad and Tobago |
| SDGs | Sustainable Development Goals |
| THA | Tobago House of Assembly |
| TPD | Tourism Product Development |
| TPDC | Tourism Policy Development Committee |
| TTAL | Tobago Tourism Agency Limited |
| TTL | Tourism Trinidad Limited |
| UDeCOTT | Urban Development Corporation of Trinidad and Tobago Limited |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNWTO | United Nations World Tourism Organization |

Preface

Given the prevailing local, regional and international trends in the tourism industry, the revised National Tourism Policy (2021-2030) seeks to provide an overarching policy framework that addresses key areas tourism development in Trinidad and Tobago at the macro level. This revised Policy is aligned with the National Development Strategy (NDS) - Vision 2030 and the United Nations Sustainable Development Agenda, particularly with Goals 8, 12 and 14.

The revised Policy does not prescribe measures on tourism-related issues at the micro level such as specific tourism niche market development (ecotourism, community-based tourism, sport tourism, film tourism, the home-sharing economy et al). However, these niche specific areas, will be articulated in dedicated Sub-policies aligned with this revised National Tourism Policy.

The drafting of the revised policy for the period 2021 to 2030 is informed by good practice inclusive of idea ventilation/policy dialogue among stakeholders over several months (agenda setting, policy development, etc.). Great care has been taken to ensure that the document reflects the valued inputs, aspirations and commitment of the many stakeholders, consultants, and researchers.





Executive Summary

As articulated in the National Development Strategy (NDS) - Vision 2030, the Government of the Republic of Trinidad and Tobago (GoRTT) has declared, as a priority, its intention to transition Trinidad and Tobago towards a more diversified economy in order to achieve greater socio-economic prosperity. The tourism sector, though currently disrupted by the coronavirus pandemic, has been identified as one of the sectors with the potential to significantly contribute to achieving this goal. Given its resilient and dynamic nature, as evidenced by the sector's ability to bounce back from past global disturbances, the tourism sector is expected to recover from the effects of COVID-19, and this is the opportune moment for Trinidad and Tobago to reposition itself and advance the tourism sector to support the country's post-COVID-19 recovery and growth agenda.

Accordingly, the revised Policy outlines the new approach of defining and promoting Trinidad and Tobago as separate (but complementary) destinations and aligns with all five themes of the National Development Strategy (NDS) Vision 2030, and the United Nations Sustainable Development Agenda – within which *Goals 8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production) and 14 (Life Below Water) are of particular importance to tourism.*

The revised Policy addresses the macro issues related to the Sector's ongoing development and sustainability, such as but not limited to: spatial and physical planning, human resources, financial resources including investment; and destination management. Additionally, the key challenges which impact the future of the local tourism sector were identified, and mitigation measures were considered and elaborated in the document.

The Policy also examined and developed seventeen (17) critical aspects of the travel and tourism sector which are geared towards its sustainable growth and development, and therefore the Policy has focussed on these specific areas, namely: Regional Development Administration; Land-Use Planning and Spatial Development; Cluster Development; Tourism Product Development; Tourism Investment; Super Structure; Transportation; Cruise Tourism Development; Heritage; Events and Festivals; Digitalising the Tourism Sector; Education and Training; Standards and Quality; Climate Resilience, Disaster Risk Management and Environmental Sustainability; Marketing, Research and Planning; Taxation, Revenue Generation and Funding; and Border Control, Frontier Reception, National Security and Public Safety.





The seventeen (17) critical aspects of the travel and tourism sector.

The revised policy included the views of key influencers, other Special Interest Groups and the Regional Corporations. The information gleaned from the engagements with these stakeholders influenced the policy initiatives to be incorporated into the revised National Tourism Policy and resulted in three (3) substantial policy shifts, namely: the adoption of a regional management approach, support for cluster development and recognition of the increasingly important role of digital technology and the impact of innovation on the global tourism industry.

In determining the positioning of the destination, each island's unique selling proposition, natural endowments and distinct assets were considered. Trinidad and Tobago's rich and distinct heritage is reflected in its diverse ethnicities, arts, culture, cuisine and religious traditions which contribute to the uniqueness of the twin-island Caribbean nation and which can act as a motivator for travel to the destination. A diverse portfolio of events and festivals can generate tourism business growth directly and indirectly, thus the policy endorses the attraction and support of major international events, including carnival, culinary, sport, music, fashion, art and cultural events, to be locally-hosted in accordance with established policies and prescribed criteria. Based on the foregoing, Trinidad will be positioned as *'The Place That's Always in Season'* whereby each season offers residents and visitors alike, the opportunity to share in memorable experiences by partaking in the island's world-class festivals and events¹, and Tobago will be positioned as *'The unspoilt, untouched Caribbean island where the undiscovered waits around every corner'* thus promoting the island's authentic and imaginative experiences. Research has indicated that the range and calibre of tourism product offerings are key determinants that attract tourists to a destination, and successful destinations are able to consistently deliver on visitor dreams and expectations. The Policy therefore advocates for the adoption of national, regional and international standards for the development of high quality products and services to satisfy the expectations of the discerning visitor.

A paradigm shift is being proposed for the governance structure of the tourism sector, one that is innovative, integrated and participatory in its approach to destination planning and management. This approach, seeks to effectively manage tourism development and business activity within the five (5) Regional Tourism Provinces in Trinidad and two (2) in Tobago, and entails a greater level of autonomy and accountability for each region. The shift of tourism development and management from Central Government to local government bodies would have a positive impact on local economies, and allow for significant improvements and development of local tourism and hospitality activities based on each region's unique assets.

¹ Trinidad is not a traditional tourism destination. As such, the reasons for visiting the island are generally not driven by the natural features of sun, sand, and sea, which typically define traditional tourism destinations and which are commonly referred to in the mass leisure market as the three S's.

The tourism regions proposed for Trinidad are: Region 1 - North West; Region 2 - East; Region 3 - Central; Region 4 - South West; and Region 5 – Chaguaramas and for Tobago are: East and West Regions.

The Policy is cognisant that tourism activities must ideally promote and enable sustainable use of the scarce land resources of the country, it therefore advocates for the establishment of Tourism Zones throughout the destination which will address issues related to the accessibility, functionality, character, and density of tourism and hospitality superstructure development. The Policy advocates adherence and enforcement of land use planning and spatial development policies to ensure suitable, quality sustainable tourism development. A coordinating mechanism and framework will be established and utilised to enable the efficient and effective development of zones for tourism use. In addition, the destination already possesses pockets of cluster development characterised by the proximity of tourism agencies, attractions, interconnected activities and support services in a concentrated geographic space. This configuration can be found in the environs of Crown Point, Castara, Roxborough, Speyside and Buccoo in Tobago; and in Trinidad, Balmain, Couva (Sport), Port of Spain (historical buildings, entertainment, arts), the beaches and bays along the north coast, the cocoa plantations along the North Coast and Central Range, San Fernando (historic), Lopinot (cocoa historic plantation) and the Chaguaramas Peninsula (leisure, entertainment, ecotourism).

Critical to the development and growth of the tourism and hospitality sector is the level of private sector investment injected within the sector's economy. The Policy's intention is to create a favourable investment environment, inclusive of incentives and supported by legislation for investors. The Policy also recommends an efficient tax system that will create opportunities and favourable conditions for investment and tourism development. It is with this in mind that Government will facilitate initiatives to modernise and improve the performance of the accommodation/lodging sector so that it becomes more competitive, profitable, and sustainable. In addition, Government will look at key infrastructural requirements to support tourism economic development, which will include a reliable, effective and efficient transportation system (land, air and sea) for both destinations that match international standards for safety and quality of service at the highest levels of passenger satisfaction. Attention is also focussed on cruise tourism development and expansion, therefore the Policy recommends augmentation of port infrastructure to accommodate new cruise lines, additional vessels and larger ships to the destination.

At the turn of the century, automation, digitalisation, interconnectivity, big data and new sophisticated business models have been transforming the breadth of the tourism sector and giving rise to the concept of SMART destinations. Information, Communication and Technology (ICT) through the use of digital technologies is driving tourism innovation and

causing disruption along the tourism value chain. Acknowledging this ICT revolution in the tourism sector, the Policy encourages the thrust for greater use of technology to transform business models and enhance efficiency within tourism businesses to create and deliver memorable visitors' experiences.² Globally, the Internet and the availability of a wide range of digital marketing tools and platforms have determined how destinations are marketing and promoting their places/destinations. The Policy advocates for the strategic and optimal use of this technology to target existing and new source markets for the destination.

The environment and its natural assets are critical components to the local economy and livelihood of its citizens. Sustainable tourism, which generates income through the non-destructive use of natural resources, can help to promote environmental conservation and decouple economic development from environmental degradation. Cognisant of the aforementioned, the Policy renders support for initiatives geared towards the preservation and conservation of our unique flora and fauna and for the Government to embark upon a number of environmentally conscious initiatives aligned to the green and blue economy. In addition, the Policy supports the elaboration and implementation of climate mitigation and adaptation strategies that provide for the development of a resilient, climate smart tourism destination.

One of the key determinants for travellers, especially those seeking out new destinations is the aspect that relates to their personal safety. Tourism relies on the ability of people to travel safely and freely across borders and hence the Policy recommends the implementation of policies and practices that enable greater traveller mobility and confidence while maintaining or enhancing security and border integrity in adherence to national and international protocols.

Given the cross-cutting nature of the activities and initiatives within the Policy, its execution will require the collaboration of key Ministries/agencies and stakeholders. Additionally, the monitoring and evaluating of the NTP 2021-2030 will be facilitated through the development of an Implementation Plan that specifies strategies, identifies responsible persons/organisations and establishes suitable time frames for its completion. Subsequent to the revised NTP 2021-2030 entering into force, a Tourism Master Plan (TMP) for Trinidad and Tobago will follow. Additionally, in its quest to ensure that the destination offers a diversified portfolio of products and experiences, the Ministry has embarked upon the development of various Sub-Policies to provide strategic direction to various niche markets that have been identified as having significant growth potential, and where the destination has demonstrated competence and a competitive advantage. Based on the aforementioned, the Sub-Policies that are being developed include but are not limited to Sport tourism, Ecotourism, Community Based tourism

² Such as use of Quick Response (QR) codes on signage linked with augmented reality (AR) or virtual reality (VR) to access digital content; interactive technologies; digital video recording with drones or action cameras, etc.

and Business tourism in the first instance.

In summary, the primary objectives for Trinidad and Tobago's tourism industry is ultimately to attract more visitors in a sustained manner; and with a higher spend per head. The policy prescriptions outlined in this Revised National Tourism Policy, 2021-2030 coupled with the amalgamation of areas with natural synergies under the Ministry of Tourism, Culture and the Arts, all represent the best possible opportunity to realise the objective of developing a 21st century tourism sector.





1.0 Introduction

1.1 Rationale for the Revision of the National Tourism Policy

The Government of the Republic of Trinidad and Tobago (GoRTT) has identified economic diversification as a key objective and critical enabler of Trinidad and Tobago's economic competitiveness and sustainable development. In this context, though currently disrupted by the Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2), the virus which causes the Coronavirus 2019 (COVID-19) pandemic, the development of the tourism sector both in Trinidad and Tobago has, and can continue to contribute significantly to the country's socio-economic growth.

In a post-COVID-19 world, with tourism as with all other sectors, aspects of the business operations will have to be altered to ensure the health and safety of all stakeholders. Travel, tourism and hospitality services will rebound, as they did after 9/11 and the 2008/2009 global economic crisis, given the sector remains the 'circulatory system' for commerce and connectivity for every country on the planet, notwithstanding the accelerated digitisation of several businesses.³

Recognising the resilience and dynamic nature of the tourism industry, Trinidad and Tobago must now reposition⁴ itself to recover and advance its tourism sector to support national recovery and the post-COVID-19 growth agenda. Benefits to be accrued include job creation and employment; foreign exchange earnings; tax and other income generation; foreign investment; cultural preservation; preservation of natural assets, demand for local agriculture; manufactured goods, art and entertainment products; and new, additional opportunities for innovation in art, business and science.

Over the past decade, the National Tourism Policy, 2010 (NTP 2010) had served as the overarching policy framework for the development of tourism in Trinidad and Tobago. During that period, there were gains as well as challenges. However, going forward, adjustments, many of which have been driven by COVID-19, must now become mainstream, the 'new normal'. The revised National Tourism Policy is timely in providing a pathway to the National Vision laid out above, responding both to the immediate requirements for recovery of the local (and Caribbean Regional) tourism and hospitality sector post-COVID-19, as well as longer

³Tourism has been one of the world's dominant sectors, with the global market for tourism and international travel experiencing almost uninterrupted growth since the 1950s. Events that have impacted the sector including the September 11th, 2001 terrorist attacks, the SARS outbreak in 2003, the world financial crisis of 2007- 2008, along with other subsequent threats have shown the sector's resilience in successfully emerging from the negative impacts and continuing to contribute as an economic driver worldwide. It is anticipated that the sector will also recover from the impacts of the COVID-19 pandemic.

⁴ Adjusting the sole positioning of Trinidad and Tobago, to the Island of Trinidad (with multiple regional destinations) and the island of Tobago.

term requirements for sustainability, resilience and success, evidenced, in part, by a growing contribution to the country's gross domestic product and foreign exchange earnings.

Beyond the considerations of the coronavirus pandemic however, there have been other considerable forces for change in the global environment such as:

- the shift in power from producers to consumers who are demanding destinations which demonstrate environmental protection and/or conservation, as well as harness and promote local culture and traditions, while providing more unique and intimate travel experiences;
- the proliferation of technology including digital platforms and the marketing and distribution of data analytical tools; and
- the almost seamless movement of persons and information.

Certainly, this revised policy seeks to position Trinidad and Tobago as a globally competitive tourism destination at a time when the market is likely to be fierce as the world redefines tourism and hospitality in real time. Moreover, given the tremendous economic fallout experienced in the first half of 2020 as a result of the global shutdown aimed at managing the pandemic, resources will be significantly diminished and must be carefully invested. In addition, the revised Policy fully articulates the new approach of defining and promoting Trinidad and Tobago as separate (but complimentary) destinations. In that regard, the Policy recognises the discrete and unique characteristics of the tourism product of Tobago, and the statutory responsibility of the Tobago House of Assembly (THA) for Tobago's overall development including the sustainable development of the island's tourism sector. Given the implications for planning and implementation, collaboration and cooperation between the Ministry of Tourism, Culture and the Arts (MTCA) and the THA will constitute key cornerstones of the NTP 2021-2030.

In this context, **the NTP is an agenda for a new reality** to facilitate the development of a 21st Century tourism product for Trinidad and Tobago, characterised by local innovation, local and global partnership, and community leadership. Thus, the Policy aligns with all five themes⁵ of the NDS Vision 2030, and the United Nations Sustainable Development Agenda – within which **Goals 8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production) and 14 (Life Below Water) are of particular importance to tourism (refer Appendix 1).**



⁵ Five Themes of the NDS - Vision 2030 1. Putting People First: Nurturing Our Greatest Asset; 2. Delivering Good Governance and Service Excellence; 3. Improving Productivity through Quality Infrastructure and Transportation; 4. Building Globally Competitive Businesses; and 5. Placing the Environment at the Centre of Social and Economic Development.

1.2 Review of the National Tourism Policy, 2010

The NTP 2010 underscored the need for a more focused approach to the development of the national tourism sector. Prior to the NTP 2010, the Tourism Master Plan 1995 (TMP) served as the primary tool for advancing the sector's growth and development. The Plan entailed moving beyond the traditional concept of sun, sand and sea to include integration of related economic sectors, establishment of a competitive investment climate, development of a comprehensive destination management strategy, and extension of benefits to citizens.

Consequently, the NTP 2010 provided a policy framework within which several guiding principles and goals⁷ were identified as being essential to the sustainable development of the sector while ensuring that it was people-centred, innovative, investment-driven and supported by the private sector. The Policy framework cited various elements as drivers for industry success including a sustainable tourism product; private/public partnerships (PPPs); customer focus; a well-trained workforce; and a distinctive brand.

Although no implementation plan was prepared in conjunction with the Policy, five (5) targets were set which focused on increasing contribution to gross domestic product (GDP), visitor arrivals and expenditure, the quantity and quality of jobs, the multiplier effect throughout the economy and monitoring the implementation of the NTP 2010. Consequently, during the period 2010-2019, several key initiatives, informed by the NTP 2010, were developed and executed by the then Ministry of Tourism⁸ and its respective implementation arms. The initiatives focused on areas such as human resource development, community development, infrastructure and transportation development, investment promotion, accommodation; product development; and marketing; **Appendix 2** provides a summary of these initiatives.

Revision of the Policy addresses the macro issues related to the Sector's ongoing development and sustainability, such as but not limited to: spatial and physical planning, human resources, financial resources including investment; and destination management.

⁶ In addition to the SDG's identified, and with its wide reach and impact, the tourism sector can contribute – directly and indirectly – to the achievement of SDG's 5 (Gender Equality), 6 (Clean Water and Sanitation), 7 (Affordable Clean Energy), 9 (Industry, Innovation and Infrastructure), 11 (Sustainable Cities and Communities), 13(Climate Action), 15(Life on Land) and 17 (Partnership for the Goals).

⁷ The NTP 2010 identified 11 Guiding Principles and 48 National Tourism Policy Goals – (8 Overall Goals, 12 Socio-cultural Goals, 15 Economic Goals and 13 Environmental Goals).

⁸ Gazette No. 158 Vol 59 of September 9, 2020 provided for the establishment of the Ministry of Tourism and Culture and the Arts, which replaced the Ministry of Tourism.

1.3 The Policy Formulation Process

As shown in **Figure 1**, the first step in the development of the 'National Tourism Policy, 2021-2030', was the establishment, in June 2019, of a Cabinet-appointed Committee, the Tourism Policy Development Committee (TPDC) comprising local and international experts (refer **Appendix 3**). Officials from the Division of Tourism, Culture and Transportation who were nominated by the THA, as well as representatives from Tourism Trinidad Limited (TTL) and the Tobago Tourism Agency Limited (TTAL) were also members of the TPDC. Staff⁹ of the then Ministry of Tourism provided Secretariat and other support services to the Committee.

The revision process included a review of several pertinent documents including, but not limited to: the NTP 2010, the Tourism Master Plan 1995 (TMP), the Rolling Three Year Tourism Plan (2002-2004), the Comprehensive Economic Development Plan (2013-2017) for Tobago, the NDS – Vision 2030, Tourism Sub-policies (Eco-tourism, Community-based Tourism and Sport Tourism), other Government Policies, and any other relevant regional and international tourism policies and reports.

The Ministry sought the opinions of stakeholders throughout Trinidad and Tobago. Information was gathered through stakeholder consultations (referred to as stakeholder contribution sessions),¹⁰ an online survey, discussions between Officials of the former Ministry of Tourism and Representatives of the respective Regional Corporations in Trinidad; and approximately fifty (50) bilateral meetings with Ministries and Agencies, public bodies, non-governmental organisations (NGOs) and the private sector on various subject matters that impact tourism, during the period August 2019 to February 2020 (refer **Appendix 4**).

Further, this policy seeks to strike a balance between the policies of other Ministries and Agencies which have responsibility for tourism assets/content or otherwise impact the sector (e.g. planning, health and national security) and the Policy directives for which the MTCA is directly responsible. Tourism touches every Ministry and a large number of Agencies, and their roles and interests are reflected in the Policy following on the extensive consultative process.

⁹ The former Ministry of Tourism, staff from the Tourism Advisory, Research and Planning, Investment Facilitation, Monitoring and Evaluation Units.

¹⁰ Five (5) Stakeholder Contribution Sessions were held in Trinidad (Chaguaramas, Couva, Port of Spain, San Fernando and Toco) during the period 11 – 20 September, 2019 with a total of 190 stakeholders; and three (3) sessions were held in Tobago (Castara, Scarborough and Speyside) with a total of 90 stakeholders.

Figure 1: The Process for Developing the Revised National Tourism Policy



1.3.1 Structure of the Policy

The structure of the Policy is in keeping with the seventeen (17) critical aspects of the travel and tourism sector approved for inclusion in the revised Policy. These are:

-  1. Regional Development Administration
-  2. Land-Use Planning and Spatial Development
-  3. Cluster Development
-  4. Tourism Product Development
-  5. Tourism Investment
-  6. Super Structure (Accommodation/Lodging and General Infrastructure)
-  7. Transportation (Air, Ground and Sea Transportation)
-  8. Cruise Development
-  9. Heritage
-  10. Events and Festivals
-  11. Technology Platforms
-  12. Education and Training
-  13. Standards and Quality
-  14. Climate Resilience, Disaster Risk Management and Environmental Sustainability
-  15. Marketing, Research and Planning
-  16. Taxation, Revenue Generation and Funding
-  17. Border Control, Frontier Reception, National Security and Public Safety







2.0 National Tourism Policy Context

2.1 International Tourism Performance and Trends

Prior to the COVID-19 Pandemic, tourism was one of the world's dominant economic sectors, with the global market for tourism and international travel experiencing almost uninterrupted growth since the 1950s. The United Nations World Tourism Organisation's (UNWTO) forecast before the pandemic had estimated that by 2030, international tourist arrivals would reach 1.8 billion.

For many countries, tourism is the leading sector for economic development, job creation and poverty reduction. Table 1 provides a snapshot of the global tourism sector performance for 2019.

Table 1: Global Tourism Sector Performance 2019

| | |
|---|---|
|  2019 International tourism receipts* | US\$1.7 trillion |
|  2019 Total international tourist arrivals* | 1.5 billion tourists (+4%) |
|  Total GDP contribution** | 10.4% (Direct contribution = 3.8%) |
|  Total Contribution to employment in tourism worldwide** | 319 million jobs (Direct contribution = 118.5 million jobs or 3.8% of global employment) |

Data source: *UNWTO World Tourism Barometer (Jan, 2020) and **WTTTC, Travel & Tourism Economic Impact - World (2019)¹¹





The Caribbean

The Caribbean Region, within which Trinidad and Tobago is located and competes, is regarded as the most tourism-dependent region in the world although it accounts for only 1.9% of global tourist arrivals. For many Caribbean countries, tourism is the principal economic sector as evidenced by the fact that in almost half of the countries, the tourism sector accounts for over 25% of GDP, more than twice the global average of 10.4%¹². Table 2 provides data relating to tourism sector performance for the Caribbean in 2019.

¹¹ Where 2019 data is unavailable, 2018 figures have been used.

¹² World Travel & Tourism Council: Minimising the impact of the 2017 hurricane season on the Caribbean's tourism sector - April 2018. All rights reserved.

Table 2: Caribbean Tourism Sector Performance 2019

| | | |
|---|--|--|
|  | International tourism receipts* | US\$33.7 billion |
|  | 2019 Total international tourist arrivals* | 27 million tourist (+4.9%) |
|  | Total GDP contribution** | 15.5% (Direct contribution = 4.8%) |
|  | Total Contribution to employment in tourism in the Caribbean** | 2.4 million jobs (Direct contribution = 758,000 jobs or 4.3% of total employment) |





Data source: *UNWTO World Tourism Barometer (Jan, 2020) and ** WTTC, Caribbean 2019, Annual Research Key Highlights (2019)



2.2 Overview of Tourism Development in Trinidad and Tobago

Despite being one of the larger countries in the English-speaking Caribbean, Trinidad and Tobago captures less than 2% of the estimated 27 million international tourists who visit the region. Unlike neighbouring countries, Trinidad and Tobago is less dependent on tourism owing to its energy sector. Table 3 provides data relating to tourism sector performance for Trinidad and Tobago in 2019.

Table 3: Trinidad and Tobago Tourism Sector Performance

| | |
|--|--|
|  International tourism receipts* | US\$429 million |
|  2019 Total international tourist arrivals*** | 388,576 tourists (+3.5%) |
|  Total GDP contribution** | 7.8% (Direct contribution = 2.6%) |
|  Total Contribution to employment in tourism in Trinidad and Tobago** | 52,700 jobs (Direct contribution = 17,500 jobs or 2.8% of total employment) |

Data source: *UNWTO World Tourism Barometer (Jan, 2020) and ** WTTC, Trinidad and Tobago 2019, Annual Research Key Highlights (2019), ***Ministry of Tourism (2019)

Although tourism accounts directly for only 2.6% of the country's GDP, its importance is seen in job creation and employment, generating approximately 17,500 jobs or 2.8% of total employment,¹³ compared to the energy sector which employed 12,600 people in 2019.¹⁴

Appendix 5 provides greater detail on Trinidad and Tobago's tourism sector performance.

The value of Trinidad and Tobago's tourism's potential has always been recognised. As early as the 1960s, fiscal incentives under the Hotel Development Act 1963 were introduced to stimulate growth in the sector. Over the years, various actions have been taken to stimulate the tourism sector. Some of the early actions include the establishment of the Tobago House of Assembly, and by extension, the then Division of Tourism, Enterprise Development and Settlements, and the formation of the Tourism Development Authority. The Tourism Development Act, "An Act to facilitate the development of the Tourism Industry by providing to investors, incentives and concessions and to make provisions for matters incidental thereto" was passed in October 2000.

¹³ "This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists" (WTTC, 2020).

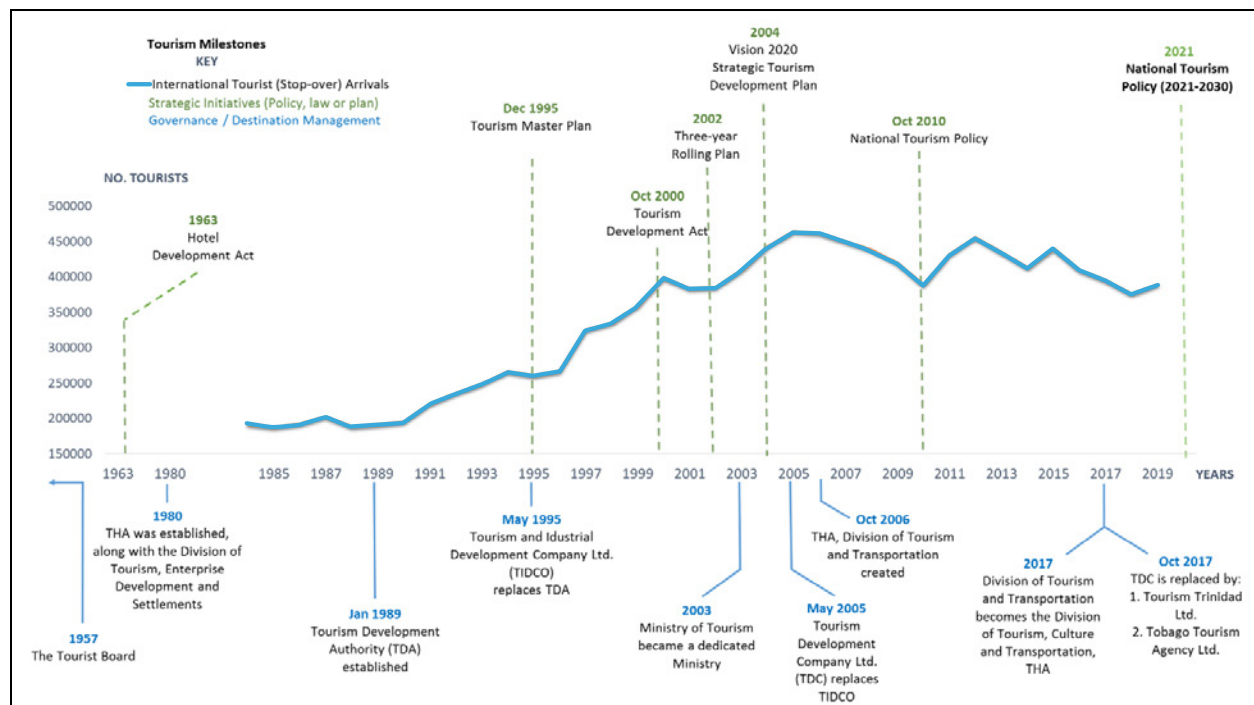
¹⁴ Central Bank of Trinidad and Tobago, Review of the Economy 2019, p.149.

The most recent initiative to boost the country's tourism development occurred in 2017 with the establishment of two new entities premised on the unique characteristics of each island. As such, the TTAL was charged with developing, marketing and promoting Tobago's tourism offerings while TTL had a similar responsibility for Trinidad; with the THA and MTCA having oversight of the respective agencies.¹⁵

Figure 2 provides a chronological sequence of key tourism development plans, policies and administrative/operational milestones from the 1960s to 2019 superimposed on international tourist arrivals to Trinidad and Tobago.

Between the years 1990 to 2006, the country experienced a steady average annual growth rate of 5.6% in international tourist arrivals, due in part to the early initiatives undertaken by GoRTT. However, after peaking at 461,000 tourists in 2006, there was a major fallout resulting from the international financial crisis of 2007 to 2008. Although tourist arrivals grew between 2010 and 2012, the sector has experienced an average annual decline of 5.1% from 2015 to 2018, rebounding moderately by 3.5% to 388,576 tourist arrivals in 2019.

Figure 2: Timeline of Tourism Initiatives by Government Annual Tourist Arrivals to Trinidad and Tobago



¹⁵ Ministry of Finance: "Budget Statement 2018".

2.3 The Key Challenges

A rapid scanning of the environment revealed a number of considerations as it relates to the future of tourism in Trinidad and Tobago:

1. **The need for support of a Consensus Vision.** A general consensus on a vision for tourism supported by Government, industry, labour, civil society and tourism stakeholders is required.
2. **The need to mitigate risk to the Destination's Image.** A long-term commitment to vigilance with respect to the reputation of both destinations is essential for future success. This will involve among other things, specific actions to ensure environmental sustainability, reduced crime and the health and safety of visitors and nations post COVID-19.
3. **Striving to meet International Standards.** A structured mechanism that facilitates and promotes product enhancement and upgrades to international standards is required. This especially important to ensure that both destinations can guarantee plant and service quality post COVID-19.
4. **Renewed and sustained efforts in protection of the Environment & Resources.** The natural, cultural and historical resource base requires continuous safeguarding and protection; and efforts to ensure sustainable resources require adequate support and finance.
5. **Opportunity to enhance Tourism Visitor Experience.** The quality and effectiveness of the customer service delivery throughout the entire value chain are all examples of irritants to the consumer experience.
6. **A very competitive Investment Climate.** Investors in hotels and resorts seek to reduce risk and obtain assurances of Governments' commitment to tourism. Investors also consider incentive programmes and the ease with which development can proceed. Incentive regimes and approval processes should therefore be seamless and facilitative.
7. **Inconsistent International Airlift to Tobago.** Airlift is the lifeblood of island tourism destinations. The frequency and reliability of airlift service between Trinidad and Tobago needs to be addressed.
8. **The need to strengthen Public – Private Sector Partnerships.** While there are many opportunities to leverage both Government and private sector marketing budgets, consistent and transparent policies need to be in place to facilitate the development of an on-going, cooperative working relationship between Government and industry.

9. **Create more efficient and effective Communication Channels.** At present, effective, on-going communication among Government, other agencies and the business is sporadic and this can affect the proactive development and marketing of initiatives.





3.0 National Tourism Policy Framework

3.1 Objectives of the Policy

The overall objectives of this Policy are to:

- present a formal statement by GoRTT that provides a clear path for advancement of the tourism sector, addresses changing circumstances that impact the sector, and helps achieve national objectives;
- inspire greater confidence among prospective investors and entrepreneurs;
- act as a platform for policy coherence across the several sectors that contribute to a successful tourism and hospitality product; and
- provide a basis for sensitising the general public on the direction of tourism in Trinidad and Tobago.

3.2 Guiding Principles

The NTP 2021 - 2030 provides a framework that shall allow for the sustainable development and management of the tourism industry, guided by the following key principles:

SUSTAINABLE DEVELOPMENT

Tourism development that is conducted in a sustainable manner and ensures that the economic, social, cultural, and environmental characteristics of sustainable development are met and serves to benefit Trinidad and Tobago.



ECONOMIC AND SOCIAL PROSPERITY



The visitor economy must be a source of economic and social benefit for the citizens of Trinidad and Tobago, thereby improving the quality of life through job creation, income generation, entrepreneurship, and personal and community growth.

STAKEHOLDER COLLABORATION AND PARTICIPATION

An essential component that must be employed in the decision making, planning and development of the tourism sector is collaboration and participation by all stakeholders including: proactive communities; the private sector; tourism associations; and NGOs; as doing so leads to increased competitiveness and future prosperity.



REGIONAL TOURISM MANAGEMENT AND MARKETING

A regional approach to tourism place management and marketing will serve as the hallmark of the development of the country's tourism sector.

EXPERIENCE-DRIVEN, DISTINCT 'SENSE OF PLACE'

Every region across both destinations – Tobago, Trinidad – has a distinct natural beauty, power and complexity and these features must be wisely developed to create renowned experiences for visitors and, at the same time, be celebrated by locals.



VIBRANT SECTOR LINKAGES

Furthering the creation and maintenance of inter-industry linkages, particularly agriculture, technology, entertainment, culture, manufacturing, construction, sports, and other related industries is vital in adding value to the product and deepening visitor experience.

VISIBLE INTERNATIONAL BRAND

Developing a destination brand identity that embodies Trinidad's culture, products and services (bearing in mind the regional approach) must be developed, and aid in the communication of the brand promise to the global marketplace across all target segments and platforms. Tobago's brand identity inclusive of its intrinsic characteristics, must be maintained and widely publicised in a similar manner.



TARGETED HEALTH AND SAFETY PROTOCOLS

New emphasis will be placed on health and personal safety protocols and the promotion of a safe and secure country for residents and visitors alike, particularly due to the fact that as it relates to travel, the perception of health and safety will impact tourism flows to the destination in the 'new normal'.



PROTECTION OF RESOURCES



Mechanisms that are well established and implemented through effective partnerships and collaboration, to protect the country's natural, heritage and cultural resources which are vital for the longevity of the Tourism sector.

ROBUST INVESTMENT CLIMATE

Investment in the tourism sector is fostered and enhanced through the establishment of a competitive regulatory and financial environment and the intent is to pursue the creation of and support such a climate.



STRATEGIC CAPACITY BUILDING AND HUMAN RESOURCE DEVELOPMENT



A strong commitment to human resource development and fostering coordination between educational institutions and the tourism sector, to rationalise and strengthen training and development programmes.

COMMITMENT TO DIGITAL TRANSFORMATION

Provision of an enabling framework to support comprehensive and ongoing investment in digital technologies for the Tourism sector and requisite infrastructure and interconnectivity ranging from mobile technologies/cloud computing to automation and data analytics.



ESTABLISHED LAND USE FRAMEWORK



A tourism land use framework which Government establishes, through its town and country planning agency, for guidance and approval of tourism super-structure and infrastructure.

COMPETITIVE, HIGH QUALITY PRODUCTS AND SERVICES

Contribute to the creation of a thriving industry through strategic upgrades to product quality for all aspects of the tourism product and service.



ETHICS AND TRANSPARENCY



Tourism must be underpinned by adherence to ethical principles which can serve to increase levels of societal trust as they guide norms and behaviours within the Sector, for example in delivery of service. The desired ethical principles are comprehensively outlined in the UNWTO Code of Ethics for Tourism.



4.0 Policy Statements

The Policy seeks to achieve the vision and objectives through the following policy statements, which are identified under strategic areas of intervention. The Policy addresses both the supply side of tourism as well as the demand for tourism products.

4.1 Visioning: Overview

The visioning statements outlined below, guide the Policy and, in some cases, support a “brand image” of the destination/place.

Trinidad will be positioned as ‘The Place That’s Always in Season’.

In the volatile and ambiguous context of tourism ‘new normal’, such visioning is necessary for intelligent foresighting, and facilitates the development of a common ideal that stakeholders can fully endorse and then work towards. Notably, the vision statements have emerged from the responses of the range of stakeholders who participated in the consultative process.

Trinidad – Position

Trinidad will be positioned as ‘*The Place That’s Always in Season*’. This positioning will ensure that stakeholders are not confined by the traditional Caribbean market-driven tourism seasonality (focused on the winter months from December through April in the main) which can negatively impact the industry’s ability to maximise annual revenues. Stakeholders will therefore benefit from a financially healthier visitor economy that operates on a year-round basis.

Trinidad’s tourism, through the Regions, “seasons” will be divided into distinct periods, with each season offering residents and visitors alike, the opportunity to share in memorable experiences by partaking in the island’s world-class festivals, music, culture, cuisine, sports, natural heritage, and its general joie de vivre during the year.¹⁶

Tobago will be positioned as ‘The unspoilt, untouched Caribbean island where the undiscovered waits around every corner.’

Tobago – Position

Tobago will be positioned as ‘*The unspoilt, untouched Caribbean island where the undiscovered waits around every corner.*’ This positioning will be the basis for developing and promoting authentic, sustainable tourism experiences to generate a strong travel demand, and stimulate on-island development for the benefit of the people of Tobago.

¹⁶ Trinidad is not a traditional tourism destination. As such, the reasons for visiting the island are generally not driven by the natural features of sun, sand, and sea, which typically define traditional tourism destinations and which are commonly referred to in the mass leisure market as the three S’s.



4.2 Regional Development Administration

The paradigm shift being proposed as it relates to tourism is the devolution of land-use planning and management of heritage and cultural sites to the local government bodies, which with the appropriate devolved autonomy and empowerment will require regional corporations in the five (5) Tourism Regions in Trinidad (refer **Appendix 6**) to efficiently manage their respective tourism programmes and budgets. This is in keeping with the GoRTT's policy position for local government reform, as outlined in the recently tabled Local Government Reform Bill.

¹⁷ This is already the case in Tobago, as the THA has the responsibility for the management of the affairs and the provision of goods and services in Tobago. Therefore, matters related to regional development administration in Tobago will continue through the Division of Settlements, Urban Renewal and Public Utilities, the entity with responsibility for Destination/Place Management on the island.

This shift away from the central Government's role in areas such as development control and planning is expected to positively impact local economies and allow for significant improvements and development of local/regional tourism and hospitality activities. The physical space, natural attributes, and heritage and cultural assets will allow for the creation of a wide range of product offerings, and the development of a more structured and productive tourism and hospitality plant in the respective regions, based on each Region's unique assets.

The *paradigm shift* being proposed as it relates to tourism is the devolution of land-use planning and management of heritage and cultural sites to the local government bodies, ... to efficiently manage their respective tourism programmes and budgets.

Regional tourism destination development and management will address specific issues that affect a sub-national area. However, any option chosen at the regional level should not detract from the overall aims and objectives of the national plan or that of another local/regional organisation; and should be considered sub-sets of the national tourism plan, guided by the overarching national policies.

Effective management and oversight of tourism-related activities at the local/regional level can be conducted by a range of governance options, such as:

- Department or Single Authority;
- Partnership of public authorities - serviced by partners;
- Partners of Authorities - serviced by joint management unit;
- Public Authority - outsourcing delivery to private companies;

¹⁷ This takes into account having approved statements for an approved policy for the next 5-10 years.

- Public/Private Partnership (PPP) for certain functions - often in the form of a non-profit company; and
- Association or Company - funded purely through a private sector partnership and or trading for certain functions.

Policy Statements:

GoRTT will ensure that:

- i. develop an innovative, integrated and participatory approach to destination planning and management (i.e. an appropriate governance model) to effectively manage tourism development and business activity in the five (5) Regional Tourism Provinces in Trinidad, based on their respective goals and objectives;
- ii. establish Regional Tourism Destination Management Organisations (DMOs), using an appropriate business model for accountability and sound fiscal management;
- iii. ensure tourism planning and management is pursued through consultation, collaboration and coordination among key stakeholders within and between Regions; and
- iv. build capacity at the community and regional level through Regional Authorities, with support from MTCA, for the successful and sustained establishment and management of tourism and hospitality organisations.





4.3 Land-Use Planning and Spatial Development

Land-use planning is the process of regulating land use to promote more desirable social and environmental outcomes and provide for more efficient use of resources. Land-use planning and environmental responsibility are therefore two very important factors in the area of sustainable tourism development. It is through systematic and consistent application of such practices that a 'sense and respect of place' can be accomplished while significantly enhancing the economic value and touristic appeal of a destination/place.

A *viable* and *successful tourism sector* is predicated on a *high quality, well-maintained physical environment*, with complementary rather than competing land use in proximity to tourism assets.

Appropriate spatial development, by way of agreed Tourism Zones, can address issues related to the accessibility, functionality, character, and density of tourism and hospitality superstructure development.¹⁸ As with any large scale industry, it is important that clear spatial policy guidelines are established to minimise any potential adverse impact of tourism on the residents of a specific space and/or the wider society.

Therefore, the MTCA will engage the Ministry of Planning and Development on development issues related to proposed physical and spatial development of tourism projects and sites. The primary objective of such engagement between the two Ministries, and any other relevant Ministries, is to arrive at a consensus that will

best meet the long-term social and economic benefits for the communities in proximity to the space being proposed for tourism development.

Regarding spatial development for Tobago, the THA has authority over State Lands on the island.¹⁹ The existing tourism spatial development policy position of the THA remains for Tobago (refer **Appendix 7**).

A viable and successful tourism sector is predicated on a high quality, well-maintained physical environment, with complementary rather than competing land use in proximity to tourism assets. Moreover, tourism activity must ideally promote and enable sustainable use of the scarce land resources of the country.

¹⁸ National Spatial Development Strategy for Trinidad and Tobago: Surveying the Scene (2013), provides background information and the key issues which support a spatial development strategy for the country.

¹⁹ THA has authority under the Tobago House of Assembly Act No. 40 of 1996 over State Lands, as a subject under the Fifth Schedule of the Act.

Policy Statements:

GoRTT will:

- i. pursue collaboration amongst the relevant state entities for the revision and alignment of the National Spatial Policy to include regional tourism zones, tourism clusters, and relevant areas and sites within regional communities;
- ii. establish a coordinating mechanism of key stakeholders to enable efficient and effective development of zones for tourism use;
- iii. pursue coordinated and strategic development within the areas designated for tourism land use, to enable collective success;
- iv. ensure that land use is appropriate for, and consistent with the respective tourism visions of the proposed designated areas while carefully and sustainably managing competing uses; and
- v. consider the inclusion of non-traditional tourism land use for areas such as agricultural and conservation land, that have the potential for product and activity offerings for niche visitor markets.





4.4 Cluster Development

A tourism cluster is a concentration of companies, institutions, authorities, supporting services, infrastructure, attractions and resources, interconnected in tourism and related activities within a specific geographic space. It is characterised by high quality facilities and services and social cohesion, strategic linkages between productive chains, companies' exchanges and networks, and inter-dependence among the actors to maximise comparative and competitive advantages. Members of a cluster exhibit a symbiotic relationship of collaboration and cooperation, but still remain competitive to achieve individual benefits for all members.

Trinidad and Tobago currently possesses pockets of Cluster Development that lend themselves to tourism offerings. Cluster examples include, but are not limited to: the environs of Crown Point (inclusive of Store Bay and Pigeon Point Heritage Park), the environs of Castara, the environs of Roxborough or Speyside and the environs of Buccoo in Tobago; and in Trinidad, public performance spaces in Port of Spain such as the Theatre District (Queen's Hall, NAPA, Central Bank Auditorium, Little Carib Theatre), spectator and training sporting facilities in Balmain, Couva and surrounding areas, the historical buildings around the Queen's Park Savannah, the beaches and bays along the North Coast, the cocoa plantations along the North Coast and Central Range and the Chaguaramas peninsula. The aforementioned clusters allow opportunities for reframing the brand of the destination.

Clusters play a key role in regional development and the revised NTP 2021 - 2030 is founded on a regional approach in which tourism assets are identified, developed and managed by the communities in which they are located. Regional bodies and the THA will play an integral part in the development of tourism clusters both in Trinidad and Tobago, with proper spatial planning, land use and sound sustainable environmental practice²⁰ at the forefront.

Policy Statements:

GoRTT will:

- i. identify and characterise tourism clusters, based on the local area development plans of the regions and discussions with the respective regional stakeholders;
- ii. support the development of products with the potential to contribute to the development of tourism clusters;
- iii. support clusters and circuits of attractions and activities based on niche/thematic areas or geographic regions (may or may not include flagship attractions); and
- iv. pursue the provision of institutional support services and infrastructure to aid in the development of tourism clusters.

²⁰ Sound sustainable environmental practice as guided by the provisions of the Environmental Management Act, the Environmentally Sensitive Areas Rules, the Environmentally Sensitive Species Rules and the National Environmental Policy (NEP).



4.5 Tourism Product Development

Tourism product development (TPD) is a process by which the assets of a particular destination are moulded to meet the needs of national and international customers/guests.

TPD is a wide inter-linked and continuing process which should not be considered in isolation; and which can be defined in many ways. On one hand, it can be seen as embracing all elements with which the visitor comes into contact, including infrastructure (e.g. transport, utilities); service personnel; places of lodging; attractions and activities; facilities; and amenities. On the other, it can be defined as comprising only those attractions, activities and facilities specifically provided for visitors.

TPD and experiences are the most important and most complex aspects of destination/place management because they are an amalgam of many experiences from the perspective of the visitor. The range and calibre of tourism product offerings are key determinants that attract tourists to a destination.

The tourism product consists of three elements:

1. physical: infrastructure, natural resources, accommodation, restaurants;
2. experiential: festivals, activities, community events, dining and entertainment, shopping, safety, security, and service at all visitor encounters;²¹ and
3. emotional: human, cultural, and historic resources, hospitality services.

The identification of TPD opportunities will be informed by the understanding of tourists' market trends; tastes through market research; and the identification of those areas that would require capital investment and marketing.

Emphasis on the development of tourism products and visitor experiences cannot be underestimated, because the more successful a tourism destination/place is in delivering on visitor dreams and expectations, the greater the opportunity for sustaining the market through repeat visits and free endorsements via electronic platforms. Therefore, experiential projects and initiatives borne of collaborative efforts between the public and private sector which seek to refine existing products such as the Ariapita Avenue Entertainment Zone, Chinatown shopping zone and the Theatre District, among others would be pursued and implemented.

There must be an established link and clear alignment between the market and the product as the issue of demand and supply is fundamental and critical to success.

²¹ Visitor encounters include virtual reality and augmented reality.

Policy Statements:

Bearing in mind the regional approach to tourism development;

GoRTT will:

- i. maintain an updated tourism asset inventory and categorise assets based on appropriate models for ownership, development and management;
- ii. foster a culture of sustainable tourism development;
- iii. conduct market research, including market sentiment and stakeholder engagement, using a 'market/product matching' process;
- iv. support the development of flagships that serve as attractions to the destination and hubs for visitors/tourists;
- v. establish Tourism Product Development Zones to inform spatial planning and development, in alignment with the wider national spatial policy;
- vi. support local administrations in their role of bringing TPD to fruition; and
- vii. utilise augmented reality and virtual reality applications to enhance the tourism experience of the destination prior to and while on location, where applicable.





4.6 Tourism Investment

Private Sector investment is critical to the development and stimulation of growth of the Tourism and Hospitality Industry. An investment policy framework supported by legislation serves as a guide and provides critical tools to be used by investors to enhance place/destination relationship, reduce risk and provide guidance on the development and management process particularly for tourism accommodation/lodging projects.

Policy Statements:

GoRTT will:

- i. create a favourable investment environment, inclusive of incentives, for investors;
- ii. ensure that the promotion and facilitation of investment is supported by appropriate research, market intelligence and analysis;
- iii. develop a catalogue of Shovel Ready Investment Projects for tourism development, in order to fast-track the development approvals process for these projects, and attract investors; and
- iv. market and promote Trinidad and Tobago as an attractive and distinctive location for tourism investment.



4.7 Super Structure

4.7.1 Tourist Accommodation/Lodging

This subsector of the Tourism and Hospitality industry serves as the primary economic contributor to the national economy in terms of Hotel Accommodation Taxes, Value Added Tax (VAT), Payroll Taxes (PAYE), Green Fund Levy, Property and Land Taxes, and Corporate Taxes. Additionally, other benefits are derived from employment generation, foreign exchange earnings and the multiplier effect of tourist dollar spend. In this regard, the Government will facilitate initiatives to modernise and improve the performance of the accommodation/lodging sector so that it becomes more competitive, profitable, and sustainable. The optimal accommodation mix including the type, range and quality of lodging offered, will assist in the market positioning of the place/destination.

Development of accommodation/lodging should be aligned to the market and operating environment.

Policy Statements:

GoRTT will:

- i. facilitate the development of 4-5 star internationally branded new hotel rooms in the City of Port of Spain, during the period 2021-2030, targeting the Meetings and Conferences market;²²
- ii. facilitate the development of a state-of-the-art convention centre as a complement to the additional hotel rooms, also to be located in Port of Spain;
- iii. encourage the development of new hotel and lodging facilities²³ throughout Trinidad and Tobago, in alignment with the respective sense of place, market demand and overall development plans for the various regions, with an emphasis on high quality boutique and specially-themed facilities, including at least one branded five-star anchor facility;²⁴
- iv. support the upgrade, rehabilitation, and enhancement of existing accommodation facilities to meet internationally, regionally and nationally acceptable standards; and
- v. provide support services and technical assistance to small, independent, and locally owned properties, including those that operate in the home-sharing economy, to enable them to become environmentally and economically sustainable.



²² The targeted number of rooms over the ten-year period for Trinidad is projected to be 6,000. This would be required to support the establishment of a world class convention centre.

²³ All categories of tourism accommodation as identified in the under the Tourism Development Act, Chapter 87:22, Act 9 of 2000.

²⁴ It is anticipated between 2,500 to 3,500 new hotel/lodging rooms, would be required over the next ten year period in Tobago to support the expected increase in air passenger arrivals attributable to the expansion of the ANR Robinson International Airport.

4.7.2 General Infrastructure

Infrastructure comprises the essential services, facilities and structures needed for communal use within a destination/place by its citizens and residents. Infrastructure is needed to support tourism economic development. However, the positive economic impact of tourism is not without cost, as new tourism attractions, facilities, and services place additional stress on existing infrastructure.

Expansion and improvement of water supply, waste disposal, electrical power, fuel systems, technology, roads, airports, seaports and marinas, communications, and sewage treatment are among the usual demands of tourism development; as well as expanded police services, fire protection and medical services. Overall improvement in infrastructure creates a favourable environment for investment in tourism superstructure.

Policy Statements:

GoRTT will:

- i. determine infrastructural needs for tourism, in collaboration with relevant agencies;
- ii. ensure that sustainability considerations (economic, environmental, social) and smart technologies are integrated into the planning and development of new infrastructure;
- iii. facilitate access to funding for infrastructure required for tourism development, with priority given to options based on renewable and green technology, climate change adaptation, disaster risk mitigation etc; and
- iv. adopt innovative strategies to ensure the delivery of quality infrastructure development.



4.8 Transportation

The two main issues to be addressed in the area of transportation from a tourism perspective are (i) the movement of tourists to Trinidad and Tobago, and (ii) the movement of tourists within Trinidad and Tobago. It is imperative that transport and tourism development strategies are well synchronised. Failing this, the destinations may not be able to accommodate actual or potential visitor numbers and flows, and mobility will be restricted, potentially lowering the quality of visitor experiences.

4.8.1 Air Transportation

Island destinations require reliable and scheduled market-driven air services, particularly sustained two-way directional traffic. Consequently, island destinations with small domestic markets have less propensity for outbound traffic and are faced with high and often sustained market development costs for scheduled air services from selected tourists generating markets.

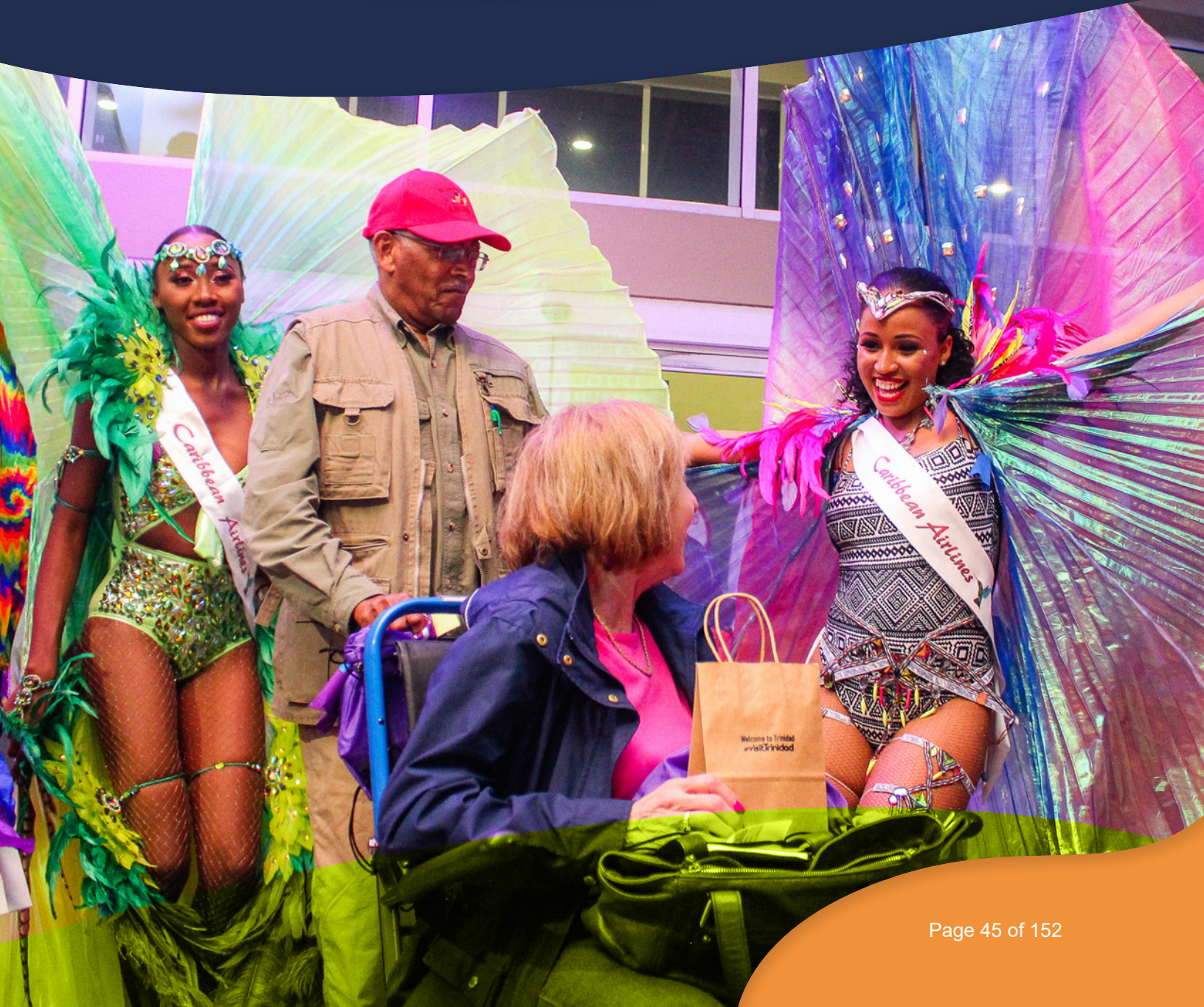
Policy Statements:

GoRTT will:

- i. encourage and support the development of new airline routes with the potential for generating two-way directional traffic to/from the place/destination, and an expansion of new carriers to the destination;
- ii. support the national carrier and negotiate routes with other international airlines in accordance with current and potential demand to ensure the provision of competitive services;
- iii. establish an international travel/in transit desk and area for visitors travelling on to Tobago;
- iv. provide an efficient safety and health management system to safeguard the well-being of travellers;
- v. review the existing policy with respect to seat guarantee agreements for scheduled airline services from tourist-generating markets to Tobago, in light of prevailing economic circumstances;
- vi. improve the quality and efficiency of air transportation infrastructure;
- vii. encourage the development of a General Aviation Centre at Piarco to capture a portion

of the global private jet travel market, by facilitating traveller and equipment services;
and

- viii. encourage the development of US bond preclearance immigration and customs facilities at Piarco airport which provides for greater air passenger throughput and revenue generation.



4.8.2 Ground Transportation

Transportation is a critical component of the tourism product and is essential in three ways: (i) as the means of getting to the destination; (ii) the means of movement within the destination; and (iii) in some cases, the transportation is the actual tourism attraction or activity. The latter two mechanisms are vital in the case of Trinidad and Tobago. The road-based transportation network, including coaches and rental cars are strongly affiliated with the tourism industry. Road transport will continue to be the dominant mode of tourist's transportation within the destination. Once at a destination, visitors will make use of taxis/ hired vehicles, rentals, scheduled and pre-booked coach services.

Policy Statements:

GoRTT will:

- i. improve standards and quality control to internationally acceptable standards for all types and forms of ground transportation;²⁵
- ii. advocate for uniformity in terms of look, style and colour for tourist taxi transportation, once the opportunity presents itself;
- iii. collaborate with stakeholders to reduce the transit time for tours;
- iv. seek to provide reliable public transport with strong safety features which will encourage visitors to use this as an alternative form of transport; and
- v. promote the integration of technology into the transportation sector to improve efficiency, reliability, safety and convenience

4.8.3 Sea Transportation

GoRTT, through the Port Authority of Trinidad and Tobago (PATT)²⁶ is committed to improving the ferry service operations to match international standards with the highest level of safety and quality passenger experience. The GoRTT has already purchased high quality ferry passenger service vessels and is committed to the expansion of this service to meet its domestic demand.

²⁵ The Ministry of Works and Transport, the Ministry of Tourism, Culture and the Arts, and the Trinidad and Tobago Bureau of Standards should collaborate to develop standards for ground transportation.

²⁶ Port Authority of Trinidad and Tobago (PATT), has three (3) Strategic Business Units Port of Port of Spain (PPOS): Cargo Handling Services (main operations. Port of Spain Infrastructure Co. Ltd (POSINCO); Landlord port and maritime services; Cruise Shipping Trinidad; and Trinidad and Tobago Inter-island Transportation Co. Ltd (TTIT); Cruise Shipping Tobago, Inter-island Ferry Service.

Policy Statements:

GoRTT will:

- i. ensure that there are convenient and efficient in-person and online systems for booking and purchasing of tickets for the ferry service;
- ii. promote the coordination of ferry services and schedules with the national airline to support improved connectivity between the two islands, especially during periods of high demand for travel between Trinidad and Tobago;
- iii. create a modern and functional terminal in keeping with international standards for ferry and cruise ship passengers; and
- iv. ensure that high quality customer service is provided at port facilities.





4.9 Cruise Tourism Development

Cruise Tourism, (prior to the COVID-19 global pandemic), was the fastest growing sector of the Tourism Industry, a position it has held for most of the first two decades of this century. It is anticipated that Cruise Tourism will continue to remain a part of the industry in the future and will continue to represent the lion's share of visitors to the region. Going forward, Cruise Tourism will require greater focus on health and safety standards and procedures.

Though cruise vessels are increasing in capacity and afford a larger number of passengers on board, the passengers' short duration onshore, limits their ability to fully explore the destination and partake in multiple experiences. The destination therefore has to review its onshore offerings with a view to diversifying its options and ensuring high-quality products and experiences as well as motivating the visitor to return as a stayover visitor.

Historically, Trinidad and Tobago's growth in Cruise arrivals has been constrained by inadequate port facility capacity, even though the destination's land-side offerings and experiences rank among the most outstanding in the region for cruise visitors. Cruise Tourism development and expansion will require augmentation of port infrastructure to accommodate new cruise lines, additional vessels and larger ships to the destination.

Policy Statements:

GoRTT will:

- i. seek to increase cruise passenger arrivals in the short to medium term through increased calls;
- ii. seek to enhance cruise visitor experiences through the integration of high-quality cultural and artistic content into cruise activity offerings;
- iii. seek to partner with a major Cruise Line in the development of a dedicated Cruise port facility on the island of Trinidad;
- iv. seek to strengthen the economic contribution of cruise tourism through a review of the Head Tax, goods and services supplied, port dues and similar fees;
- v. stimulate economic activity within the terminal or port area through the establishment of a duty-free shopping area;
- vi. advocate for a (Caribbean) regional approach to cruise tourism within the Caribbean Community (CARICOM); and
- vii. encourage the establishment of centres and outlets providing the most memorable cruise visitor experience in the region by offering locally produced, high quality tourist products, keepsakes and host population encounters.





4.10 Heritage

Trinidad and Tobago's heritage is reflected in its diverse ethnicities, arts, culture, cuisine and religious traditions which contribute to the distinctiveness of the twin-island Caribbean nation. Public holidays and festivals are celebrated as inclusive affairs with participation by persons from all backgrounds, be they local, regional or international giving full proclamation to the National Anthem: "Here every creed and race finds an equal place..."

Festivals and public and religious holidays also celebrate the Indigenous Peoples and the arrival of African, East Indian, Chinese, French, Spanish, British, Portuguese, and Syrian-Lebanese, among others, all of whom have played, and continue to play, key roles in the country's cultural and socio-economic development.

The development of heritage sites for tourism can be beneficial as this can raise awareness of the value and significance of sites, increase local pride and support the protection of areas.

Having invented the steel pan as the only new musical instrument of the 20th century, the country continues to demonstrate innovation and invention in the musical arena developing various genres such as calypso, soca, chutney (a blend of East Indian and soca beats) and tambrin and fiddle music. These are heard particularly during the country's national and annual celebrations, including Carnival, Tobago Heritage Festival, as well as various events throughout the year. Additionally, the country is acclaimed for its numerous literary greats and accomplished designers and artists.

In addition to the historical legacy, the country boasts of a number of cultural, natural, and built heritage sites that are irreplaceable and which currently serve as sources of identity and continuity providing inspiration to be passed on to future generations. The country's indigenous heritage, which reflects all aspects of traditional lifestyle of the First Peoples, ranging from art and craft creations, experiences such as dance and rituals, to the beliefs and values, continue to be reflected in Trinidad and Tobago's culture.

Heritage resources are often the main motivators for travel to destinations/places. The world's most visited attractions are natural features, natural parks, World Heritage Sites and other historic resources. Unlike products specifically developed for tourism, most heritage attractions were not originally intended for use by tourists and therefore require carefully considered product development and management strategies.

The development of heritage sites for tourism can be beneficial as this can raise awareness of the value and significance of sites, increase local pride and support the protection of areas. Visitors may also provide some income for the maintenance of sites through user fees with

other forms of economic value derived from the purchasing of gifts and souvenirs, food and drink, transport and accommodation. Developing indigenous heritage for tourism can ensure that certain practices are preserved for future generations.

Policy Statements:

GoRTT will:

- i. develop strategic relationships with local and international Heritage, Conservation, Cultural, National Parks, Indigenous Organisations, and other relevant organisations;
- ii. market and promote heritage tourism sites and attractions;
- iii. seek to have heritage sites and buildings designated as World Heritage Sites or buildings by the United Nations Educational, Scientific and Cultural Organisation (UNESCO);
- iv. fully explore the recent designation of Port of Spain as a UNESCO City of Music; and
- v. support the inclusion and utilisation of intangible forms of heritage through immersive experiences.





4.11 Events and Festivals

Events and festivals are attractions that occur over a fixed period in one or more locations. Sport, culture, and other events can play a critical role in implementing the strategic product development of a place/destination. Events and festivals can fulfil important tourism functions, generating tourism business growth directly and indirectly while serving as “brand builders” and tactical levers to offset seasonal events.

Policy Statements:

GoRTT will:

- i. prioritise the development of a portfolio of signature ‘home grown events’ and major international (flagship) events over the next 5-10 years;
- ii. attract and support major international events, to be locally-hosted in accordance with policies and prescribed criteria;
- iii. prioritise events into seasons and develop and publish an annual calendar of events;
- iv. provide support for local community events that engender tourism in accordance with policies and prescribed criteria;
- v. create and support major national events that engender tourism in accordance with policies and prescribed criteria; and
- vi. provide incentives such as tax allowances for Event and Festival Producers based on their eligibility, as well as for private sector investment in festivals and events, in keeping with the Tourism Development Act, Chapter 87:22, Act 9 of 2000.



4.12 Digitalising the Tourism Sector

Given the criticality of information and communication technology (ICT) to the country's overall progress, global competitiveness and sustainable development, GoRTT, as outlined in the National ICT Plan 2018-2022, has identified the establishment of modern, and well-maintained ICT systems as one of its priorities. Tourism, given its information-intensive nature, has been impacted significantly by ICT, particularly in the area of digital technologies which are driving tourism innovation and causing disruption along the tourism value chain. Automation, digitalisation, interconnectivity, big data and new business models are transforming the breadth of the tourism industry. Technological disruption, including COVID-19 related shifts, has changed the planning and management of tourist destinations, giving rise to the concept of *SMART destinations*.²⁷ ICT will enable resilient and cost-efficient tourism development in Trinidad and Tobago.

Policy Statements:

GoRTT will:

- i. foster cross-sector and inter-Ministerial collaboration to harmonise and implement ICT regulations and policies, that are relevant to the tourism sector;
- ii. adopt appropriate technology for acquiring visitor information, such as electronic immigration cards and contactless data acquisition at airport and seaports, to enable real-time access to data;
- iii. optimise the use of big data and analytics to inform tourism planning and development;
- iv. create opportunities for new technologies and innovation in tourism by partnering with tertiary education institutions, through Memoranda of Understanding;
- v. utilise technology and innovation at tourist sites and attractions to increase safety, manage visitor access and control overcrowding;
- vi. encourage the use of technology (such as online transactions and contactless payment) to enhance efficiency within tourism businesses, and the visitor experience;²⁸
- vii. promote knowledge transfer and strengthen digital competencies particularly among MSMEs and regional governance bodies; and

²⁷ Smart destinations focus on the effective and efficient use of resources, a cleaner environment, and ultimately sustainability.

²⁸ Such as use of Quick Response (QR) codes on signage linked with augmented reality (AR) or virtual reality (VR) to access digital content; interactive technologies; digital video recording with drones or action cameras, etc.

viii. encourage technologies which contribute to the development of a smart destination with smart mobility²⁹ and connectivity.



²⁹ Smart Mobility provides for a multimodal transportation system (bus, taxi, water taxi, ferry, etc) that is convenient and accessible; and is based on an intelligent (technology) management system.



4.13 Education and Training

Professional development and training of the tourism and hospitality workforce are the primary drivers, directly and indirectly, of Trinidad and Tobago's competitiveness of a tourism destination. The country's tourism product offerings exist in a very competitive global tourism market, which is often driven by an increasingly aging population with sophisticated needs, desires and expectations. In this context, continuous improvement on the part of tourism and hospitality suppliers is required, if Trinidad and Tobago is to realise its fullest potential.

Investment in education and training of new and existing personnel will also have a positive effect on the delivery of quality customer service, guest experiences, satisfaction levels; and ultimately the destination's reputation.

” In strengthening its competitiveness as a tourism destination, a permanent programme-directed approach comprising professional development training and practical classes must factor among the actual objectives of secondary and higher education institutions and hotel companies.

Current trends in the hospitality and tourism sector and shifts in the nature of work due to COVID-19, demand continuous investment in education and programmes to enhance the quality of services provided. Investment in personnel is essential for the sector's resilience and profitability. Notwithstanding the opportunities afforded through digitisation, the travel and tourism industry will

continue to rely on the human interface particularly as travellers yearn for more authentic experiences. Moreover, within the Caribbean, which is subject to natural threats, business continuity will rely on first-in-class human resources.

Investment in education and training of new and existing personnel will also have a positive effect on the delivery of quality customer service, guest experiences, satisfaction levels; and ultimately the destination's reputation.

In this regard, the proposed education and training policies focus on life-long learning through education and training across all visitor/guests touch points. This recognises that one-time skills training is no longer sufficient for supporting the increasingly dynamic nature of the tourism and hospitality business environment.

Policy Statements:

GoRTT will:

- i. institute measures to strengthen the vertical linkages between the tourism industry, government and educational institutions, with a focus on a curriculum responsive to the industry's evolving HR needs (non-degree, undergraduate and post graduate);
- ii. pursue the development and delivery of integrated educational programmes and internship placements at locally-approved tourism and hospitality businesses. Efforts

will be made to secure regional and international internships where feasible;

- iii. encourage state-owned branded hotel properties to assign Trinidad and Tobago graduates/nationals to their overseas affiliated properties to obtain global experience in key areas of culinary and hospitality management;
- iv. pursue the establishment of agency-to-agency horizontal linkages between government and industry to facilitate work based competence and job placement for Tourism and Hospitality graduates through the national On-the-Job Training (OJT) Programme and Associate Professional Programme;
- v. promote the accreditation of local higher-education or technical institutions, which offer relevant certification in tourism and hospitality to ensure that students gain regional and international recognition from Caribbean and international agencies;
- vi. establish and maintain a register of Trinidad and Tobago nationals with relevant qualifications and experience in the areas of Tourism and Hospitality Management, in order to readily identify suitable candidates for employment opportunities;³⁰
- vii. require personnel engaged in visitor contact and customer service activities to complete approved customer care and destination product management certification, training and re-training, where necessary; and
- viii. initiate and develop tourism public education and awareness campaigns and programmes which can improve attitudes and behaviours towards tourism and which leads to an understanding of the importance of tourism to the economic, social and environmental development of the country.³¹



³⁰ The register, for example, would ensure that Nationals of Trinidad and Tobago (including those who may be working overseas) can be engaged at higher management levels in the Tourism and Hospitality sector.

³¹ These campaigns and programs will be conducted both within schools and among the wider population





4.14 Standards and Quality

A standard is a technical document that provides requirements, specifications, guidelines or characteristics that can be used to ensure that materials, products, processes and services are fit for their purpose. Governments and regulators usually promote the use of national, regional and international standards to support technical regulations.

Most standards are designed for voluntary use, however if used and applied consistently, standards form part of the armament for ensuring the competitiveness at a destination. This is achieved through improvements in the quality of products and services, thereby enabling innovation, allowing for interoperability, lowering research and development risks, reducing technical and trade barriers, expanding markets and facilitating interconnectivity in the tourism sector.

Adoption and implementation of national, regional and internationally recognised and accepted standards provide greater assurance of acceptable service and reduces the risk of unacceptable service quality.

In addition, where tourism operators are certified, it may provide consumers with the confidence that the goods or services offered at a destination are safe, reliable, environmentally friendly and of good quality. Quality consciousness must be imbued in the minds of all stakeholders in the tourism sector. GoRTT recognises the importance of adhering to national, regional and international standards for the development of a robust, viable and competitive tourism sector in Trinidad and Tobago.

Policy Statements

GoRTT will:

- i. support the development and implementation of national, regional and international standards for the tourism sector;
- ii. develop and implement a licensing scheme or similar mechanism to apply to all tourism operators;
- iii. ensure tourism products are developed in accordance with appropriate national, regional and international standards for the tourism sector; and
- iv. adopt and implement quality assurance programmes which can include certification programmes for the tourism sector.



4.15 Climate Resilience, Disaster Risk Management and Environmental Sustainability

4.15.1 Climate Resilience

Small Island Developing States (SIDS) are prone and vulnerable to a variety of destructive events caused by natural and man-made hazards. Experts have attributed increases in storm surges, coastal erosion, coral bleaching, sea level rise, droughts, increased rainfall and flooding to climate change. The local tourism sector is also at risk since these phenomena will negatively impact tourism assets such as sites and attractions, biodiversity, cultural and heritage resources, and coastal areas inclusive of beaches and coral reefs. Climate change adaptation and mitigation measures are therefore critical to the local economy and livelihood of its citizens. In order to drive the commitment by the tourism sector, the following measures are being recommended in support of the United Nations Framework Convention for Climate Change (UNFCCC) towards achieving net zero carbon emissions by 2050.

Policy Statements:

GoRTT will:

- i. determine the impact of climate change on Trinidad and Tobago's tourism sector, as well as the sector's contribution to climate change, in order to set developmental priorities for adaptation and mitigation;
- ii. support the elaboration and implementation of climate mitigation and adaptation strategies that provide for the development of a resilient, climate smart tourism destination and which align with the policies of the National Climate Change Policy (2011) and the Caribbean Community Climate Change Centre (CCCCC);
- iii. encourage investment initiatives that support climate resilience and mitigation in the tourism sector, including investments in nature-based solutions; and
- iv. conduct public education and awareness programmes on climate change mitigation and adaptation within the tourism context.



4.15.2 Disaster Risk Management for the Tourism Sector

The tourism sector continues to be negatively affected by natural disasters and manmade disasters, such as forest and bush fires, on an annual basis. The effect of these phenomena on the economy is noticeable as visitor arrivals plunge, foreign exchange and investment opportunities are jeopardised, and employment in the sector becomes at risk. In addition, destruction of tourism infrastructure such as accommodation facilities, loss of use of utilities and closure of air and sea ports, pose a huge challenge to the destination. Likewise, biological hazards (epidemics, pandemics, food borne illnesses and vector-borne diseases) and financial hazards (economic recessions) will have an exponential impact on the tourism sector and its supporting services. The GoRTT will seek access to grant funding (regional and international) for improving the delivery of comprehensive disaster management plans and initiatives in an effort to reduce vulnerability and increase the destination's resilience to natural hazards and disasters.

Policy Statements:

GoRTT will:

- i. institutionalise collaboration among key agencies responsible for emergency management from a tourism perspective through the establishment of a Tourism Emergency Management Committee (TEMC);³²
- ii. establish a national Disaster Risk Management (DRM) emergency response plan supported by a crisis communication plan and contingency plan for the tourism sector;
- iii. develop resources and tools to support the implementation of the national DRM emergency response plan;
- iv. support the development of disaster risk management and business continuity plans for tourism facilities and operators;
- v. support the implementation of disaster risk management recovery projects;³³
- vi. facilitate access by tourism stakeholders to various forms of financial instruments in the event of a loss; and
- vii. conduct public outreach and education programmes in vulnerable communities/groups.

³² TEMC to include the Ministry of National Security, the Environmental Management Authority (EMA), Office of Disaster Preparedness (ODPM) and Municipal Corporations.

³³ Partner with the Caribbean Tourism Organisation (CTO) to implement initiatives identified in the Disaster Risk Management Guide for the Caribbean Tourism Sector: A Practical Handbook for Tourism Business and Policymakers.

4.15.3 Environmental Sustainability

Where tourism development and activities are located in areas of high nature value (HNV) such as coastal zones, wetlands and forested areas which support rich biodiversity and provide key ecosystem services, these undertakings can negatively impact the very resources which the tourism sector needs for its sustainability.

On the other hand, sustainable tourism, which generates income through the non-destructive use of natural resources, can help to promote environmental conservation and decouple economic development from environmental degradation. This is particularly important as the nation strives to diversify and strengthen its economy whilst adhering to the National Development Strategy (NDS) - Vision 2030, the National Environmental Policy (2018) and the United Nations Sustainable Development Goals (SDGs).

Policy Statements:

GoRTT will:

- i. promote and pursue the adoption of sustainable practices in the planning of tourism projects;
- ii. encourage responsible, efficient and sustainable use of resources, including water and energy conservation, within tourism operations and businesses;
- iii. encourage sustainable waste management initiatives across tourism sites and attractions, as well as other tourism businesses and operators;
- iv. pursue the integration, provision and use of incentives that encourage the adoption of sustainable practices within the tourism industry;
- v. ensure tourism development is carried out in compliance with national, regional and international regulations and standards³⁴ to reduce its impact on the environment; and
- vi. support the sustainable management, restoration and protection of terrestrial, freshwater (inland), coastal and marine ecosystems, as key elements of the tourism product.³⁵

³⁴ Environmentally based standards such as ISO 14001 (Environmental Management Systems), the CARICOM Regional Energy Efficiency Building Code.

³⁵ Due to the importance and sensitivity of terrestrial and freshwater ecosystems as well as marine and coastal ecosystems, the adoption and implementation of Protected Area Plans, Visitor Management Plans, and the enforcement of legislation and designation of Marine Protected Areas will be critical.



4.16 Marketing, Research and Planning

Tourism and Hospitality Marketing must be understood in the context of satisfying customer needs with a view to offering products that provide superior customer value, based on effective pricing, distribution, and promotion; and which results in strong customer relations that, in return, create value for the place/destination.

In order to achieve a consistently high level of customer satisfaction, the visitor, and potential visitor must be engaged, through consumer research that identifies and is able to address/respond to their needs, wants and concerns effectively.

Place/Destination Research, Planning and Marketing, represent the steps that lead to the development and final execution of the selected marketing activities. With the advent of the Internet and the availability of a wide range of digital marketing platforms, places/destinations can now determine where to focus their marketing activities, based on the relevant communication tools and resources using real time market data. This also allows for measurement of the effectiveness of marketing activities in the geographical and niche target markets.

In this context, tourism marketers are required to analyse their marketplace and to develop and implement a strategic marketing plan that would increase visitor arrivals in their target market segments. Strategic marketing and planning for the tourism industry generally include needs analysis, research, creative infusion, strategic positioning, marketing plan development and training, implementation, evaluation, and adjustment. The aim is to provide a road map that not only enhances and improves marketing efforts through a strategic marketing system that aims to stretch marketing dollars through planning, monitoring, and evaluation, but which is also action-oriented and able to benchmark and counter competitors' strategies with built-in performance measurements and evaluations.

Policy Statements

GoRTT will:

- i. integrate technology into marketing strategy for data collection, trend analysis and prediction, and execution of targeted marketing activities;
- ii. improve the collection, range, quality and comparability of tourism data (particularly inclusive of specific niches, such as culture) to provide indicators that are more harmonised with local needs and regional and international reporting, in order to improve monitoring and inform the development of the tourism sector;³⁶
- iii. ensure that marketing strategy is based on research, market intelligence, analytics,

³⁶ In keeping with the International Recommendations on Tourism Statistics (IRTS) 2008.

advanced targeting and close collaboration with local stakeholders, bearing in mind the regional approach and niche segments;

- iv. ensure the consistency of communications and place/destination brand identity messages across all platforms;
- v. pursue greater efficiency and effectiveness through joint marketing initiatives for Trinidad and Tobago, where appropriate; and
- vi. Ensure that data collection mechanisms are instituted, for both the air bridge and sea bridge, for the collection of inter-island visitor data (domestic and international) between the two islands.





4.17 Taxation, Revenue Generation and Funding

Tourism, like other sectors in the economy, has a range of taxes, fees and charges. These are a source of revenue for the Government and provide an avenue of funding to help support public investment for tourism development. Although implemented mainly for revenue generation purposes, some taxes, such as environmental levies, are imposed to encourage positive behavioural changes. On the other hand, tax incentives are granted to promote increased investment in tourism infrastructure and ancillary tourism services.

When implementing a taxation scheme, policymakers have to determine what impact such taxes may have on the competitiveness, attractiveness and sustainability of the destination, and what, if any, are the alternative funding mechanisms. Taxation schemes that are burdensome are counterproductive and can make the destination become uncompetitive.

An efficient tax system will create opportunities and favourable conditions for investment while ensuring that the economy becomes more competitive.

Policy Statements

GoRTT will:

- i. develop a flexible mechanism to reinvest revenues collected from the tourism sector;
- ii. monitor and evaluate the impact of tourism-related taxes on the sector to ensure that they meet national development objectives, and are not adversely impacting the destinations' competitiveness, attractiveness or sustainability;
- iii. identify and inform stakeholders of opportunities for funding of tourism projects/ activities available through private, local and international sources;
- iv. foster opportunities for public private partnerships (PPPs); and
- v. use a combination of fiscal incentives: tax holidays, investment tax credits, and tax exemptions to stimulate and boost investment in the tourism sector.



4.18 Border Control, Frontier Reception, National Security and Public Safety

Tourism relies on the ability of people to travel safely and freely across borders. Therefore, the removal of barriers aided by non-restrictive customs and immigration policies and visa requirements can ease the mobility of visitors between destinations. The establishment of common multiple-entry visas among various cooperating states can also lead to an increase in tourism within the participating countries. Nonetheless, the travel and tourism sector is also highly sensitive to the threat of terrorism, pandemics, and other large-scale crises and borders may have to be temporarily closed to deter and prevent the unlawful entry of persons or items that may cause harm or to arrest the spread of a disease or any other threat to the health and safety of citizens.

Therefore, a balance has to be struck between the implementation of border controls and travel restrictions and the adoption of facilitative processes to provide visitors with a seamless, professional and non-threatening experience as their first encounter at the destination.

As a result of global health issues and challenges, the most recent being the COVID-19 pandemic, future travellers will focus their concerns on personal health and safety prior to selecting a host destination. Safeguarding the visitor's health and safety at the destination will be one of GoRTT's priorities.

Policy Statements

GoRTT will:

- i. implement policies and practices that enable greater traveller mobility and confidence while maintaining or enhancing security and border integrity in adherence to national and international protocols;
- ii. pursue the adoption of ICT throughout the processes and procedures at all Ports of Entry for travellers;
- iii. pursue the harmonisation of local, regional and international standards in relation to health, safety and security of visitors to the destination;
- iv. adopt the Tourism Health Information, Monitoring and Response System³⁷ of the Caribbean Public Health Agency (CARPHA);
- v. seek to promulgate a positive, safe destination image in the international arena;
- vi. pursue strategies for visa-free travel, visa waivers, multiple-entry visas and long

³⁷ The Tourism Health Information, Monitoring and Response System is commonly called the Tourism and Health Programme (THP).

stay visas to facilitate arrangements for multi-destination travel within the region and internationally and lengthy trips to the destination; and

- vii. create greater awareness amongst border security personnel on the importance of their role in developing a successful tourism product.





5.0 National Tourism Policy Implementation

The tourism sector is multi-faceted and interconnected. In order to fully harness the potential of the country's tourism sector, the implementation of this revised NTP will require the contribution and collaboration of various actors. While the principal implementing agents will be the MTCA; the THA; TTL and the TTAL, activities and initiatives will cross multiple agencies and sectors

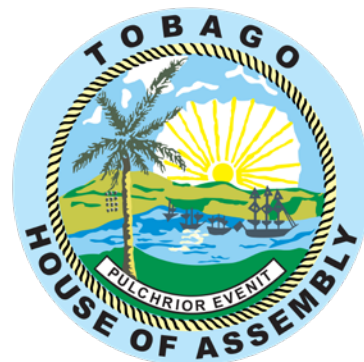
...it is anticipated that there will be greater *partnering with Ministries*, parastatal and other agencies to ensure *policy alignment and harmonisation of activities* among relevant entities to achieve successful policy implementation.

driven by governmental, non-governmental and private sector organisations. Therefore, it is anticipated that there will be greater partnering with Ministries, parastatal and other agencies to ensure policy alignment and harmonisation of activities among relevant entities to achieve successful policy implementation.

Additionally, it is anticipated following the revised NTP 2021-2030 coming into effect, a Tourism Master Plan for Trinidad and Tobago will be developed by the MTCA, in collaboration with stakeholders. The Tourism

Master Plan will establish projects and actions, timelines, relevant authorisation, monitoring benchmarks and targets in alignment with the Policy statements articulated within the revised policy.

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TRINIDAD AND TOBAGO**



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To achieve this, an appropriate institutional framework is critical. Consequently, GoRTT will establish physical, social, legal and institutional frameworks to set the stage for the sustainable growth of the tourism industry. This framework shall comprise:

- i. the MTCA, THA, TTL and TTAL with adequate resources to meet their respective mandates;
- ii. Standing Committees for the sustainable development of tourism in both Trinidad and Tobago, comprising stakeholders and relevant public and private sector agencies to facilitate and coordinate tourism development; and
- iii. an appropriate legal and regulatory framework for the tourism sector.

The roles and functions of the main agencies responsible for tourism development are outlined below.

5.1 The Ministry of Tourism, Culture and the Arts (MTCA)

The MTCA is the government agency charged with overseeing the development of tourism, culture and the arts in Trinidad and Tobago. Its mission is to formulate tourism and cultural policy and strategy and to guide, regulate, oversee and foster the sustainable development of the tourism and cultural sectors. Key to the fulfilment of the Ministry's mandate is the development of strategic and effective public, private and community partnerships.

The principal responsibilities of the Ministry are:

- i. provision of leadership and strategic direction in tourism and cultural development;
- ii. formulation of national tourism and cultural policies and sub-policies to guide tourism and cultural development in Trinidad and Tobago;
- iii. collaboration and supporting relevant Agencies, Organizations, Ministries, Statutory Boards and other Bodies, Associations and Community Groups on matters related to tourism and cultural development;
- iv. monitoring and evaluation of the performance of both the tourism and cultural sectors;
- v. monitoring the implementation of policies including the National Tourism Policy, the National Cultural Policy of Trinidad and Tobago and the National Cultural Recognition Policy, and ensuring that strategies and programmes are in sync with the NDS - Vision 2030 and other relevant national policies;
- vi. providing oversight of the operations of Tourism Trinidad Limited (TTL) and other relevant tourism and cultural entities;
- vii. building public awareness of tourism and culture among nationals through various media to re-orient attitudes towards both sectors;
- viii. provision of an enabling environment to support tourism and cultural development and growth;
- ix. facilitating and monitoring the administration of tourism incentives and concessions in accordance with the Tourism Development Act, Chap. 87:22; and
- x. identification, development and implementation of relevant and appropriate legislative and regulatory framework for the tourism and culture sectors.

5.2 The Tobago House of Assembly (THA)

In accordance with the 'Tobago House of Assembly Act No. 40 of 1996, Chap. 25:03', the THA is responsible for the overall development of the island of Tobago, including tourism development. The Division of Tourism, Culture and Transportation is charged with the responsibility of establishing, standardising and sustaining the island's tourism product in a manner consistent with the repositioning strategy for Tobago as a tourist destination. The Division also ensures that there is an adequate supply of air and sea transportation to satisfy the needs of both residents and visitors to Tobago. The THA's primary responsibilities with respect to tourism in Tobago are:

- i. formulation and implementation of specific policy and plans for the island's tourism sector;
- ii. conducting tourism market research;
- iii. providing tourist information services;
- iv. product development and service management for tourism development;
- v. monitoring and evaluation of the tourism sector;
- vi. implementation of standards for the development and maintenance of tourism infrastructure and sites and attractions;
- vii. promotion of investment opportunities;
- viii. maintenance of tourism facilities/amenities;
- ix. administering the provisions of the Tourism Development Act, Chap. 87:22 in respect of tourism investment; and
- x. collaborating with the MTCA with regard to the development and promotion of tourism.

5.3 Tourism Trinidad Limited (TTL)

TTL is a special purpose state enterprise which was established in 2017 to advance Trinidad's tourism development agenda. TTL's mandate includes:

- i. the development and marketing of Trinidad's tourism offerings;
- ii. leading and facilitating the marketing and promotion of destination Trinidad internationally;
- iii. taking the lead in attracting tourism investment;
- iv. the promotion of tourism business development;
- v. the promotion of education, awareness, and cooperation in advancing economic expansion through tourism; and
- vi. encouraging a tourism-friendly approach through well-defined and coordinated marketing strategies, inclusive of social media and other technology-based platforms.

5.4 Tobago Tourism Agency Limited (TTAL)

TTAL was established by the THA in 2017 as the execution agency responsible for driving the rejuvenation and competitiveness of tourism in Tobago.

TTAL's core mandate is to lead the (re) development of the island's tourism product and the marketing and (re) positioning of Tobago as a premier island destination founded on the principles of sustainable development. This includes:

- i. establishment of quality standards;
- ii. training of industry workers;
- iii. research on the impacts and contribution of tourism;
- iv. marketing and promotion for the tourism sector in Tobago;
- v. development of quality products and services; and
- vi. facilitation of investment into the island's tourism industry.

In fulfilling their mandates, both the TTL and TTAL will work closely with public and private sector stakeholders and partners in the aviation, cruise, hospitality sub-sectors and other sectors, as required.

5.5 Local Government

It is proposed that Local Government Agencies play a greater role in the development of tourism within their respective areas. Therefore, the transfer of responsibilities to the Local Government level, will include land-use planning, and the management of heritage and cultural sites. This will empower local government agencies to manage their respective programmes and budgets efficiently, through a decentralised approach. As it relates to tourism development, the main functions of the Local Government authorities will include:

- i. collaboration with the MTCA/TTL in the development of quality products and services;
- ii. the provision, maintenance, enhancement and control of parks, recreation grounds, beaches, watercourses, and other public spaces;
- iii. construction and maintenance of roads in their respective jurisdictions including the provision and maintenance of drains, bridges, side-walks, and street-signs;
- iv. cleaning, maintenance and enhancement of public spaces; and
- v. approval of building and development plans.

5.6 Parastatal Organisations

The Government has established parastatal organisations to propel the growth and development of the economy. Some of these parastatal organisations have a critical role to play in the development of tourism. For example, together, the Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) and Evolving TecKnologies and Enterprise Development Company Limited (eTeck) own a large percentage of the hotel rooms in Trinidad and Tobago. Also, the Chaguaramas Development Authority (CDA) is responsible for the Chaguaramas National Park as well as tourism sites and attractions, in the western peninsula. Therefore, in order to build a successful and sustainable tourism industry, it is important that the plans, actions and strategies of these and other parastatal organisations, are closely coordinated with other industry partners and aligned with the National Tourism Policy, where applicable.

5.7 Standing Committees on Tourism

In fulfilment of the Government's commitment to develop the tourism industry in consultation with all major stakeholders, there shall be two (2) Standing Committees for the sustainable development of tourism in Trinidad and in Tobago, respectively. The primary role of these Committees shall be to pursue and coordinate the sustainable development of the tourism industry in each island, with linkages between the two (2) Committees. They will comprise representatives of key governmental and tourism-related organisations (public/private sector) and shall co-opt tourism related stakeholders as necessary. The Standing Committees shall provide a formalised mechanism of collaboration among stakeholders and shall focus on important issues pertaining to the industry.

5.8 The Private Sector

The private sector is a critical actor in the development and promotion of tourism in Trinidad and Tobago. The private sector bears the major risks of tourism investment as well as a large part of the responsibility for satisfying the visitor. The delivery of quality tourism services and providing the customer with value for money are largely the responsibilities of the private sector. Furthermore, the private sector is in a position to promote the involvement of local communities in tourism ventures. The role of the private sector is to:

- i. invest in the tourism industry;
- ii. operate and manage the tourism plant efficiently, sustainably and profitably;
- iii. advertise and promote individual tourism services as well as the country - locally, regionally and internationally;
- iv. continuously upgrade the skills of the workforce by providing training and re-training;
- v. continuously refurbish the tourism plant and equipment;
- vi. operate according to the best environmental standards;
- vii. satisfy customer needs by providing quality products and services as well as value for money;
- viii. develop and promote socially and environmentally responsible tourism;
- ix. ensure the safety, security and health of visitors in collaboration with the Government and other private sector members;
- x. collaborate with the Government in planning, promoting and marketing tourism;

- xi. operate according to appropriate local, regional and international standards; and
- xii. partner with local communities and small, micro and medium-sized enterprises (SMMEs) in the sector by establishing partnership ventures with communities.

5.9 Non-Governmental and Community-Based Organisations

Non-Governmental and community-based organisations (NGOs/CBOs), especially those with an environmental and community-oriented focus, play a vital role in the development and spread of responsible tourism practices, while providing valuable insights at the grassroots level. NGOs also play a critical role in building capacity and assisting local communities to organise themselves and to bring new and innovative products and services to the market. The role of these organisations is to:

- i. must be established appropriately to play a more effective role in the tourism industry and interact with Government and stakeholders at all levels;
- ii. identify their resources and attractions for tourism development;
- iii. exploit opportunities for tourism training and awareness, finance and incentives for tourism development;
- iv. seek partnership opportunities with the tourism industry's private sector;
- v. participate in all aspects of the tourism business;
- vi. support and promote responsible tourism and sustainable development;
- vii. participate in decision-making with respect to major tourism developments planned or proposed for the communities; and
- viii. participate in and promote responsible tourism.



6.0 National Tourism Policy – Monitoring and Evaluation

The MTCA will be responsible for monitoring and evaluating the Policy implementation process to determine if the NTP 2021-2030 is having the desired impact. Therefore, MTCA has developed an Implementation Plan that specifies strategies, identifies responsible persons/organisations and establishes implementation time frames.

MTCA, the Division of Tourism, Culture and Transportation of the THA, TTL and TTAL have been identified as the principal implementing agencies. Additionally, given the crosscutting nature of the activities and initiatives within the Policy, it is recognised that collaborative approaches will have to be advanced with the Ministries of Rural Development and Local Government, Sport and Community Development, Planning and Development, Works and Transport, and Agriculture, Land and Fisheries, among others.

Each programme, activity and project to be pursued under the proposed implementation plan (**refer Appendix 8**) will have a built-in monitoring and evaluation (M&E) component based on key performance indicators which are linked directly to the objectives of the NTP 2021-2030. The Ministry, Department or Agency charged with responsibility for the implementation of particular programmes, activities or projects will monitor specific tasks and operations as outlined in the implementation plans; and will prepare quarterly progress reports.

The Ministry's M&E team will be tasked with overseeing the progress reports as well as gathering and assessing relevant data to determine the status of policy implementation. The Unit will report to the MTCA's Executive on a quarterly basis. A quarterly M&E cycle is recommended to assess the quality of activities being conducted and to modify interventions in the implementation process brought about by new policy directives or the emergence of disruptions that impact the tourism sector.

The MTCA will prepare an Annual Report to inform on the extent to which the goals and objectives of the NTP 2021-2030 are being achieved and to make recommendations on policy adjustments, as required.



Glossary

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| <p>Direct Contribution to GDP</p> | <p>Gross Domestic Product (GDP) generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurant and leisure industries that deal directly with tourists. It is equivalent to total internal Travel & Tourism spending (see below) within a country minus the purchases made by those industries (including imports). In terms of the UN's Tourism Satellite Account methodology it is consistent with total GDP calculated in table 6 of the TSA: RMF 2008.</p> |
| <p>Direct Contribution to Employment</p> | <p>The number of direct jobs within Travel & Tourism. This is consistent with total employment calculated in table 7 of the TSA: RMF 2008.</p> |
| <p>Domestic Tourism</p> | <p>Tourism involving residents of one country travelling within that country.</p> |
| <p>Home-sharing Economy</p> | <p>The sharing economy is an economic model defined as a peer-to-peer (P2P) based activity of acquiring, providing, or sharing access to goods and services that is often facilitated by a community-based on-line platform. Home-sharing occurs when a visitors pay to stay in private homes.</p> |
| <p>International Tourist</p> | <p>A person who travels to a country other than his/her country of usual residence for at least one night but less than one year, and whose main purpose of visit is other than the exercise of an activity remunerated from within the country visited.</p> |
| <p>International Tourism Receipts</p> | <p>Expenditure of international inbound visitors including their payments to national carriers for international transport. They also include any other payments or payments afterwards made for goods and services received in the destination country. <i>(NB. The definition is more extensive than that of the travel expenditure in the Balance of Payments in which international passenger transport is not included).</i></p> |

| | |
|---|--|
| Regional Tourism Provinces | A geographically determined cultural, socio-economic and biologically rich and diverse area, in which tourism development will depend on sustainability and the principles of integration, cooperation and consensus among tourism stakeholders, with the larger goal of enhancing the attractiveness of the sites, attractions and intangible assets within the area (zone). |
| Shovel Ready | Construction project (usually larger-scale infrastructure) is where planning and engineering is advanced enough that with sufficient funding, construction can begin within a very short time. |
| Stakeholder | Individuals who have a vested interest in development, including community members; environmental, social, and community NGOs; natural resource, planning, and government officials; hotel owners, tour operators, guides, transportation providers, and representatives from other related services in the private sector. |
| Sustainable Development | A pattern of resource use that aims to meet human needs (cultural, economic, natural and social) while preserving the environment so that these needs can be met not only in the present, but also by future generations. |
| Sustainable Tourism | Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. |
| Total Contribution to Employment | The number of jobs generated directly in the Travel & Tourism sector plus the indirect and induced contributions. |
| Total Contribution to GDP | GDP generated directly by the Travel & Tourism sector plus its indirect and induced impacts. In other words, this includes tourism consumption, its associated supply-chain value added as well as the goods and services that are produced on behalf of the tourism industry by government spending and fixed investment. It also includes the induced effects of tourism through the spending of workers directly and indirectly employed in the industry. |

| | |
|--|---|
| <p>Tourism</p> | <p>All travel for whatever purpose that results in one or more nights being spent away from home and the sum of the associated services and activities (e.g. hotel accommodation, tours, shopping, and entertainment).</p> |
| <p>Tourism Clusters</p> | <p>A geographic concentration of attractions with touristic differential, companies and institutions interconnected and coordinated in tourism activities, this includes suppliers, services, governments, institutions, universities, and competitors.</p> |
| <p>Tourism Health Information System (THiS)</p> | <p>THiS is a real-time, web-based application developed by the Caribbean Public Health Agency (CARPHA) to monitor for illnesses and potential outbreaks in visitor accommodations (Hotels, Guest Houses, etc.) and to facilitate a confidential early warning and rapid response. THiS, which falls under the Tourism and Health Programme (THP), is intended to strengthen regional and national health systems and to enhance the health safety of staff, residents and visitors and the quality, reputation and sustainability of Caribbean tourism.</p> |
| <p>Tourism Product</p> | <p>A combination of tangible and intangible elements, such as natural, cultural and man-made resources, attractions, facilities, services and activities around a specific centre of interest which represents the core of the destination marketing mix and creates an overall visitor experience including emotional aspects for the potential customers. A tourism product is priced and sold through distribution channels and it has a life-cycle.</p> |
| <p>Tourism Satellite Account</p> | <p>The reconciliation framework of tourism statistics developed to present economic data relative to tourism within a framework of internal and external consistency with the rest of the statistical system through its link to the System of National Accounts.</p> |

| | |
|---------------------------------------|---|
| Tourism Service Providers | This term covers all individuals, businesses and entities in hospitality, travel and tourism that offer services to visitors in the destination. These include those in all of tourism's sub-sectors including Accommodation, Transportation, Food and Beverage; Entertainment and Recreation (including Sites and attractions); Meetings, Incentives, Conferences and Events (MICE); and Other Tourism Support and Related Services. |
| Tourism superstructure | Buildings or facilities that serve the needs or interests of tourism/hospitality visitors. |
| Tourism Zone | An area consisting of tourism sites that are closely linked in terms of nature, history, culture or otherwise. |
| Tourist (or Overnight Visitor) | A person who travels away from home, staying away for at least one night. A tourist travels for different purposes such as business, leisure, conference and incentive, sport or sun, sand and sea. |
| Travel / traveller | Travel refers to the activity of travellers. A traveller is someone who moves between different geographic locations, for any purpose and any duration. The visitor is a particular type of traveller and consequently tourism is a subset of travel. |
| Visitor | A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. A visitor (domestic, inbound or outbound) is classified as a tourist (or overnight visitor), if his/her trip includes an overnight stay, or as a same-day visitor (or excursionist) otherwise. |

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Appendices

Appendix 1 – Tourism’s Alignment with the National Development Strategy (NDS) - Vision 2030 and the Sustainable Development Goals (SDGs)

Tourism and the National Development Themes to 2030

| Themes (NDS) | Summary about the theme |
|---|--|
| 1. Putting People First: Nurturing Our Greatest Asset | This Theme acknowledges that our citizens are central to our development and in fact are our greatest assets. We must create a society in which all the basic needs are met and each individual is valued and given the opportunity to contribute and to self-actualise. |
| 2. Delivering Good Governance and Service Excellence | Good governance and service excellence are crucial to the achievement of a high quality of life for all citizens and to business expansion. |
| 3. Improving Productivity through Quality Infrastructure and Transportation | High quality infrastructure unlocks economic potential, ensures an equitable distribution of growth and opportunities throughout the country and creates networks that bind us together. It also boosts productivity and competitiveness, allowing businesses to grow and prosper, create employment and attract investment. |
| 4. Building Globally Competitive Businesses | It is widely accepted that nations do not compete; firms do. Competitive Businesses are, therefore, important to our developed-nation thrust. For any sustained increase in the quality of life there must be an increase in productivity and real growth, which can then be translated into higher wages originating from innovation and competition. |

| | |
|--|--|
| <p>5. Placing the Environment at the Centre of Social and Economic Development</p> | <p>The environment is the common thread that supports all sectors which contribute to the social and economic development of the nation and, therefore, must be managed for the benefit of present and future generations. We will create a culture that engenders an attitude of environmental consciousness and esteems conservation and preservation of our national assets, be they man made or natural.</p> |
|--|--|

Tourism and the Sustainable Development Goals

The UNWTO (2020) defines sustainable tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, and the environment and host communities”. Within this principle, the sector features as targets in three of the 17 SDGs, namely SDG 8 on ‘Decent Work and Economic Growth’, SDG 12 on ‘Responsible Consumption and Production’ and SDG 14 on ‘Life below Water’. Yet, with its wide reach and impact, the sector can directly and indirectly achieve all 17 SDGs. Table 4 shows the link between the SDGs and tourism.

Table 4: Linking the SDGs to Tourism

SDGs

Impact of Tourism



As one of the largest and fastest growing economic sectors in the world, tourism is well-positioned to foster economic growth and development at all levels and provide income through job creation. (Tourism provides income through job creation at local and community levels. It can be linked with national poverty reduction strategies and entrepreneurship. Low skills requirement and local recruitment can empower less favoured groups, particularly youth and women).



Tourism can spur sustainable agriculture by promoting the production and supplies to hotels, and sales of local products to tourists. Agro-tourism can generate additional income while enhancing the value of the tourism experience.



Tax income generated from tourism can be reinvested in health care and services, improving maternal health, reduce child mortality and preventing diseases. Visitors fees collected in protected areas can as well contribute to health services.



Tourism has the potential to promote inclusiveness. A skilful workforce is crucial for tourism to prosper. The tourism sector provides opportunities for direct and indirect jobs for youth, women, and those with special needs, who should benefit through educational means.



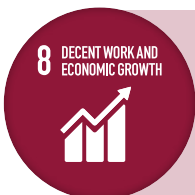
Tourism can empower women, particularly through the provision of direct jobs and income-generation from SMEs in tourism and hospitality related enterprises. Tourism can be a tool for women to become fully engaged and lead in every aspect of society.



Tourism investment requirement for providing utilities can play a critical role in achieving water access and security, as well as hygiene and sanitation for all. The efficient use of water in tourism, pollution control and technology efficiency can be key to safeguarding our most precious resource.



As a sector, which is energy intensive, tourism can accelerate the shift towards increased renewable energy shares in the global energy mix. By promoting investments in clean energy sources, tourism can help to reduce greenhouse gases, mitigate climate change and contribute to access of energy for all.



Tourism, as services trade, is one of the top four export earners globally, currently providing one in ten jobs worldwide. Decent work opportunities in tourism, particularly for youth and women, and policies that favour better diversification through tourism value chains can enhance tourism positive socio-economic impacts.



Tourism development relies on good public and private infrastructure. The sector can influence public policy for infrastructure upgrade and retrofit, making them more sustainable, innovative and resource-efficient and moving towards low carbon growth, thus attracting tourists and other sources of foreign investment.



Tourism can be a powerful tool for reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development by giving people the opportunity to prosper in their place of origin. Tourism serves as an effective mean for economic integration and diversification.



Tourism can advance urban infrastructure and accessibility, promote regeneration and preserve cultural and natural heritage, assets on which tourism depends. Investment in green infrastructure (more efficient transport, reduced air pollution) should result in smarter and greener cities for, not only residents but also tourists.



The tourism sector needs to adopt sustainable consumption and production (SCP) modes, accelerating the shift towards sustainability. Tools to monitor sustainable development impacts for tourism including for energy, water, waste, and biodiversity and job creation will result in enhanced economic, social and environmental outcomes.



Tourism contributes to and is affected by climate change. Tourism stakeholders should play a leading role in the global response to climate change. By reducing its carbon footprint, in the transport and accommodation sector, tourism can benefit from low carbon growth and help tackle one of the most pressing challenges of our time.



Coastal and maritime tourism rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, contributing to the sustainable use of marine resources.



Rich biodiversity and natural heritage are often the main reasons why tourists visit a destination. Tourism can play a major role if sustainably managed in fragile zones, not only in conserving and preserving biodiversity, but also in generating revenue as an alternative livelihood to local communities.



As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster multicultural and inter-faith tolerance and understanding, laying the foundation for more peaceful societies. Tourism, which benefits and engages local communities, can also consolidate peace in post-conflict societies.



Due to its cross-sectoral nature, tourism has the ability to strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and other common goals. Public policy and innovative financing are at the core for achieving the 2030 Agenda.

Source: Adapted from World Tourism Organization (2020), 'Tourism for SDGs – Welcome To The Tourism For SDGs Platform!', UNWTO, Madrid (online), available at: <http://tourism4sdgs.org/> [Accessed 9 October 2020].

Appendix 2 - Tourism Initiatives (2010-2019)

During the period 2010-2019, a number of key initiatives, informed by the NTP, 2010, were developed and executed by the then Ministry of Tourism; the Division of Tourism, Culture and Transportation of the THA; and the Tourism Development Company Limited. The initiatives focused on areas such as human resource development, community development, infrastructure and transportation development, investment promotion, accommodation; product development; and marketing.

- Promotion of certification programmes to support adherence to service quality standards within the local tourism sector in keeping with international standards and best practices, such as:
 - Trinidad and Tobago Tourism Industry Certification (TTTIC) Programme: A voluntary national certification programme to ensure conformity to prescribed standards of quality in their operations by domestic tourism operators and service providers.
 - Service. Training. Attitude. Respect (STAR): Developed to build an enduring culture of service excellence premised on recognising that all visitor contact points are critical to positive visitor experiences.
 - Small Tourism Enterprises Project (STEP): A training programme of the Organization of American States (OAS) that assisted small tourism operators in improving competitiveness, profitability and sustainability.
- Tourism Education and Awareness Programme delivered in both primary and secondary schools across Trinidad and Tobago.
- Establishment of the following three (3) Cabinet-appointed Committees tasked with formulating strategies to improve development of the airlift and cruise industries; and the development of a Tourism Road Map to market and promote niche and heritage tourism in Trinidad, respectively:
 - Standing Committee for the Strategic and Sustainable Development of Tourism in Trinidad (2015-2016);
 - Standing Committee for the Sustainable Development of Tourism in Trinidad (2010-2014); and
 - Advisory Committee for Heritage Tourism in Trinidad (2011-2014).
- Continued support by the Trinidad and Tobago Convention Bureau to attract meeting planners to host conferences and conventions in Trinidad, thereby positioning Port of

Spain as the business capital of the Caribbean region.

- Establishment of a MoU between the Tourism Development Company Limited and the Sport Company of Trinidad and Tobago (2013) to facilitate the development, marketing and promotion of the sport tourism niche.
- Blue Flag Programme - A voluntary eco-label operated under the auspices of the Foundation for Environmental Education (FEE) which promotes sustainable development of beaches and marinas. Between 2014 and 2017, the Las Cuevas Beach became the first certified Blue Flag beach in the English-speaking Caribbean.
- Execution of Tourism Incentive Programmes under the Tourism Development Act (TDA) for:
 - Tourism Accommodation Projects, Tourist Transport, Tourism Ancillary Projects such as:
 - Marinas and boatyards, Watersports, Charter boats, Dive operations, Recreational Space & Theme Parks;
 - Tour operations - land, sea and air;
 - Cultural centres, film making and special events;
 - Golf courses that are open for public use;
 - Transportation services.
 - Government Loan Guarantee Program - Tobago Tourism Development Fund
 - Trinidad and Tobago Tourism Development Fund (TTTDF) - a facility that was provided to assist tourism project owners to secure loan financing through approved commercial banks which are given Government Guarantees. The loans are accessed by accommodation property owners for repairs and/or refurbishment of guest houses/hotels up to 50 rooms in Trinidad and Tobago. The facility is managed by the Trinidad and Tobago Tourism Business Development Limited (TTTBDL), a subsidiary of the EXIMBANK.
 - Tourism Room Upgrade Programme - This tourism incentive was developed to assist property owners to upgrade their tourism accommodation to a first-class level that meets and/or exceeds the Trinidad and Tobago standard requirements for tourist accommodation.
 - Hotel and Guesthouse Room Stock Upgrade Incentive Programme (2010) - The objective of the programme was to provide an incentive for the upgrade of Trinidad

and Tobago's hotel and guesthouse room stock to a first-class level.

Other initiatives include:

- Active promotion of domestic tourism through the “*Stay to Get Away*” campaign during the July/August vacation period;
- Formulation of three (3) tourism sub-policies to drive niche development in the areas of ecotourism, community-based tourism and sport tourism;
- Signing of Tourism Bilateral Cooperation Agreements;
- Engagement of Community-Based Organisations and Tourism Action Committees; and
- Public sector investment through the Public Sector Investment Programme (PSIP) for the development of sites and attractions in Trinidad such as the Maracas, Las Cuevas, Manzanilla and Vessigny Beach Facilities, the La Brea Pitch Lake Visitor Facility and the Valencia Visitor Centre and the Tourism Baseline Survey.

Appendix 3 – Areas of Specialisation: TPDC Members

| Area of Specialisation | Experience by Geographic Areas |
|--|--------------------------------|
| Advertising, Digital Marketing, Business Management, Communication | Trinidad and Tobago |
| Architecture, Education | Global |
| Education, Research | Trinidad and Tobago |
| Physical Planner, Public Sector Management, Policy Advisor | CARICOM |
| Sports Management, Promotion | Trinidad and Tobago |
| Tourism, Arts, Cultural, Education, Management | Trinidad and Tobago |
| Tourism, Education, Economic, Consultancy | Hemispheric |
| Tourism, Education, Hospitality, Consultancy | Hemispheric |
| Tourism, Hospitality, Consultancy | Hemispheric |
| Tourism, Hospitality, Consultancy | CARICOM |
| Tourism Management /Policy Development, Education, Consultancy | CARICOM |
| Tourism, Policy, Planning and Research, Health, Education and Protocol and International Relations | Trinidad and Tobago |
| Tourism Policy, Research and Planning | Trinidad and Tobago |

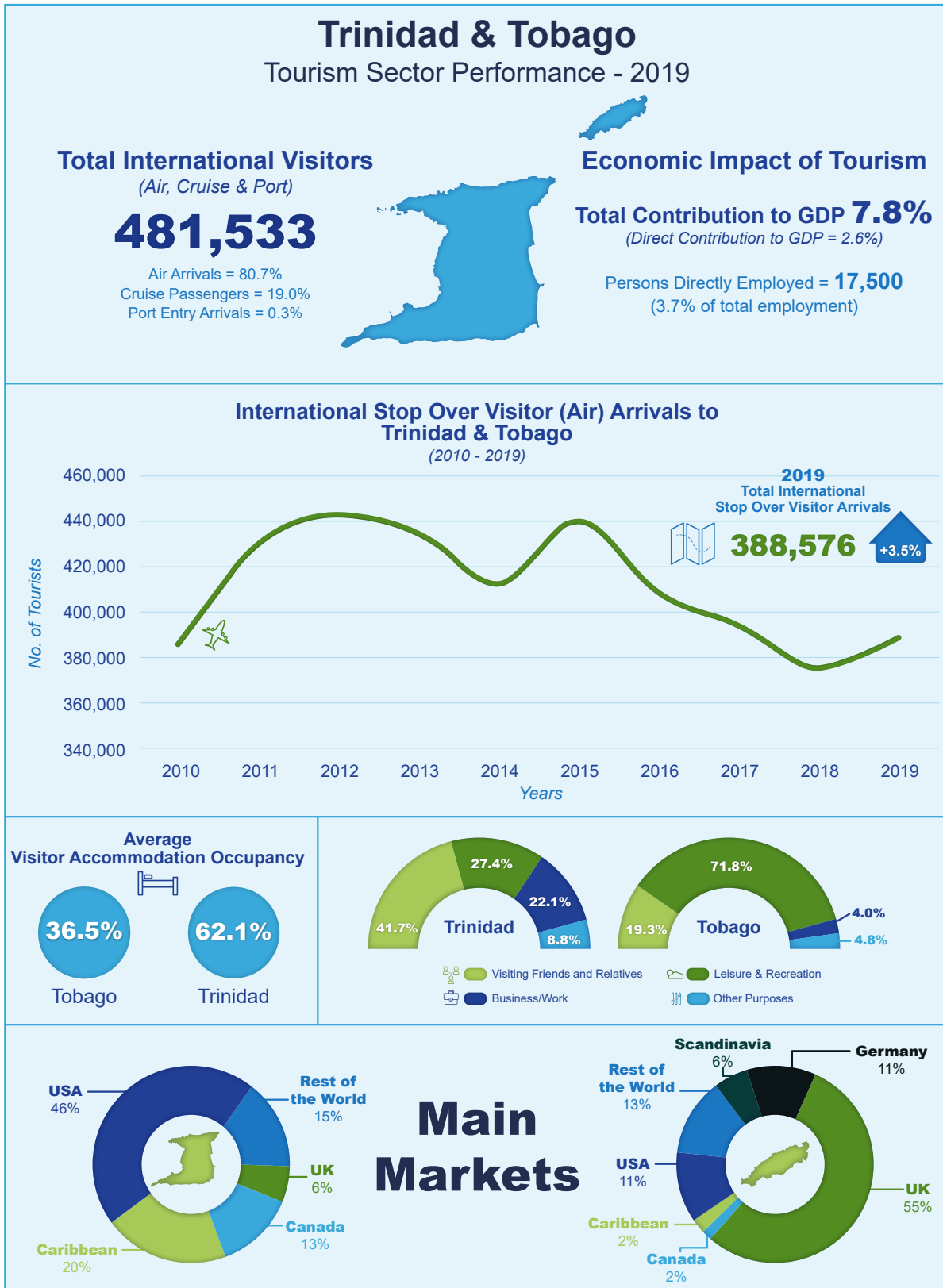
Appendix 4 – Individuals and Organizations invited to present at the TPDC meetings

| Date | Presenters |
|----------------------------|--|
| 15 th Aug, 2019 | 1. Ken Butcher – former Parliamentary Secretary in the Ministry of Sport and Sport Tourism advocate |
| 22 nd Aug, 2019 | 2. National Trust of Trinidad and Tobago |
| | 3. Ryan Darmanie – Urban Planning Consultant |
| 5 th Sep, 2019 | 4. SIEL Environmental Services Limited |
| | 5. Lake Asphalt |
| 12 th Sep, 2019 | 6. Ministry Rural Development & Local Government |
| | 7. Ministry of Community Development, Culture and the Arts (MCDCA) (formerly, now the Ministry of Sport and Community Development) |
| 27 th Sep, 2019 | 8. Roger Neckles – Wildlife photographer |
| | 9. Environmental Management Authority (EMA) |
| | 10. Trinidad and Tobago Coalition of Service Industries (TTCSI) |
| 3 rd Oct, 2019 | 11. Town & Country Planning Division |
| | 12. Ministry of Works & Transport |
| 10 th Oct, 2019 | 13. Ministry of Agriculture |
| | 14. UDeCOTT |
| | 15. Pointe - a - Pierre Wildfowl Trust |
| 17 th Oct, 2019 | 16. Mayor of POS – His Worship Joel Martinez |
| | 17. Ministry of National Security – Immigration Division |
| 24 th Oct, 2019 | 18. Ministry of Planning and Development (Climate Change Unit) |
| | 19. Caribbean Airlines Limited (CAL) |
| | 20. Airport Authority of Trinidad and Tobago |
| | 21. Port Authority of Trinidad and Tobago |

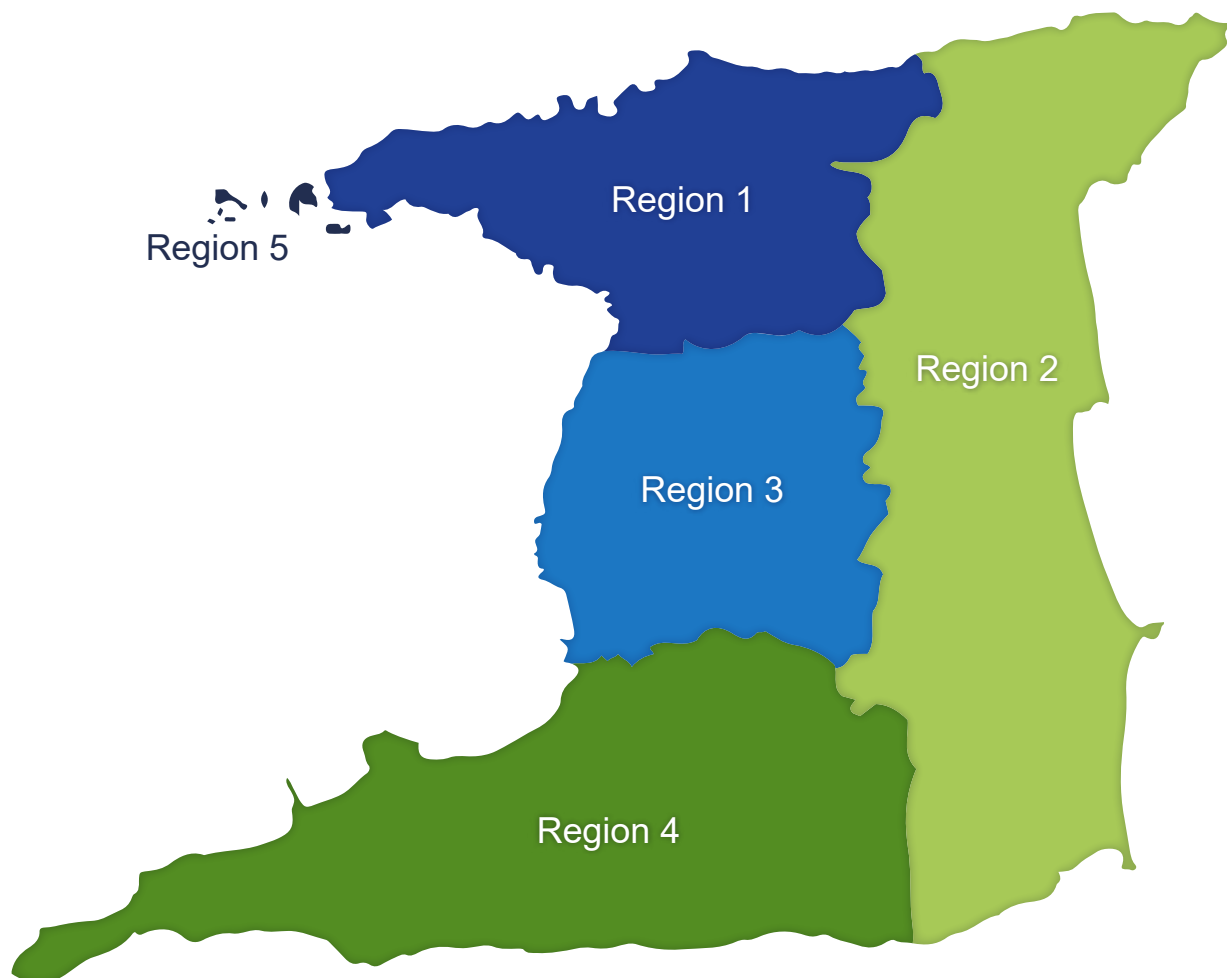
| | |
|----------------------------------|--|
| 31st Oct, 2019 | 22. Creative TT |
| | 23. Carnival Band Promoters |
| | 24. O2N Foundation |
| 7th Nov, 2019 | 25. T&T Institute of Architect |
| | 26. Tours Incredible |
| | 27. CEO of East POS Development Company |
| | 28. Downtown Owners and Merchants Association (DOMA) |
| 13th Nov, 2019 | 29. Planting Seeds – Agency that provides a boost to entrepreneurial and innovative ideas |
| 21st Nov, 2019 | 30. Ministry of National Security – T&T Police |
| | 31. Ministry of Finance |
| | 32. Ministry of Foreign and CARICOM Affairs |
| 28th Nov, 2019 | 33. National Carnival Commission of Trinidad and Tobago |
| | 34. Music Business Promoters |
| | 35. Trinidad and Tobago Publishers and Broadcasters Association |
| 13th Dec, 2019 | 36. Pan Trinbago |
| | 37. Cocoa Development Company |
| | 38. Bocas Lit Fest |
| | 39. Cocoa Research Centre – University of the West Indies |
| 9 Jan, 2020 | 40. Mr. Jason Williams - Chief Executive Officer (Ag.) - Sports Company of Trinidad and Tobago |
| | 41. Mr. Kairon Serrette - Senior Manager of Business Development - Sports Company of Trinidad and Tobago |
| 16 Jan, 2020 | 42. Ms. Zakiya Wadada - Executive Director - Emancipation Support Committee (ESC) |
| | 43. Mr. Dave Jacob – President - Hiking Association of Trinidad and Tobago (HATT) |

| | |
|---------------------|--|
| 31 Jan, 2020 | 44. Ken Ramchand – Chairman, Friends of Mr Biswas 45. Dr J. Vijay Maharaj – Programme Director, Lines of Life 46. Peter Sheppard – Photographer/Blogger |
| 13 Feb, 2020 | 47. Ms Glendora Lashley – Radio Tambrin 48. Ms Earline Andrews – Caribbean Beat Magazine 49. Dr Bisham Bhimull – National Council of Indian Culture of Trinidad and Tobago (NCIC) TT |

Appendix 5 – Trinidad and Tobago’s Tourism Sector Performance



Appendix 6 – Map: Regional Approach to Tourism Development in Trinidad



Region 1: North-western Province

Municipalities / (Regions): Diego Martin, Port of Spain, Tunapuna/Piarco, Arima and San Juan/Laventille

Unique Selling Propositions: The City of Port of Spain - A novel city experience with vibrant nightlife, cultural and historical attractions and a natural environment all in one location. Designated as a UNESCO Creative City of the World (5 Nov 2019)

Tourism Product Offerings / Niches

Core Niche: Meetings, Conferences and Exhibitions

Supporting Niches: Nightlife and Entertainment, Culture and Heritage, Festivals and Events, Sport, Ecotourism and Birdwatching, Medical Tourism and Educational Tourism

Region 2: Eastern Province



Municipalities / (Regions): Sangre Grande, Mayaro/Rio Claro

Unique Selling Propositions: Untouched Natural Environment

Tourism Product Offerings / Niches

Core Niche: Ecotourism (including birdwatching, turtle watching, hiking, caves, mud volcanoes)

Supporting Niches: Beaches and (potential for Resort Tourism), Culture

Region 3: Central Province



Municipalities / (Regions): Chaguanas, Couva/Tabaquite/ Talparo

Unique Selling Propositions: Best Sport and Training Facilities in the Hemisphere

Tourism Product Offerings / Niches

Core Niche: Sport Tourism

Supporting Niches: Culture and Heritage, Culinary Tourism, Festivals and Events, Agro Tourism (cocoa estates)

Region 4: South-western Province



Municipalities / (Regions): Penal/Debe, Point Fortin, Princes Town, San Fernando, Siparia

Unique Selling Propositions: Rich Culture and History

Tourism Product Offerings / Niches

Core Niche: Culture and Heritage

Supporting Niches: Culinary Tourism, Festivals and Events, Beach and (potential for Resort Tourism)

Region 5: Chaguaramas



Municipalities /Regions: Chaguaramas which falls within the municipality of Diego Martin, has been identified as a distinct region owing to its built infrastructure and vibrant business environment, which are conducive to tourism.

Unique Selling Propositions: A Distinctive Coastal and Marine Tourism Experience

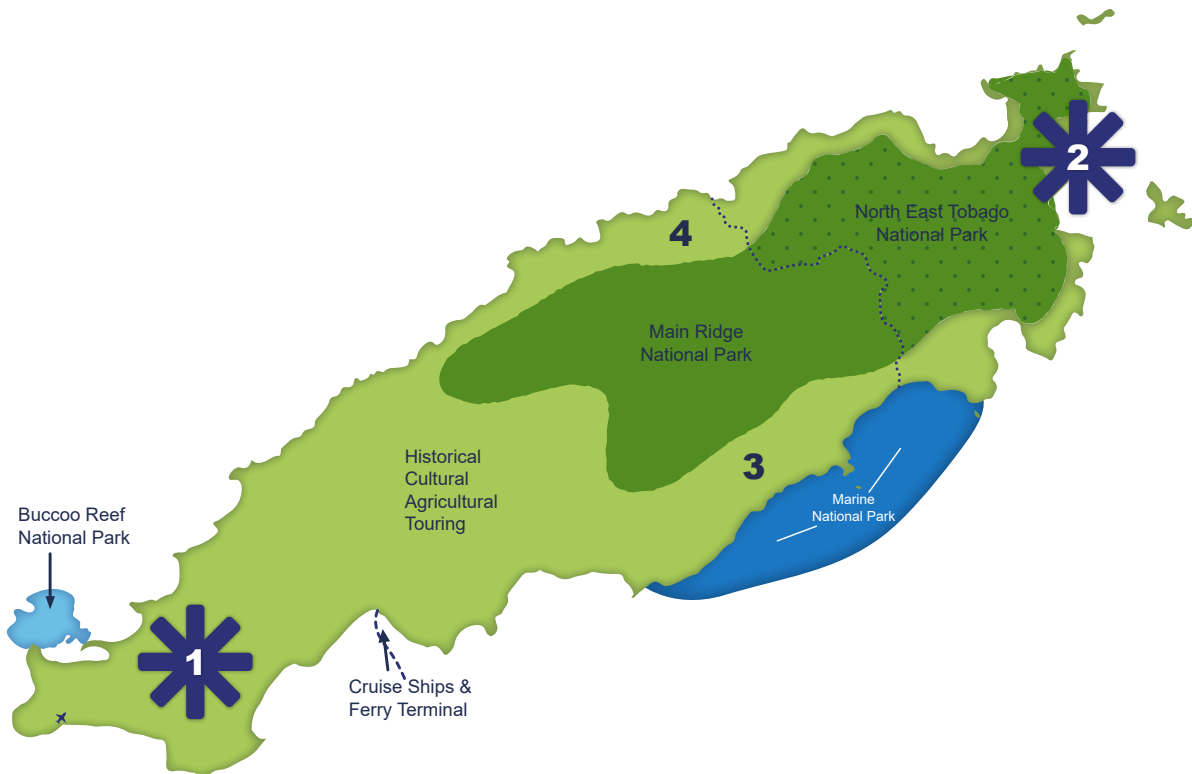
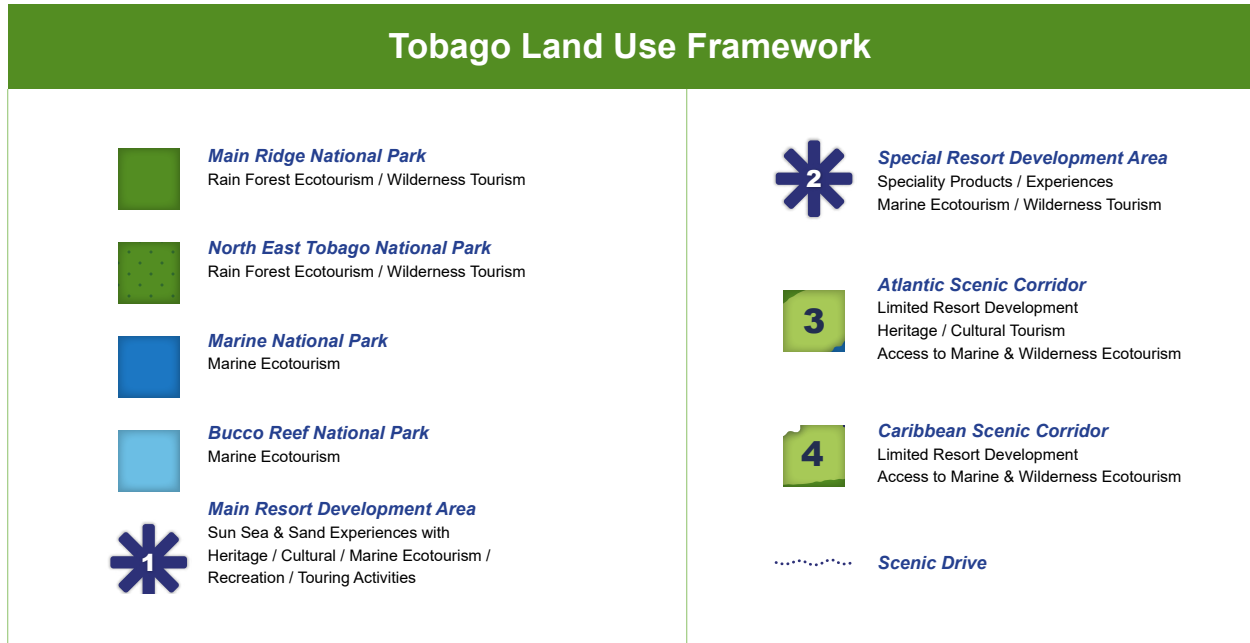
Tourism Product Offerings / Niches

Core Niche: Marine Tourism

Supporting Niches: Ecotourism, Soft-adventure Tourism, Nightlife and Entertainment, Agro Tourism

Appendix 7 – Map: Tobago Land Use Framework

The Land Use Framework presented in the Tourism Master Plan (1995) remains as the spatial development policy for Tobago.



Replicated from Trinidad and Tobago Tourism Master Plan (1995)

Appendix 8. Implementation Plan (proposed)

| 2 Strategic Area: Regional Development Administration | | | | | |
|---|---|------------|---|--|-------------|
| | Policy Statement | Strategies | | Key Agencies | Time-frame |
| 2.1 | Develop an innovative, integrated and participatory approach to destination planning and management (i.e. an appropriate governance model) to effectively manage and develop tourism in the five (5) Regional Tourism Provinces in Trinidad, based on their respective goals and objectives | 2.1.1 | Engage stakeholders to determine an appropriate governance model for each Regional Tourism Province | MTCA, MRDLG, Regional Corporations, TTL | Y1-Y2 |
| | | 2.1.2 | Develop a framework for the operationalisation of the Regional Destination/Place management organisations | MTCA, MRDLG, Regional Corporations, TTL | Y1-Y2 |
| 2.2 | Establish Regional Tourism Destination Management Organisations (DMOs), using an appropriate business model for accountability and sound fiscal management | 2.2.1 | Review various Tourism Destination Management Organisations (DMOs) business models and select a model that best represents sound financial accounting practices and fiscal management | MTCA, MRDLG, Regional Corporations | Y1 |
| | | 2.2.2 | Establish Regional Tourism Destination Management Organisations (DMOs) using the selected model and in accordance with the operationalisation framework developed | MTCA, MRDLG, Regional Corporations | Y3-Y4 |
| 2.3 | Ensure tourism planning and management is pursued through consultation, collaboration and coordination among key stakeholders within and between Regions | 2.3.1 | Establish a mechanism for sustained and meaningful stakeholder engagement | MTCA, MRDLG, Regional Corporations, TTL, all relevant stakeholders | Y1-Y2 |
| | | 2.3.2 | Encourage stakeholders to share and discuss their plans for tourism development and management through engagement | MTCA, MRDLG, Regional Corporations, TTL, all relevant stakeholders | Y1-on-going |

| | | | | | |
|-----|---|-------|--|--|-------|
| 2.4 | Build capacity at the community and regional level through Regional Authorities, with support from MTCA, for the successful and sustained establishment and management of tourism and hospitality organisations | 2.4.1 | Provide training for Regional Authorities (train the trainer) and other tourism stakeholders in management, proposal writing and other relevant fields | MTCA, MRDLG, Regional Corporations, TTL, all relevant stakeholders | Y2-Y6 |
| | | 2.4.2 | Provide technical support as needed, with a view to organisation eventually becoming self-sufficient | MTCA, MRDLG, Regional Corporations, TTL, all relevant stakeholders | Y2-Y8 |

| 3 Strategic Area: Land-Use Planning and Spatial Development | | | | | |
|---|--|-------|---|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 3.1 | Pursue collaboration amongst the relevant state entities for the revision and alignment of the National Spatial Policy to include regional tourism zones, tourism clusters, and relevant areas and sites within regional communities | 3.1.1 | Adopt a collaborative approach to land use planning to ensure the inclusion of tourism interests and cohesion across government policies and agencies | MTCA, TCPD, MRDLG, Regional Corporations | Y1-Y3 |
| 3.2 | Establish a coordinating mechanism of key stakeholders to enable efficient and effective development of zones for tourism use | 3.2.1 | Institutionalise partnerships at the governmental level for tourism development to ensure continuity, clarity of direction and efficient use of resources | MTCA and all relevant Ministries | Y1-Y2 and ongoing |
| | | 3.2.2 | Engage stakeholders and persons with land use interest and advocate for the optimal land allocation and usage for the tourism sector | MTCA, all relevant Ministries, all relevant stakeholders | Y2-ongoing |

| 3 Strategic Area: Land-Use Planning and Spatial Development | | | | | |
|---|--|-------|--|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 3.3 | Pursue coordinated and strategic development within the areas designated for tourism land use, to enable collective success | 3.3.1 | Determine the potential interactions among the types of developments proposed for tourism zones and develop strategies to manage impacts and ensure sustainability (economic, environmental and socio-cultural) | MTCA, TCPD, MRDLG, Regional Corporations and other relevant agencies | Y1-Y2 and ongoing |
| | | 3.3.2 | Partner with relevant agencies to create a plan for infrastructure upgrades to support existing and future tourism developments in designated areas, within the broader spatial context | MTCA, TCPD, MRDLG, Regional Corporations and other relevant agencies | Y2-Y3 and ongoing |
| 3.4 | Ensure that land use is appropriate for, and consistent with the respective tourism visions of the proposed designated areas while carefully and sustainably managing competing uses | 3.4.1 | Develop a comprehensive plan with clear guidelines for the categories, characteristics and quantity of developments to be permitted within and around designated areas based on the specific tourism vision for the area | MTCA, TCPD, MRDLG, Regional Corporations | Y1-Y2 |
| | | 3.4.2 | Collaborate with Town and Country Planning Division to develop and institute tourism planning and development controls for all categories of land including ones set aside for tourism development | MTCA, TCPD, MRDLG, Regional Corporations and relevant stakeholders | Y2-Y3 and ongoing |
| | | 3.4.3 | Engage all stakeholders responsible for enforcing guidelines to ensure they are well equipped and trained to perform this critical function | MTCA, TCPD, MRDLG, Regional Corporations and relevant stakeholders | Y3 and ongoing |

| 3 Strategic Area: Land-Use Planning and Spatial Development | | | | | |
|---|--|-------|--|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 3.5 | Consider the inclusion of non-traditional tourism land use for areas such as agricultural land and protected areas, that have the potential for product and activity offerings for niche visitor markets | 3.5.1 | Recognise opportunities for complementary land uses where tourism can be introduced to enhance the socio-economic benefits of an area without diminishing or compromising traditional uses | MTCA, TCPD, MRDLG, Regional Corporations MALF and other stakeholders | Y2-Y3 and ongoing |
| | | 3.5.2 | Identify and integrate tourism-specific mixed-use into spatial planning documents | MTCA, TCPD, MRDLG, Regional Corporations MALF | Y2-Y3 and ongoing |
| | | 3.5.3 | Engage stakeholders to advocate for and support the development of mixed-use tourism products to encourage responsible use of limited land resources | MTCA, TCPD, MRDLG, Regional Corporations MALF and other stakeholders | Y2-Y3 and ongoing |

| 4 Strategic Area: Cluster Development | | | | | |
|---------------------------------------|---|-------|--|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 4.1 | Identify, characterise tourism clusters, based on the local area development plans of the regions and discussions with the respective regional stakeholders | 4.1.1 | Align cluster development proposals with local area development plans and adopt a collaborative approach when selecting cluster assets to encourage stakeholder buy-in | MTCA, THA, TTL, TTAL, Regional Corporations, other relevant Ministries and stakeholders | Y1-Y3 |
| | | 4.1.2 | Foster and strengthen stakeholder networks within clusters to ensure coordinated cluster development and longevity | MTCA, Regional Corporations, other relevant Ministries and stakeholders | Y1-Y3 and ongoing |

| 4 Strategic Area: Cluster Development | | | | | |
|---------------------------------------|---|-------|---|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 4.2 | Support the development of products with the potential to contribute to the development of tourism clusters | 4.2.1 | Assess product development needs and prioritise cluster products that offer greater value and potential for return on investment | MTCA, THA, TTL, TTAL, Regional Corporations | Y1-Y3 and ongoing |
| | | 4.2.2 | Utilise resources efficiently by investing in cluster products based on their sustainability and potential for return on investment | MTCA, THA, TTL, TTAL, Regional Corporations | Y2 and ongoing |
| 4.3 | Support clusters and circuits of attractions and activities based on niche/thematic areas or geographic regions (may or may not include flagship attractions) | 4.3.1 | Engage stakeholders to develop packages to promote cross-selling through cluster experiences | MTCA, THA, TTL, TTAL and relevant stakeholders | Y1-ongoing |
| | | 4.3.2 | Facilitate the development of market/export-ready product clusters with synergies among products | MTCA, THA, TTL, TTAL, Regional Corporations and relevant stakeholders | Y2-ongoing |
| 4.4 | Pursue the provision of institutional support services and infrastructure to aid in the development of tourism clusters | 4.4.1 | Strengthen the institutional capacity required to support cluster development | MTCA, THA, TTL, TTAL, Regional Corporations | Y1-Y5 |
| | | 4.4.2 | Strengthen the infrastructural capacity required to support cluster development | MTCA, THA, MOWT, Regional Corporations | Y2-ongoing |

| 5 Strategic Area: Tourism Product Development | | | | | |
|---|---|-------|---|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 5.1 | Maintain an updated tourism asset inventory and categorise assets based on appropriate models for ownership, development and management | 5.1.1 | Collaborate closely with stakeholders to review, update, expand and maintain existing inventory listings, by region | MTCA, THA, TTL, TTAL, Regional Corporations and other relevant stakeholders | Y1 |
| | | 5.1.2 | Develop models for ownership, development and management and engage stakeholders to determine which models are suitable structures for the various inventory assets | MTCA, THA, TTL, TTAL, Regional Corporations and other relevant stakeholders | Y1-Y2 |
| 5.2 | Foster a culture of sustainable tourism development | 5.2.1 | Evaluate the sustainability (economic, environmental and socio-cultural) of tourism products in the inventory listings | MTCA, THA, Regional Corporations and other relevant agencies / stakeholders | Y1-Y4 and ongoing |
| | | 5.2.2 | Partner with stakeholders to improve the sustainability of tourism products, based on the results of their respective evaluations | MTCA, THA, TTL, TTAL, Regional Corporations | Y2-Y6 and ongoing |
| | | 5.2.2 | Utilise relevant national, regional and international standards to ensure that tourism products are developed in accordance with sustainability best practice | MTCA, THA, TTL, TTAL, TTBS, Regional Corporations | Y2-Y6 and ongoing |
| 5.3 | Conduct market research, including market sentiment and stakeholder engagement, using a 'market/product matching' process | 5.3.1 | Use market research in evaluating tourism products and to guide development plans | MTCA, THA, TTL, TTAL | Y1-ongoing |

| 5 Strategic Area: Tourism Product Development | | | | | |
|---|---|-------|--|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 5.4 | Support the development of flagships that serve as attractions to the destination and hubs for visitors/tourists | 5.4.1 | Systematically identify flagship attractions/ activities using clearly defined criteria | MTCA, THA, TTL, TTAL | Y1-ongoing |
| | | 5.4.2 | Facilitate the development of new flagship products, and the improvement of existing flagship products to a state of market/export-ready status | MTCA, THA, TTL, TTAL, Regional Corporations | Y2-ongoing |
| 5.5 | Establish Tourism Product Development Zones to inform spatial planning and development, in alignment with the wider national spatial policy | 5.5.1 | Identify and categorise Tourism Product Development Zones based on the strategic direction determined for tourism development in the area | MTCA, THA, TTL, TTAL, TCPD, Regional Corporations and relevant stakeholders | Y1-Y2 |
| | | 5.5.2 | Facilitate and support the development/ enhancement of zone-appropriate products to strengthen the positioning of the area | MTCA, THA, TTL, TTAL, TCPD, Regional Corporations and relevant stakeholders | Y3-Y6 and ongoing |
| 5.6 | Support local administrations in their role of bringing TPD to fruition | 5.6.1 | Assess and determine the needs of local administrations in the area of tourism product development | MTCA, Regional Corporations | Y1-Y2 |
| | | 5.6.2 | Provide technical support, training and other resources for local administrations to build capacity and strengthen performance in their product development role | MTCA, Regional Corporations | Y2-Y6 |

| 5 Strategic Area: Tourism Product Development | | | | | |
|---|--|-------|---|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 5.7 | Utilise augmented reality and virtual reality applications to enhance the tourism experience of the destination prior to and while on location, where applicable | 5.7.1 | Systematically integrate technology into tourism products, starting with the creation of 360 degree content and videos from tourism sites and attractions to populate existing publicly-available services/ repositories (e.g. Google Maps) | MTCA, TTL, TTAL, Regional Corporations, iGovTT | Y1-Y2 |
| | | 5.7.2 | Develop augmented reality content for use on-site at suitable tourism sites and attractions | MTCA, TTL, TTAL, Regional Corporations, UTT, UWI, iGovTT | Y2-Y4 |
| | | 5.7.3 | Develop VR experiences for paid consumption and for use in marketing, as appropriate | MTCA, TTL, TTAL, UTT, UWI, iGovTT | Y2-Y4 |
| | | 5.7.4 | Develop capacity for creating, implementing and using AR and VR content through internal and external training | TTL, TTAL, UTT, UWI, iGovTT | Y2-Y10 |

| 6 Strategic Area: Tourism Investment | | | | | |
|--------------------------------------|---|-------|---|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 6.1 | Create a favourable investment environment inclusive of incentives for investors | 6.1.1 | Modernise regulatory and legislative frameworks to ensure that they are conducive, responsive and effective to facilitate investment in the sector | MTCA, TTL, THA, TTAL, MOF, InvestTT, THRTA | Y2-Y5 |
| | | 6.1.2 | Facilitate progressive investment policies that are aligned to the National Spatial Development Strategy and the respective regional positioning strategies for tourism development | MTCA, TTL, THA, TTAL, MOF, InvestTT, | Y2-Y6 and ongoing |
| | | 6.1.3 | Review package of incentives and concessions to bolster Trinidad and Tobago's position as an attractive tourism destination for investment | MTCA, TTL, THA, TTAL, MOF, InvestTT, | Y1-Y3 |
| 6.2 | Develop a catalogue of shovel ready investment projects for tourism development, in order to fast-track the development approvals process for these projects, and attract investors | 6.2.1 | Identify bureaucratic constraints that impede the tourism project development process and streamline interactions among approval agencies | MTCA, TTL, THA, TTAL, MOF, InvestTT | Y1-Y2 |
| | | 6.2.2 | Determine market readiness of the portfolio of investment projects for the astute investor | MTCA, TTL, THA, TTAL, MOF, InvestTT | Y1-Y2 |
| | | 6.2.3 | Determine and render the support required by an investor throughout the entire investment process cycle | MTCA, TTL, THA, TTAL, MOF, InvestTT | Y1-Y2 |

| 6 Strategic Area: Tourism Investment | | | | | |
|--------------------------------------|---|-------|--|---------------------|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 6.3 | Market and promote Trinidad and Tobago as an attractive and distinctive location for tourism investment | 6.3.1 | Develop and execute a comprehensive Investment Facilitation, Marketing and Promotion Plan, bearing in mind the regional approach | TTL, TTAL, InvestTT | Y1-Y2 |
| | | 6.3.3 | Employ partnerships, affiliations, networking and IT platforms to reach specific target groups of investors | TTL, TTAL, InvestTT | Y2-ongoing |
| | | 6.3.4 | Represent the destination at regional and international Tourism Investment Conferences | TTL, TTAL, InvestTT | Y2-ongoing |

| 7.1 Strategic Area: Super Structure - Tourist Accommodation/Lodging | | | | | |
|---|---|---------|--|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 7.1.1 | Facilitate the development of 4-5 star internationally branded new hotel rooms in the City of Port of Spain, during the period 2021 - 2030, targeting the Meetings and Conferences market | 7.1.1.1 | Institute appropriate fiscal incentives to encourage investment in 4 and 5 star internationally branded hotels | MTCA, THA, TTL, TTAL | Y1-ongoing |
| | | 7.1.1.2 | Identify suitable sites for hotel construction and prioritise based on agreed criteria | MTCA, THA, TTL, TTAL, InvestTT, MOF, MPD, TCPD | Y2-Y5 |
| | | 7.1.1.3 | Develop investment briefs for new hotels with particular emphasis on the luxury 5 star branded segment of the industry where appropriate, within Port-of-Spain | MTCA, THA, TTL, TTAL, InvestTT, MOF | Y2-Y3 |
| | | 7.1.1.4 | Identify, target and engage suitable hotel chains to invest in Trinidad and Tobago | MTCA, THA, TTL, TTAL, InvestTT, MOF | Y2-Y5 |

| 7.1 Strategic Area: Super Structure - Tourist Accommodation/Lodging | | | | | |
|---|---|---------|--|-------------------------------------|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 7.1.2 | Facilitate the development of a state-of-the-art convention centre as a complement to the additional hotel rooms, also to be located in Port of Spain | 7.1.2.1 | Institute appropriate fiscal incentives to encourage investment in a convention centre | MTCA, THA, TTL, TTAL, InvestTT, MOF | Y2-Y3 |
| | | 7.1.2.2 | Identify suitable sites for a convention centre | MTCA, THA, TTL, TTAL, InvestTT | Y2-Y3 |
| 7.1.3 | Encourage the development of new hotel and lodging facilities throughout Trinidad and Tobago, in alignment with the respective sense of place, market demand and overall development plans for the various regions, with an emphasis on high quality boutique and specialty-themed facilities, including at least one branded five-star anchor facility | 7.1.3.1 | Institute appropriate fiscal incentives to encourage investment in quality boutique and 5 star internationally branded hotels | MTCA, THA, TTL, TTAL, InvestTT | Y1-ongoing |
| | | 7.1.3.2 | Identify suitable sites for hotel construction in Trinidad and Tobago | MTCA, THA, TTL, TTAL, InvestTT | Y1-ongoing |
| | | 7.1.3.3 | Identify suitable 5 star and high quality boutique brands to invest in Trinidad and Tobago | MTCA, THA, TTL, TTAL, InvestTT | Y2-Y10 |
| | | 7.1.3.4 | Develop investment briefs for new hotels with particular emphasis on boutique and 5 star branded lodging facilities | MTCA, THA, TTL, TTAL, InvestTT | Y2-Y5 |
| 7.1.4 | Support the upgrade, rehabilitation, and enhancement of existing accommodation facilities to meet internationally, regionally and nationally acceptable standards | 7.1.4.1 | Identify all accommodation and lodging facilities which require rejuvenating, enhancement and upgrade | MTCA, THA, TTL, TTAL, InvestTT | Y1-Y3 and ongoing |
| | | 7.1.4.2 | Agree upon the national, regional and international standards that will be used as benchmarks for the accommodation and lodging facilities | MTCA, THA, TTL, TTAL, TTBS | Y1-Y3 |
| | | 7.1.4.3 | Develop and implement mechanisms to provide technical and financial support to assist accommodation and lodging facilities to meet the agreed upon standards | MTCA, THA, TTL, TTAL, TTBS | Y1-Y3 and ongoing |

| 7.1 Strategic Area: Super Structure - Tourist Accommodation/Lodging | | | | | |
|---|--|---------|--|---------------------------------|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 7.1.5 | Provide support services and technical assistance to small, independent, and locally owned properties, including those that operate in the home-sharing economy, to enable them to become environmentally and economically sustainable | 7.1.5.1 | Establish a comprehensive database of SMEs in the tourism sector (accommodation and lodging) | MTCA, THA, TTL, TTAL | Y1-Y2 |
| | | 7.1.5.2 | Determine which SME properties require support services and the quantum required | MTCA, THA, TTL, TTAL | Y2-Y4 |
| | | 7.1.5.3 | Agree upon the standard that should be attained for environmental and economic sustainability (for SMEs, home-share, etc.) | MTCA, THA, TTL, TTAL, TTBS, EMA | Y2-Y3 |

| 7.2 Strategic Area: Super Structure - General Infrastructure | | | | | |
|--|--|---------|--|--|--------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 7.2.1 | Determine infrastructural needs for tourism, in collaboration with relevant agencies | 7.2.1.1 | Conduct an assessment of the quality of the tourism infrastructure in all regions and determine priority for upgrade and enhancement | MTCA, THA, TTL, TTAL, MOWT, MPU, MALF, | Y1-Y3 |
| | | 7.2.1.2 | Upgrade and enhance existing infrastructure to one that is modern and advanced, thus lending to the competitiveness of the destination | MTCA, THA, TTL, TTAL, MOWT | Y2-Y10 and ongoing |
| | | 7.2.1.3 | Improve accessibility and enhance infrastructure especially in remote areas with tourism potential | MTCA, THA, TTL, TTAL, MOWT | Y2-Y10 and ongoing |

| 7.2 Strategic Area: Super Structure - General Infrastructure | | | | | |
|--|--|---------|---|--|--------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 7.2.2 | Ensure that sustainability considerations (economic, environmental, social) and smart technologies are integrated into the planning and development of new infrastructure | 7.2.2.1 | Initiate the acquisition and use of smart technologies in all areas of tourism infrastructural planning and development | MTCA, THA, TTL, TTAL, MPADT | Y2-Y4 and ongoing |
| | | 7.2.2.2 | Ensure that sustainable development practices and smart technologies permeate all areas of tourism infrastructural planning and development models | MTCA, THA, TTL, TTAL, MPADT | Y2-Y10 and ongoing |
| | | 7.2.2.3 | Adopt the use of relevant national, regional and international standards in infrastructural planning and development for the tourism sector | MTCA, THA, TTL, TTAL, TTBS | Y2-Y4 and ongoing |
| 7.2.3 | Facilitate access to funding for infrastructure needed for tourism development, with priority given to options based on renewable and green technology, climate change adaptation, disaster risk mitigation etc. | 7.2.3.1 | Determine the funds required to support infrastructure related to renewable and green technology, climate change adaptation and disaster risk mitigation. | MTCA, THA, MOF | Y2-ongoing |
| | | 7.2.3.2 | Engage the private sector to partner and co-fund programmes and projects that are aligned to renewable energy, reduces carbon footprint, and use green technology | MTCA, THA, Stakeholders | Y2-ongoing |
| 7.2.4 | Adopt innovative strategies to ensure the delivery of quality infrastructure development | 7.2.4.1 | Develop an overarching quality infrastructure framework for the tourism sector | MTCA, THA, TTL, TTAL, MPADT, MTI, TTBS | Y2-Y4 and ongoing |
| | | 7.2.4.2 | Articulate the quality requirements in all contracts with suppliers of goods and services for infrastructure work | MTCA, THA, TTL, TTAL | Y2-ongoing |

| 8.1 Strategic Area: Transportation - Air | | | | | |
|--|--|---------|---|---|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 8.1.1 | Encourage and support the development of new airline routes with the potential for generating two-way directional traffic to/from the place/destination, and an expansion of new carriers to the destination | 8.1.1.1 | Conduct an industry analysis and route network and passenger analyses to support the introduction of new airlift to the destination | AATT (Airlift Committee), MFCA, MTCA, THA DTCT, TTL, TTAL, THA | Y1 |
| | | 8.1.1.2 | Build strategic alliances with global airlines and negotiate bilateral air service agreements in order to stimulate route expansion and open up new and emerging markets with the specific aim of encouraging tourist traffic on routes with the potential for generating two-way directional traffic | AATT, MTCA, THA, DTCT, MFCA | Y2 |
| | | 8.1.1.3 | Seek to position the destination as a strategic regional hub in an effort to generate new airline routes | AATT (Airlift Committee), MFCA, MTCA, TTL, THA | Y2-Y4 |
| | | 8.1.1.4 | Market and promote packages offered by new airlines to the destination | TTL, TTAL | Y5 |
| 8.1.2 | Establish an international travel/in transit desk and area for visitors travelling on to Tobago | 8.1.2.1 | Engage AATT to jointly plan and develop an international travel/in transit desk and area for visitors travelling on to Tobago | MTCA, THA, DTCT, TTL, TTAL, AATT, Immigration Division, Customs & Excise Division | Y1 |

| 8.1 Strategic Area: Transportation - Air | | | | | |
|--|--|---------|---|---------------------------------|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 8.1.3 | Provide an efficient safety and health management system to safeguard the well-being of travellers | 8.1.3.1 | Collaborate with AATT to ensure compliance with all safety and health management systems by stakeholders | AATT, MOH, MWT, MTCA, -THA | Y1 |
| | | 8.1.3.2 | Collaborate with AATT and ensure safety and health protocols are visible and communicated to all travellers daily | MTCA, TTL, TTAL, | Y1 -Y2 |
| | | 8.1.3.3 | Ensure that the Tourism Information Airport Office is equipped with the requisite safety and health tools, PPE and information to assist travellers | MTCA, DTCT, TTL, TTAL | Y1 |
| 8.1.4 | Review the existing policy with respect to seat guarantee agreements for scheduled airline services from tourist-generating markets to Tobago, in light of prevailing economic circumstances | 8.1.4.1 | Provide recommendations for new seat guarantee agreements, if warranted | MTCA, DTCT, TTL, TTAL, CAL | Y1 |
| | | 8.1.4.2 | Seek to amend existing seat guarantee agreements, as appropriate | CAL, MTCA, THA, DTCT, TTL, TTAL | Y1 |
| | | 8.1.4.3 | Market and promote airlines with seat guarantee agreements on destination website and social media | CAL, TTL, TTAL | Y1 - Y10 |

| 8.2 Strategic Area: Transportation - Ground | | | | | |
|---|--|---------|---|---|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 8.2.1 | Improve standards and quality control to internationally acceptable standards for all types and forms of ground transportation | 8.2.1.1 | Engage local ground transport providers to determine service standards related to tourists' transport | MTCA, MWT | Y1 |
| | | 8.2.1.2 | Develop and implement quality standards for all types and forms of ground transportation | MTCA, MWT | Y1 |
| | | 8.2.1.3 | Provide training for taxi drivers and other transport operators to enhance their services | MTCA,THA, DTCT, TTL, TTAL | Y1-Y10 |
| 8.2.2 | Advocate for uniformity in terms of look, style and colour for tourist taxi transportation, once the opportunity presents itself | 8.2.2.1 | Determine the feasibility of requiring uniformity (look, style, colour, vehicle make etc) among tourist taxi transportation operators | MTCA, THA, DTCT, TTL, TTAL | Y1 |
| | | 8.2.2.2 | Assess existing legislation and propose new legislation as required | AGLA, MT-CA,THA, DTCT | Y2 –Y6 |
| | | 8.2.2.3 | Engage taxi operators to generate buy-in | MTCA,THA, DTCT | Y5-Y6 |
| | | 8.2.2.4 | Promote and support purpose-designed vehicles for visitor transportation | MTCA, THA, DTCT, TTL, TTAL | Y6-Y10 |
| 8.2.3 | Collaborate with stakeholders to reduce the transit time for tours | 8.2.3.1 | Encourage tour operators to schedule tours during residents' off-peak time periods | MTCA, THA, DTCT, TTL, TTAL, Regional Corporations | Y1 |
| | | 8.2.3.2 | Explore alternative and integrated transport mechanisms | MTCA, MWT, DTCT, Regional Corporations | Y1 -Y2 |
| | | 8.2.3.3 | Recommend a regional approach to the delivery of tourist tours | MTCA, DTCT, TTL, TTAL | Y1-Y3 |

| 8.2 Strategic Area: Transportation - Ground | | | | | |
|---|---|---------|---|---|---------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 8.2.4 | Seek to provide reliable public transport with strong safety features which will encourage visitors to use this as an alternative form of transport | 8.2.4.1 | Assess current safety requirements needed for tourist transportation operators | MWT, MTCA, DTCT, MOH | Y1 |
| | | 8.2.4.2 | Provide training to public transport operators on key safety features required for transportation operations | MWT, MTCA, DTCT, MOH | Y1 – Y4 and ongoing |
| | | 8.2.4.3 | Assess operator's compliance with the adoption of safety features on a regular basis | MWT | Y1 - Y10 |
| 8.2.5 | Promote the integration of technology into the transportation sector to improve efficiency, reliability, safety and convenience | 8.2.5.1 | Ensure the requisite legislation to facilitate contactless payments is passed | MTCA, AGLA | Y1 -Y3 |
| | | 8.2.5.2 | Collaborate with the MWT to promote an integrated network transportation app and transportation contactless smart card to assist all travellers | MWT, MTCA, TTL, TTAL, Regional Corporations | Y3 - Y10 |
| | | 8.2.5.3 | Collaborate with the MWT to install kiosks at all transportation terminals/hubs | MWT | Y4-Y6 |
| | | 8.2.5.4 | Install contactless payment POS terminals in all public transport vehicles | MWT | Y4-Y6 |
| | | 8.2.5.5 | Develop an online platform with a real-time map, contactless smart card payment/top-up portal, and fares etc. | MWT | Y5 - Y10 |

| 8.3 Strategic Area: Transportation - Sea | | | | | |
|--|--|---------|---|---------------------------|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 8.3.1 | Ensure that there are convenient and efficient in-person and online systems for booking and purchasing of tickets for the ferry service | 8.3.1.1 | Advocate for the development of an online system for booking and purchasing of tickets for the ferry service | MTCA, MWT, PATT | Y1 |
| | | 8.3.1.2 | Determine infrastructural and ICT needs to set up an online booking system | MTCA, PATT, MPADT, iGovTT | Y1-Y2 |
| | | 8.3.1.3 | Set up, launch and promote online systems for booking and purchasing of tickets for the ferry service | MTCA, MWT, PATT | Y2-Y3 |
| 8.3.2 | Promote the coordination of ferry services and schedules with the national airline to support improved connectivity between the two islands, especially during periods of high demand for travel between Trinidad and Tobago | 8.3.2.1 | Engage PATT and CAL to jointly plan and coordinate ferry services and schedules with the national airline | MTCA, MWT, PATT, CAL | Y1 |
| | | 8.3.2.2 | Assess the feasibility and determine resources, infrastructural and ICT needs to integrate ferry and air schedule systems | MTCA, PATT, CAL | Y1-Y2 |
| | | 8.3.2.3 | Set up, launch and promote integrated ferry and air schedule systems | MTCA, MWT, PATT | Y2-Y3 |
| 8.3.3 | Create a modern and functional terminal in keeping with international standards for ferry and cruise ship passengers | 8.3.3.1 | Engage PATT to upgrade port terminals in accordance with international standards | MTCA, MWT, PATT, THA | Y2-Y3 |
| | | 8.3.3.2 | Modernize and upgrade existing ports. | PATT, PLIP-DECO | Y3-Y6 |

| 8.3 Strategic Area: Transportation - Sea | | | | | |
|--|--|---------|--|----------------------|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 8.3.4 | Ensure that high quality customer service is provided at port facilities | 8.3.4.1 | Conduct baseline assessment to determine customer service standards at port and ferry facilities | TTL & TTAL | Y1-Y2 |
| | | 8.3.4.2 | Partner with port stakeholders to provide tourism education and awareness and customer service training for frontline employees and service providers at port facilities | MTCA, MWT, PATT, THA | Y1-Y2 |
| | | 8.3.4.3 | Conduct monitoring and evaluation to determine the effectiveness of training | MTCA, MWT, PATT, THA | Y3-Y6 |

| 9 Strategic Area: Cruise Tourism Development | | | | | |
|--|--|-------|---|-----------------------------|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 9.1 | Seek to increase cruise passenger arrivals in the short to medium term through increased calls | 9.1.1 | Develop short to medium term plan for port infrastructure upgrade | MTCA, MOWT, PATT | Y1-Y2 |
| | | 9.1.2 | Engage the major cruise line operators on increasing calls to Trinidad | MTCA, MOWT, PATT | Y2-ongoing |
| | | 9.1.3 | Forge strategic alliances with cruise lines to ensure the destination receives maximum calls per week | MTCA, THA, DTCT, MOWT, PATT | Y1-Y3 and ongoing |
| | | 9.1.4 | Seek to secure calls by smaller cruise lines for Tobago | MTCA, THA, DTCT, MOWT, PATT | Y1-Y3 and ongoing |
| | | 9.1.5 | Market differentiated cruise tourism product offerings to attract major cruise line operators | MTCA, THA, DTCT, TTL, TTAL | Y2-ongoing |
| | | 9.1.6 | Facilitate opportunities and linkages between cruise lines and local suppliers and manufacturers | MTCA, THA, DTCT, MOWT, PATT | Y1-Y3 and ongoing |

| 9 Strategic Area: Cruise Tourism Development | | | | | |
|--|--|-------|--|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 9.2 | Seek to enhance cruise visitor experiences through increased variety and quality of land-based tours | 9.2.1 | Work with destination management companies providing land-based tour packages to enhance cruise visitor experiences | MTCA, THA - DTCT, TTL, TTAL, Tourism Associations | Y1-Y4 and ongoing |
| | | 9.2.2 | Provide technical and other types of support to small tourism businesses in the development of tourism products and experiences for cruise visitors | MTCA, THA - DTCT, TTL, TTAL, Tourism Associations, Regional Corporations | Y1-Y6 |
| | | 9.2.3 | Conduct ongoing monitoring and evaluation to assess the quality of land-based tour packages | MTCA, THA - DTCT, TTL, TTAL | Y1-ongoing |
| 9.3 | Seek to enhance cruise visitor experiences through the integration of cultural and artistic content into cruise activity offerings | 9.3.1 | Partner with culture and arts entities to integrate cultural and artistic expressions into tourism product offerings | MTCA, THA - DTCT, TTL, TTAL, Tourism Associations | Y1-Y3 and ongoing |
| | | 9.3.2 | Develop and arrange tour packages to cultural heritage sites/ cultural events which allow the visitors to have an immersive experience of our culture and heritage | MTCA, THA - DTCT, TTL, TTAL, Tourism Associations | Y1-Y3 and ongoing |
| | | 9.3.3 | Conduct ongoing monitoring and evaluation to assess the quality of cultural components of cruise activity offerings with a view to improving product and service offerings | MTCA, THA - DTC, TTL, TTAL | Y1-ongoing |
| | | 9.3.4 | Upgrade and enhance tourism products and services as required | MTCA, THA - DTCT, TTL, TTAL, Regional Corporations | Y2-Y5 and ongoing |

| 9 Strategic Area: Cruise Tourism Development | | | | | |
|--|--|-------|---|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 9.4 | Seek to partner with a major Cruise Line in the development of a dedicated Cruise port facility on the island of Trinidad | 9.4.1 | Explore strategic alliances with major Cruise Line Operators for the development of a dedicated Cruise port facility in Trinidad | MOPD, MTCA, THA - DTCT, MOWT, PATT, EMA | Y2 |
| | | 9.4.2 | Commission a Feasibility Study to identify a suitable location for the development of a dedicated Cruise Terminal with sea and land-side facilities | MOWT, MTCA, THA - DTCT, TTL, TTAL | Y2-Y3 |
| | | 9.4.3 | Implement the recommendations of the Feasibility Study in collaboration with relevant Ministries/Agencies/Cruise Line | MOWT, MTCA, THA - DTCT, TTL, TTAL | Y3-Y8 |
| 9.5 | Seek to strengthen the economic contribution of cruise tourism through a review of the Head Tax, goods and services supplied, port dues and similar fees | 9.5.1 | Examine the potential economic benefits to be derived from cruise-related activities for Trinidad and Tobago | MTCA, THA - DTCT, TTL, TTAL | Y1-Y2 |
| | | 9.5.2 | Revise existing and establish new agreements with cruise lines to generate greater economic benefits from cruise operations | TTL, TTAL | Y2-Y5 and ongoing |
| | | 9.5.3 | Examine initiatives to increase cruise passenger expenditure | TTL, TTAL, MTCA | Y1-Y2 |
| | | 9.5.4 | Create opportunities for local businesses (farmers, manufacturers, artisans) to have access to cruise passengers in order to achieve greater spend | MTCA, THA - DTCT, TTL, TTAL | Y3- Y10 |
| 9.6 | Stimulate economic activity within the terminal or port area through the establishment of a duty-free shopping area | 9.6.1 | Assess the feasibility of establishing duty-free shopping areas within the terminal or port area | MTCA | Y3-Y4 |

| 9 Strategic Area: Cruise Tourism Development | | | | | |
|--|---|-------|---|------------------------|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 9.7 | Advocate for a (Caribbean) regional approach to cruise tourism within the Caribbean Community (CARICOM) | 9.7.1 | Explore the potential for monetising the Caribbean Sea through cruise tourism development | MTCA, THA - DTCT, MFCA | Y3-Y4 |
| | | 9.7.2 | Hold discussions with other CARICOM Member States to obtain consensus on the development of a regional framework for cruise tourism development | MTCA, MFCA, THA | Y3-Y4 |
| | | 9.7.3 | Explore the establishment of a regional association to represent Caribbean cruise interest with the cruise liners | MTCA, MFCA, THA | Y3-Y4 |

| 10 Strategic Area: Heritage | | | | | |
|-----------------------------|---|--------|---|---|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 10.1 | Develop strategic relationships with local and international Heritage, Conservation, Cultural, National Parks, Indigenous Organisations, and other relevant organisations | 10.1.1 | Develop a model to guide heritage tourism development and expansion in tandem with local and international guidelines | MTCA, THA, TTL, TTAL, Regional Corporations, National Trust | Y1-Y2 |
| | | 10.1.2 | Develop a collective decision-making body and collaborative mechanisms to guide the growth of heritage tourism | MTCA, THA, TTL, TTAL, Regional Corporations, National Trust | Y2-Y3 |
| | | 10.1.3 | Ensure funding streams for heritage assets are identified and publicised | MOF, MTCA, THA | Y2-Y3 |
| | | 10.1.4 | Incentivise the preservation and protection of historic buildings, sites and spaces e.g. through an annual private sector driven awards program | MTCA, Private Sector | Y3-Y4 |

| 10 Strategic Area: Heritage | | | | | |
|-----------------------------|--|--------|--|---|--------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 10.2 | Market and promote heritage tourism sites and attractions | 10.2.1 | Prominently feature heritage sites and attractions in marketing and promotion initiatives | MTCA, THA, TTL, TTAL, Regional Corporations, National Trust | Y2-Y3 and on-going |
| | | 10.2.2 | Partner with local communities to develop sustainable models for management and monetisation of heritage assets | MTCA, THA, TTL, TTAL, Regional Corporations, National Trust | Y2-Y4 |
| | | 10.2.3 | Develop itineraries with customised heritage themes; craft more personalised and distinct experiences for cultural heritage visitors | MTCA, THA, TTL, TTAL | Y2-Y4 |
| 10.3 | Seek to have heritage sites and buildings designated as World heritage Sites or buildings by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) | 10.3.1 | Prioritise sites and buildings for UNESCO's designation based on its readiness | MTCA, THA, TT UNESCO Commission, National Trust, | Y2-Y5 and on-going |
| | | 10.3.2 | Strategically develop heritage sites and attractions through appropriate partnerships and collaborations with the requisite bodies | MTCA, THA, TT National Trust, Forestry Division | Y3-Y6 and on-going |

| 10 Strategic Area: Heritage | | | | | |
|-----------------------------|---|--------|---|--|----------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 10.4 | Fully explore the recent designation of Port of Spain as a UNESCO City of Music | 10.4.1 | Align initiatives relating to the GORTT's revitalisation of Port of Spain with the activities proposed for the designation of Port of Spain as a UNESCO City of Music – Music Walk of Fame, Music Zones, Carnival Museum and Twinning of Cities of Music globally | TTL, POS City Corporation, UNESCO City of Music Committee | Y1-Y3 |
| | | 10.4.2 | Utilise the city's rich creative economy and translate this into new forms of innovation and business opportunities | TTL, POS City Corporation, UNESCO City of Music Committee | Y1-Y3 |
| 10.5 | Support the inclusion and utilisation of intangible forms of heritage through immersive experiences | 10.5.1 | Pursue systems to allow for the use of technology in developing heritage tourism products | MTCA, THA, Regional Corporations, National Trust, MPADT, TTL, TTAL | Y2 and ongoing |
| | | 10.5.2 | Develop effective, meaningful content for impactful immersive experiences | MTCA, THA, Regional Corporations, National Trust, TTL, TTAL | Y2 and ongoing |
| 10.6 | Promote the provision of annual scholarships for students to pursue specialised studies in the rehabilitation and maintenance of heritage sites | 10.6.1 | Collaborate with all relevant entities including the private sector to sponsor students embarking upon studies related to the preservation and rehabilitation of heritage assets | MTCA, THA, MOE (SATD), Regional Corporations | Y2-Y4 |

| 11 Strategic Area: Events and Festivals | | | | | |
|---|---|--------|---|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 11.1 | Prioritise the development of a portfolio of signature 'home grown events' and major international (flagship) events over the next 5-10 years | 11.1.1 | Identify and assist events and festivals that have potential to increase visitation and enhance the international profile of the destination | MTCA, TTL, DTCT, TTAL, event stakeholders, Other relevant agencies | Y1-Y5 |
| | | 11.1.2 | Establish an internal assessment framework that prioritises events (home grown and international) which offer the greatest positive socio- economic impact (benefits) for the destination | MTCA, TTL, DTCT, TTAL, event stakeholders | Y1-Y4 |
| | | 11.1.3 | Equip event bidders and others involved in hosting international events locally with the capacity to effectively facilitate the execution of these events once they engender tourism | MTCA, TTL, DTCT, TTAL, Other relevant agencies and stakeholder organisations | Y1-Y2 |
| 11.2 | Attract and support major international events, to be locally-hosted in accordance with policies and prescribed criteria | 11.2.1 | Provide structure to the event execution process with a view to improving efficiency through technology and process rationalisation, to the benefit of the tourism sector | MTCA, TTL, DTCT, TTAL, TTPA, TTPS, TTFS, MPD, EMA, AGLA | Y1-Y2 |
| | | 11.2.2 | Develop criteria for event promoters to guide the execution of major events and attain support for these events | MTCA, MSCD, DTCT, Regional Corporations | Y1-Y2 |
| | | 11.2.3 | Foster partnerships and collaborative mechanisms to engender support in the event arena | MTCA, MSCD, DTCT, Regional Corporations, event stakeholders | Y1-Y2 |

| 11 Strategic Area: Events and Festivals | | | | | |
|---|---|--------|--|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 11.3 | Prioritise events into seasons and develop and publish an annual calendar of events | 11.3.1 | Develop an events portfolio and provide a balanced events calendar that encourages the spread of events throughout the year especially in the demarcated seasons | MTCA, TTL, DTCT, TTAL | Y1-Y2 |
| 11.4 | Provide support for local community events that engender tourism in accordance with policies with prescribed criteria | 11.4.1 | Support, attract, and promote events that deliver social , environmental and economic benefits for communities | MTCA, TTL, DTCT, TTAL, MSCD, Regional Corporations, THA – DCDEDL | Y1-Y2 |
| | | 11.4.2 | Equip and strengthen community event owners / creators with the capacity to facilitate the execution of the community tourism events aimed at increasing event sustainability and capability | MTCA, TTL, DTCT, TTAL, MSCD, Regional Corporations, event stakeholders | Y1-Y3 |
| | | 11.4.3 | Develop a mechanism to support and promote quality local and artisan food and drink, arts and craft and provide visitors with locally sourced products | MTCA, TTL, DTCT, TTAL, Other relevant agencies | Y1-Y2 |
| 11.5 | Create and support major national events that engender tourism in accordance with policies with prescribed criteria | 11.5.1 | Develop strategic partnerships with event organisers to plan and deliver coordinated national events | MTCA, TTL, DTCT, TTAL, MSCD, event stakeholders | Y2-Y5 |
| | | 11.5.2 | Build capacity among event bidders and others involved in hosting international events locally and provide support to facilitate successful execution of events that engender tourism | MTCA, TTL, DTCT, TTAL, THA, MSCD, event stakeholders | Y2-Y5 |

| 12 | Strategic Area: Technology Platforms | | | | |
|------|---|--------|---|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 12.1 | Foster cross-sector and inter-Ministerial collaboration to harmonise and implement ICT regulations and policies, that are relevant to the tourism sector | 12.1.1 | Partner with the relevant agencies to identify ICT regulations and policies relevant to tourism and review as necessary with a view to providing improved service delivery and enhanced business processes | MPADT, MTCA, and other relevant Ministries and Agencies | Y1-Y3 |
| | | 12.1.2 | Develop MOUs to guide collaboration on shared projects | MPADT, MTCA, and other relevant Ministries and Agencies | Y2-Y3 and ongoing |
| 12.2 | Adopt appropriate technology for acquiring visitor information, such as electronic immigration cards and contactless data acquisition at airport and seaports, to enable real-time access to data | 12.2.1 | Evaluate existing and emerging technologies to determine their suitability for the Trinidad and Tobago tourism context, bearing in mind the need for limiting contact with persons or surfaces in a post COVID-19 world | MTCA, THA, DTCT, TTL, TTAL, MPADT, Immigration Div. | Y1-Y2 |
| | | 12.2.2 | Update policies and legislation as required to enable the use of these technologies | MTCA, THA, AGLA, MPADT | Y2-Y6 |
| | | 12.2.3 | Acquire the most suitable technologies and train relevant stakeholders in their use to facilitate implementation | MTCA, THA, DTCT, TTL, TTAL, MPADT, Immigration Div. | Y5-Y8 |

| 12 Strategic Area: Technology Platforms | | | | | |
|---|--|--------|--|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 12.3 | Optimise the use of big data and analytics to inform tourism planning and development | 12.3.1 | Acquire and integrate suitable technology for <u>accessing, managing and storing big data</u> for tourism purposes | MTCA, THA, CSO, MPADT | Y1 -Y2 |
| | | 12.3.2 | Acquire and integrate suitable technology for <u>analysing big data</u> for tourism purposes, including advanced analytics such as artificial intelligence | MTCA, THA, CSO, MPADT | Y2-Y4 and ongoing |
| | | 12.3.3 | Ensure that highly skilled and trained staff are available to utilise and maintain acquired big data and analytics technology | MTCA, DTCT, TTL, TTAL, Regional Corporations | Y2-ongoing |
| | | 12.3.4 | Integrate insights from data analytics into tourism planning documents and decision-making processes | MTCA, DTCT, TTL, TTAL | Y2-ongoing |
| 12.4 | Create opportunities for new technologies and innovation in tourism by partnering with tertiary education institutions, through Memoranda of Understanding | 12.4.1 | Engage stakeholders to identify existing tourism challenges that can be solved by new, tailor-made technologies and innovation | MTCA, THA, Regional Corporations, Tourism Stakeholders | Y2-Y3 |
| | | 12.4.2 | Engage and partner with tertiary education institutions to develop new technologies through mutually beneficial agreements | MTCA, THA, MPADT, tertiary education institutions | Y3-Y6 and ongoing |

| 12 Strategic Area: Technology Platforms | | | | | |
|---|---|--------|--|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 12.5 | Utilise technology and innovation at tourist sites and attractions to increase safety, manage visitor access and control overcrowding | 12.5.1 | Evaluate existing and emerging technologies with a view to acquisition with respect to: increasing safety, managing visitor access and controlling overcrowding at tourist sites and attractions | MTCA, THA, MPADT, TTL, TTAL, Regional Corporations | Y1-Y3 |
| | | 12.5.2 | Redesign spaces and processes, as necessary, to accommodate the use of the acquired technologies | MTCA, TTL, TTAL, Regional Corporations, private sector | Y3-Y5 |
| | | 12.5.3 | Train relevant stakeholders in the use of these technologies to facilitate implementation | MTCA, THA, DTCT, TTL, TTAL, Regional Corporations | Y2 - Y10 |
| 12.6 | Encourage the use of technology (such as online transactions and contactless payment) to enhance efficiency within tourism businesses, and the visitor experience | 12.6.1 | Identify the types of technology most suited to the various contexts within the tourism value chain, considering those technologies already in use in source markets | MTCA, THA, MPADT, TTL, TTAL, | Y1-Y2 |
| | | 12.6.2 | Demonstrate how stakeholders along the tourism value chain can integrate appropriate technology into their operations and drive competitiveness | MTCA, DTCT, TTL, TTAL, Regional Corporations | Y2-Y10 |

| 12 Strategic Area: Technology Platforms | | | | | |
|---|--|--------|---|--|--------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 12.7 | Promote knowledge transfer and strengthen digital competencies particularly among MSMEs and regional governance bodies | 12.7.1 | Partner with relevant agencies and organisations to provide training for stakeholders on a range of digital technologies | MTCA, THA, DTCT, TTL, TTAL, MPADT, private sector | Y1-Y2 |
| | | 12.7.2 | Provide technical support to regional governance bodies to facilitate the uptake of new technologies | MTCA, THA, DTCT, MRDLG, Regional Corporations | Y2-Y4 |
| | | 12.7.3 | Encourage the development of mentorship arrangements within associations to facilitate hands-on experience with utilising new technologies | MTCA, DTCT, TTL, TTAL, Regional Corporations, Tourism Associations | Y1-Y5 |
| 12.8 | Encourage technologies which contribute to the development of a smart destination with smart mobility and connectivity | 12.8.1 | Utilise international and other related industry standards to identify suitable smart technologies | MTCA, MPADT, MPD, MRDLG, MOWT | Y3-Y10 |
| | | 12.8.2 | Partner with tertiary education institutions and relevant Government Agencies to determine the technologies best suited to local implementation and the requisite institutional and infrastructural support framework | MTCA, MPADT, MPD, MRDLG, MOWT, tertiary education institutions | Y3-Y5 |
| | | 12.8.3 | Support the transformation of tourism related buildings in order to meet LEED Certification criteria | MTCA, TCPD, EMA | Y5-Y10 and ongoing |

| 13 Strategic Area: Education and Training | | | | | |
|---|---|--------|---|---|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 13.1 | Institute measures to strengthen the vertical linkages between the tourism industry, government and educational institutions, with a focus on a curriculum responsive to the industry's evolving HR needs (non-degree, undergraduate and post graduate) | 13.1.1 | Develop an overarching guidance policy and collaborative mechanism to steer the development of the tourism sector's human resources | MTCA, THA, MOE, NTA, MOLSED, TTL, TTAL, Registered & Accredited Training Institutions, Private Sector | Y1-Y2 |
| | | 13.1.2 | Pursue the infusion of tourism into the curricula at the primary and secondary school levels and also advocate for increased offering of Tourism as a subject at the secondary school (CAPE) level. | MTCA, MOE | Y1-Y4 |

| 13 Strategic Area: Education and Training | | | | | |
|---|---|--------|---|---|-------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 13.2 | Pursue the development and delivery of integrated educational programmes and internship placements at locally-approved tourism and hospitality businesses. Efforts will be made to secure regional and international internships where feasible | 13.2.1 | Develop integrated educational programmes to provide better linkages between programme content and industry practice/ needs | MTCA, THA, DTCT, TTL, TTAL, Tertiary and post-secondary education institutions, private sector. | Y1-Y2 |
| | | 13.2.2 | Initiate and expand internship programmes and opportunities within tourism services sector organisations | MTCA, THA, DTCT, TTL, TTAL, private sector | Y1 -ongoing |
| | | 13.2.3 | Publicise regional and international internship opportunities for students through linkages with renowned organisations in which the Ministry is a member (e.g. CTO, UNWTO, etc.) | MTCA, THA, DTCT, TTL, TTAL | Y1-ongoing |
| | | 13.2.4 | Encourage the development of volunteer opportunities at tourism and hospitality business | MTCA, THA, DTCT, TTL, TTAL, private sector | Y1-ongoing |
| 13.3 | Encourage state-owned branded hotel properties to assign Trinidad and Tobago graduates/nationals to their overseas affiliated properties to obtain global experience in key areas of culinary and hospitality management | 13.3.1 | Lobby for the development of graduates / nationals through international job opportunities. | MTCA, THA, UDeCOTT, eTECK | Y2-Y4 |

| 13 Strategic Area: Education and Training | | | | | |
|---|---|--------|---|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 13.4 | Pursue the establishment of agency-to-agency horizontal linkages between government and industry to facilitate work based competence and job placement for Tourism and Hospitality graduates through the national On-the-Job Training (OJT) Programme and Associate Professional (AP) Programme | 13.4.1 | Utilise OJT and AP programmes with a view to developing workforce competence and a cadre of employable candidates in the sector | MTCA, MOLSED, TTL, THA-DTCT, TTAL | Y2-ongoing |
| | | 13.4.2 | Incentivise the OJT and AP programmes for the tourism sector in order to increase private sector involvement | MTCA, MOE, TTL, THA-DTCT, TTAL | Y2-ongoing |
| 13.5 | Promote the accreditation of local higher-education or technical institutions, which offer relevant certification in tourism and hospitality to ensure that students gain regional and international recognition from Caribbean and international agencies | 13.5.1 | Engage local higher-education or technical institutions which offer relevant certification in tourism and hospitality and provide support to those that actively pursue accreditation | MTCA, ACTT, local higher-education or technical institutions | Y2-Y4 |
| 13.6 | Establish and maintain a register of Trinidad and Tobago nationals with relevant qualifications and experience in the areas of Tourism and Hospitality Management, in order to readily identify suitable candidates for employment opportunities | 13.6.1 | Develop a system to capture, track and maintain information on Trinidad and Tobago tourism professionals | MTCA, local higher-education or technical institutions | Y2-Y4 |
| 13.7 | Require personnel engaged in visitor contact and customer service activities to complete approved customer care and destination product management certification, training and re-training, where necessary | 13.7 | Systematically identify and assess key points of service contact and close service quality delivery gaps by training and upskilling service sector personnel | TTL, TTAL, relevant agencies and stakeholders | Y2-Y5 |

| 13 Strategic Area: Education and Training | | | | | |
|---|---|------|---|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 13.8 | Initiate and develop tourism public education and awareness campaigns and programmes which can improve attitudes and behaviours towards tourism and which leads to an understanding of the importance of tourism to the economic, social and environmental development of the country | 13.8 | Conduct national attitudinal and behavioural surveys on tourism and use the results to customise strategic interventions to make positive changes in the population | MTCA, THA, TTL, TTAL, relevant agencies and stakeholders | Y1-Y5 and ongoing |

| 14 Strategic Area: Standards and Quality | | | | | |
|--|---|--------|---|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 14.1 | Support the development and implementation of national, regional and international standards for the tourism sector | 14.1.1 | Establish national standards for the tourism sector | MTCA, TTBS, THA, TTL, TTAL | Y1-Y5 |
| | | 14.1.2 | Develop public awareness and education programmes on the role of national, regional and international standards in the tourism sector | MTCA, TTBS, THA, TTL, TTAL, Stakeholders | Y2-Y5 |

| 14 Strategic Area: Standards and Quality | | | | | |
|--|--|--------|---|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 14.2 | Develop and implement a licensing scheme or similar mechanism to apply to all tourism operators | 14.2.1 | Conduct an assessment of various licensing schemes to determine the best regulatory option for the tourism sector and an appropriate pathway for its implementation | MTCA, THA, TTBS, Stakeholders | Y2-Y3 |
| | | 14.2.2 | Examine the legal and regulatory frameworks within Trinidad and Tobago that have an impact on the tourism sector | MTCA, TTBS, THA, TTL, TTAL, AGLA | Y2-Y3 |
| | | 14.2.3 | Determine the efficacy of the Trinidad and Tobago Tourism Industry Certification (TTTIC) Programme | MTCA, TTBS, THA, TTL, TTAL | Y1-Y3 |
| | | 14.2.4 | Implement an appropriate licensing and regulatory mechanism for the tourism sector | MTCA, TTBS, THA, TTL, TTAL | Y3-Y6 |
| 14.3 | Ensure tourism products are developed in accordance with appropriate national, regional and international standards for the tourism sector | 14.3.1 | Prioritise the development of standards to guide the development of tourism products | MTCA, THA, TTL, TTAL, TTBS | Y1-Y3 |
| | | 14.3.2 | Provide support for stakeholders to facilitate the adoption of product development standards | MTCA, THA, TTL, TTAL, TTBS, Regional Corporations | Y1-Y6 and ongoing |

| 14 Strategic Area: Standards and Quality | | | | | |
|--|--|--------|---|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 14.4 | Adopt and implement quality assurance programmes which can include certification programmes for the tourism sector | 14.4.1 | Examine and prioritise regional and international tourism certification programmes for consideration of adoption and adaptation | MTCA, TTBS, THA, TTL, TTAL | Y1-Y2 |
| | | 14.4.2 | Align quality assurance programmes with the policy objectives articulated in the National Quality Policy of Trinidad and Tobago | MTCA, TTBS, THA, TTL, TTAL | Y1-Y3 |
| | | 14.3.3 | Design and develop public education and awareness campaigns for roll-out of quality assurance and certification programmes for the tourism sector | MTCA, TTBS, THA, TTL, TTAL, Stakeholders | Y3-Y4 |

| 15.1 Strategic Area: Climate Resilience | | | | | |
|---|--|----------|--|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.1.1 | Determine the impact of climate change on Trinidad and Tobago's tourism sector, as well as the sector's contribution to climate change, in order to set developmental priorities for adaptation and mitigation | 15.1.1.1 | Assess the impact of climate change throughout the tourism sector to determine vulnerable groups and communities | MTCA, THA, MPD, MOWT, relevant stakeholders | Y2-Y3 |
| | | 15.1.1.2 | Assess the contribution of the tourism sector to climate change to determine the greatest contributors | MTCA, THA, MPD, relevant stakeholders | Y2-Y3 |
| | | 15.1.1.3 | Prioritise activities based on vulnerability and the potential for reducing overall climate change contributions | MTCA, THA, MPD, relevant agencies and stakeholders | Y3 |

| 15.1 Strategic Area: Climate Resilience | | | | | |
|---|--|----------|--|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.1.2 | Support the elaboration and implementation of climate mitigation and adaptation strategies that provide for the development of a resilient, climate smart tourism destination and which align with the policies of the National Climate Change Policy (2011) and the Caribbean Community Climate Change Centre (CCCCC) | 15.1.2.1 | Partner with the relevant agencies to develop climate change mitigation and adaptation strategies for the tourism sector | MTCA, THA, MPD, MOWT, relevant agencies and stakeholders | Y3-Y4 |
| | | 15.1.2.2 | Train tourism stakeholders to incorporate climate change mitigation and adaptation strategies into their infrastructure and processes and encourage them to adopt these measures | MTCA, THA, MPD, relevant agencies and stakeholders | Y4-Y6 and ongoing |
| | | 15.1.2.3 | Incorporate and apply climate change mitigation and adaptation measures at state-managed tourism sites and attractions | MTCA, THA, MPD, relevant Ministries and agencies | Y4-Y6 and ongoing |
| 15.1.3 | Encourage investment initiatives that support climate resilience and mitigation in the tourism sector, including investments in nature-based solutions | 15.1.3.1 | Make provisions for special considerations for investment projects which contribute to climate change mitigation and adaptation, including nature-based solutions | MTCA, THA | Y1-Y3 and ongoing |
| | | 15.1.3.2 | Facilitate access to funding by tourism stakeholders for climate change mitigation and adaptation strategies | MTCA, THA, MPD | Y3-Y6 and ongoing |

| 15.1 Strategic Area: Climate Resilience | | | | | |
|---|--|----------|--|----------------------|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.1.4 | Conduct public education and awareness programmes on climate change mitigation and adaptation within the tourism context | 15.1.4.1 | Develop engaging and targeted content on climate change mitigation and adaptation within the tourism sector | MTCA, THA, TTL, TTAL | Y1-Y3 and ongoing |
| | | 15.1.4.2 | Design and execute climate change campaigns which target various groups within society, including youth, women, coastal communities and other key stakeholders | MTCA, THA, TTL, TTAL | Y1-Y4 and ongoing |

| 15.2 Strategic Area: Disaster Risk Management for the Tourism Sector | | | | | |
|--|---|----------|---|---|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.2.1 | Institutionalise collaboration among key agencies responsible for emergency management from a tourism perspective through the establishment of a Tourism Emergency Management Committee | 15.2.1.1 | Establish a nationally coordinated inter-agency committee - Tourism Emergency Management Committee (TEMC) | MTCA, THA, MRDLG, MOWT, MPADT, ODPM, TTMS, CTO, CDEMA, MOH, relevant Ministries | Y2-Y3 |

| 15.2 Strategic Area: Disaster Risk Management for the Tourism Sector | | | | | |
|--|--|----------|---|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.2.2 | Establish a national Disaster Risk Management (DRM) emergency response plan supported by a crisis communication plan and contingency plan for the tourism sector | 15.2.2.1 | Facilitate the effective management of natural and man-made disasters through the development of a comprehensive DRM plan along with simulation exercises | MTCA, THA, MRDLG, MOWT, MPADT, ODPM, TTMS, CTO, CDEMA, relevant Ministries | Y3-Y5 |
| | | 15.2.2.2 | Examine and adopt disaster risk reduction strategies that are aligned to the Sendai Framework (2015-2030) for the tourism sector | MTCA, THA, MRDLG, MOWT, ODPM, TTMS, CTO, CDEMA, relevant Ministries | Y4-Y5 |
| 15.2.3 | Develop resources and tools to support the implementation of the national DRM emergency response plan | 15.2.3.1 | Develop a GIS tool for identifying potential high-risk tourism sites and attractions, communities and other tourism clusters | MTCA, THA, MRDLG, MOWT, MPADT, relevant Ministries | Y5-Y7 |
| | | 15.2.3.2 | Develop a tool (e.g. an app) to facilitate effective communication with visitors and other tourism stakeholders, in accordance with the crisis communication plan | MTCA, THA, MRDLG, MPADT, relevant Ministries | Y5-Y7 |
| | | 15.2.3.3 | Develop a resource (e.g. a digital handbook) for disseminating the DRM emergency response plan (or sub-sets thereof) in a user friendly format | MTCA, MPADT, DTCT | Y5-Y6 |

| 15.2 Strategic Area: Disaster Risk Management for the Tourism Sector | | | | | |
|--|--|----------|--|---|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.2.4 | Support the development of disaster risk management and business continuity plans for tourism facilities and operators | 15.2.4.1 | Develop a business continuity plan for MTCA and disaster risk management plans for facilities managed by the Ministry | MTCA, DTCT | Y1-Y3 |
| | | 15.2.4.2 | Provide training in multi-hazard risk management and planning for tourism stakeholders | MTCA, DTCT, relevant stakeholders | Y1-Y4 |
| 15.2.5 | Support the implementation of disaster risk management recovery projects | 15.2.5.1 | Partner with regional and international agencies to secure support for disaster risk management recovery projects | MTCA, THA, MFCA, relevant regional and international agencies | Y2-ongoing |
| | | 15.2.5.2 | Identify opportunities for capacity building through established regional and international bilateral and multi-lateral agreements | MTCA, THA, relevant regional and international agencies | Y2-ongoing |
| | | 15.2.5.3 | Identify funding opportunities to support disaster risk recovery projects | MTCA, THA, relevant regional and international agencies | Y2-ongoing |
| 15.2.6 | Facilitate access by tourism stakeholders to various forms of financial instruments in the event of a loss | 15.2.6.1 | Identify financial instruments which are available in the event of a loss and advise stakeholders of same | MTCA, THA, MOF, MSDFS | Y2-ongoing |
| | | 15.2.6.2 | Provide technical support to tourism stakeholders seeking access to these financial instruments | MTCA, DTCT | Y2-ongoing |

| 15.2 Strategic Area: Disaster Risk Management for the Tourism Sector | | | | | |
|--|--|----------|---|-----------------------|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.2.7 | Conduct public outreach and education programmes on disaster risk management in vulnerable communities/ groups | 15.2.7.1 | Identify and categorise vulnerable communities/ groups within the tourism context and deliver targeted DRM education programmes | MTCA, DTCT, TTL, TTAL | Y2-Y6 |
| | | 15.2.7.2 | Promote investing in disaster risk reduction best practices that support resiliency in the tourism sector post natural hazard or disaster | MTCA, DTCT, TTL, TTAL | Y2-ongoing |

| 15.3 Strategic Area: Environmental Sustainability | | | | | |
|---|--|----------|--|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.3.1 | Promote and pursue the adoption of sustainable practices in the planning of tourism projects | 15.3.1.1 | Develop a list of sustainability considerations which must be addressed in proposals for internal tourism projects as well as external projects submitted for government support (financial or otherwise) | MTCA, DTCT | Y1-Y2 |
| | | 15.3.1.2 | Identify the potential threats that tourism development within Tourism Zones may pose to terrestrial, freshwater (inland), coastal and marine ecosystems, from a broader planning perspective and partner with relevant agencies to develop a plan to mitigate these impacts | MTCA, DTCT, MPD, Regional Corporations | Y2-Y3 |

| 15.3 Strategic Area: Environmental Sustainability | | | | | |
|---|--|----------|--|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.3.2 | Encourage responsible, efficient and sustainable use of resources, including water and energy conservation, within tourism operations and businesses | 15.3.2.1 | Provide training for tourism stakeholders on the responsible, efficient and sustainable use of resources | MTCA, THA, DTCT, TTL, TTAL, EMA, EPPD | Y1-Y4 |
| | | 15.3.2.2 | Integrate the responsible, efficient and sustainable use of resources into state-led tourism projects, where applicable | MTCA, THA, DTCT, TTL, TTAL, Regional Corporations | Y2-Y4 and ongoing |
| 15.3.3 | Encourage sustainable waste management initiatives across tourism sites and attractions, as well as other tourism businesses and operators | 15.3.3.1 | Provide training for tourism stakeholders on sustainable waste management | MTCA, THA, DTCT, TTL, TTAL, EMA, EPPD | Y1-Y4 |
| | | 15.3.3.2 | Integrate sustainable waste management initiatives into state-led tourism projects, where applicable | MTCA, THA, DTCT, TTL, TTAL, Regional Corporations | Y2-Y4 and ongoing |
| | | 15.3.3.3 | Endorse tourism projects which include sustainable waste management initiatives | MTCA, DTCT, TTL, TTAL | Y2-Y4 and ongoing |
| 15.3.4 | Pursue the integration, provision and use of incentives that encourage the adoption of sustainable practices within the tourism industry | 15.3.4.1 | Revise incentives to allow for special consideration/preference for tourism projects which integrate sustainable practices into their operations | MTCA | Y1-Y3 |
| | | 15.3.4.2 | Endorse tourism projects which include strategies for the responsible, efficient and sustainable use of resources | MTCA, DTCT, TTL, TTAL, Regional Corporations | Y3-Y4 |

| 15.3 Strategic Area: Environmental Sustainability | | | | | |
|---|---|----------|---|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 15.3.5 | Ensure tourism development is carried out in compliance with national, regional and international regulations and standards to reduce its impact on the environment | 15.3.5.1 | Identify and inform stakeholders about appropriate environmental standards which apply to the tourism sector | MTCA, DTCT, EMA, EPPD, TTBS, TTL, TTAL, Regional Corporations | Y2-Y3 |
| | | 15.3.5.2 | Provide technical support to stakeholders in attaining national, regional and international certification | MTCA, DTCT, TTL, TTAL, Regional Corporations | Y2-ongoing |
| | | 15.3.5.3 | Collaborate with relevant agencies to ensure that proposed development is in compliance with appropriate national, regional and international regulations and standards | MTCA, DTCT, EMA, EPPD, TTBS, TTL, TTAL, Regional Corporations | Y2-ongoing |
| 15.3.6 | Support the sustainable management, restoration and protection of terrestrial, freshwater (inland), coastal and marine ecosystems, as key elements of the tourism product | 15.3.6.1 | Conduct training for tourism stakeholders on tourism management practices which limit negative impacts on surrounding ecosystems | MTCA, DTCT, EMA, EPPD, TTBS, TTL, TTAL, Regional Corporations | Y2-Y4 |
| | | 15.3.6.2 | Partner with relevant agencies to execute projects which contribute to the restoration and protection of terrestrial, freshwater (inland), coastal and marine ecosystems | MTCA, DTCT, EMA, EPPD, MWT, TTL, TTAL, Regional Corporations, WASA | Y3-Y7 and ongoing |
| | | 15.3.6.3 | Collaborate with the relevant agencies to provide technical assistance to NGOs/CBOs/ civil societies for proposal development and capacity building as it relates to the sustainable management, restoration and protection of ecosystems | MPD, MRDLG, DIQE, DFPDD, EMA, IMA, UWI, CEDEMA, FAOTT, UNDPTT | Y2 and ongoing |

| 16 Strategic Area: Marketing, Research and Planning | | | | | |
|---|--|--------|---|--|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 16.1 | Integrate technology into marketing strategy for data collection, trend analysis and prediction, and execution of targeted marketing activities | 16.1.1 | Design data collection strategies which leverage existing and emerging technologies | MTCA, DTCT, TTL, TTAL | Y1 |
| | | 16.1.2 | Integrate technology into processes for trend analysis and prediction | MTCA, DTCT, MPADT, TTL, TTAL | Y2-Y4 and ongoing |
| | | 16.1.3 | Utilise technology for planning (targeting), executing and monitoring marketing activities | MTCA, DTCT, TTL, TTAL | Y2-ongoing |
| 16.2 | Improve the collection, range, quality and comparability of tourism data to provide indicators that are more harmonised with local needs and regional and international reporting, in order to improve monitoring and inform the development of the tourism sector | 16.2.1 | Clearly identify the data requirements of the tourism industry to satisfy local needs and regional and international reporting | MTCA, DTCT, TTL, TTAL | Y1 |
| | | 16.2.2 | Partner with stakeholders in designing and executing data collection strategies to ensure that all relevant, useful, real-time data is captured | MTCA, DTCT, TTL, TTAL, relevant stakeholders | Y2-Y4 and ongoing |
| | | 16.2.3 | Institutionalise processes for continuous monitoring of data collected for real-time access | MTCA, DTCT, TTL, TTAL | Y2-Y4 and ongoing |
| | | 16.2.4 | Analyse data at suitable intervals to enable the results of such analyses to be utilised to improve existing strategies and inform future ones (e.g. for identifying high yield and sustainable target markets) | MTCA, DTCT, TTL, TTAL | Y1-ongoing |
| | | 16.2.5 | Make data and analyses available to stakeholders to enable informed decision-making | MTCA, DTCT, TTL, TTAL, relevant stakeholders | Y1-ongoing |

| 16 Strategic Area: Marketing, Research and Planning | | | | | |
|---|---|--------|---|---|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 16.3 | Ensure that marketing strategy is based on research, market intelligence, analytics, advanced targeting and close collaboration with local stakeholders, bearing in mind the regional approach and niche segments | 16.3.1 | Conduct research and analysis, which includes local stakeholder engagement, prior to developing marketing strategy (including positioning and brand identity) | MTCA, DTCT, TTL, TTAL, relevant stakeholders | Y1-ongoing |
| | | 16.3.2 | Use the results of ongoing research and data analyses to revise and effect marketing strategies, as appropriate | MTCA, DTCT, TTL, TTAL | Y1-ongoing |
| | | 16.3.3 | Stratify marketing strategy based on regional and niche tourism perspectives (including clusters) | TTL, TTAL | Y1-ongoing |
| 16.4 | Ensure the consistency of communications and place/ destination brand identity messages across all platforms | 16.4.1 | Develop communication guidelines, including brand guides and make guidelines readily available to stakeholders, as appropriate | MTCA, DTCT, TTL, TTAL, Regional Corporations | Y2-Y3 |
| | | 16.4.2 | Utilise and prioritise various types of platforms for dissemination of approved messages | MTCA, DTCT, TTL, TTAL, Regional Corporations, relevant stakeholders | Y3-ongoing |
| 16.5 | Pursue greater efficiency and effectiveness through joint marketing initiatives for Trinidad and Tobago, where appropriate | 16.5.1 | Identify opportunities for collaboration and cooperation between public and private sectors in joint marketing strategies | TTL, TTAL | Y1-ongoing |
| | | 16.5.2 | Develop MOUs and similar arrangements to facilitate cooperation on joint initiatives | TTL, TTAL | Y1-Y2 |

| 16 Strategic Area: Marketing, Research and Planning | | | | | |
|---|---|--------|--|----------------------------|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 16.6 | Ensure that data collection mechanisms are instituted, for both the air bridge and sea bridge, for the collection of inter-island visitor data (domestic and international) between the two islands | 16.6.1 | Develop a mechanism for collecting inter-island visitor data in a way that distinguishes between inter-island commuters, domestic tourism and movement of international visitors between the two islands | MTCA, THA, AATT, PATT, CAL | Y1-Y3 |
| | | 16.6.2 | Use this information to inform decision-making | MTCA, THA, TTL, TTAL | Y3-ongoing |

| 17 Strategic Area: Taxation, Revenue Generation and Funding | | | | | |
|---|---|--------|--|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 17.1 | Develop a flexible mechanism to reinvest revenues collected from the tourism sector | 17.1.1 | Engage the Ministry of Finance to explore possibilities for the reinvestment of a portion of taxes collected from the tourism sector to be used for marketing purposes | MOF, MTCA, THA, TTL, TTAL, AGMLA | Y2-Y4 |
| 17.2 | Monitor and evaluate the impact of tourism-related taxes on the sector to ensure that they meet national development objectives, and positively impact the destinations' competitiveness, attractiveness and sustainability | 17.2.1 | Commission appropriate studies on the impact of taxes on competitiveness of the destination with a view to continuous improvement | MTCA, DTCT, TTL, TTAL | Y2-Y4 and ongoing |
| | | 17.2.2 | Revise tourism-related taxes as needed to ensure they are meeting their stated objectives | MTCA, DTCT, TTL, TTAL, MOF, AGMLA | Y3-ongoing |
| 17.3 | Identify and inform stakeholders of opportunities for funding of tourism projects/activities available through private, local and international sources | 17.3.1 | Develop and maintain a publicly available database identifying tourism initiative funding sources | MTCA, THA, TTL, TTAL, CTO, UNWTO, ACS, Other Ministries, and stakeholders | Y2-Y4 and ongoing |

| 17 Strategic Area: Taxation, Revenue Generation and Funding | | | | | |
|---|--|--------|---|---|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 17.4 | Foster opportunities for public private partnerships (PPPs) | 17.4.1 | Encourage the use of PPPs for the development of the tourism sector by advocating among relevant state agencies | MTCA, relevant state agencies, private sector | Y2-Y4 |
| | | 17.4.2 | Develop a structure for the approval of PPPs for the Tourism Sector | MOF, MTCA, THA, TTL, TTAL, Other Ministries | Y1-Y2 |
| 17.5 | Use a combination of fiscal incentives: tax holidays, investment tax credits, and tax exemptions to stimulate and boost investment in the tourism sector | 17.5.1 | Promote the use of fiscal incentives as detailed in the revised Optimal Suite of Tourism Incentives | MTCA, MOF, THA, TTL, TTAL, InvesTT | Y1-Y5 |
| | | 17.5.2 | Strengthen and capacitate stakeholders ability to access these fiscal incentives | MTCA, MOF, THA, TTL, TTAL, InvesTT | Y1-Y5 |

| 18 Strategic Area: Border Control, Frontier Reception, National Security and Public Safety | | | | | |
|--|--|--------|---|--|------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 18.1 | Implement policies and practices that enable greater traveller mobility and confidence while maintaining or enhancing security and border integrity in adherence to national and international protocols | 18.1.1 | Comprehensively review the existing policies and practices that impact upon passenger movement into Trinidad and Tobago with a view to making these more traveller friendly | MTCA, THA, Immigration Div., AATT, Customs & Excise Div., PATT, AGLA | Y1-Y3 |

| 18 Strategic Area: Border Control, Frontier Reception, National Security and Public Safety | | | | | |
|--|---|--------|---|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 18.2 | Pursue the adoption of ICT throughout the processes and procedures at all Ports of Entry for travellers | 18.2.1 | Comprehensively review the existing policies that impact upon the sharing of data and information of persons entering into Trinidad and Tobago | MTCA, THA, Immigration Div., AATT, Customs & Excise Div., PATT, MPADT | Y1-Y3 |
| | | 18.2.2 | Encourage the adoption of ICT throughout the processes and procedures at all Ports of Entry to improve efficiency in collecting, accessing and processing information | MTCA, THA, Immigration Div., AATT, Customs & Excise Div., PATT, MPADT | Y2-Y4 |
| 18.3 | Pursue harmonisation of local, regional and international standards in relation to health, safety and security of visitors to the destination | 18.3.1 | Systematically review, adopt and adapt regional and international standards that address health, safety and security | MTCA, TTBS, THA, MOH, other international and regional bodies | Y1-Y3 and ongoing |
| | | 18.3.2 | Develop and maintain proactive, effective, collaborative committees to address issues of health, safety and security that can affect travellers | MTCA, THA, MNS, MOH | Y1-Y3 and ongoing |

18 Strategic Area: Border Control, Frontier Reception, National Security and Public Safety

| | Policy Statement | | Strategies | Key Agencies | Time-frame |
|------|---|--------|---|---|------------|
| 18.4 | Adopt the Tourism Health Information, Monitoring and Response System of the Caribbean Public Health Agency (CARPHA) | 18.4.1 | Strategically publicise the THMRS (particularly its component parts) to stakeholders with a view to sector acceptance and adoption | MTCA, CARPHA, TTL, DTCT, TTAL, MOH, DHWFD | Y1-Y3 |
| | | 18.4.2 | Secure the applicable resources to allow the THMRS to be a sustainable initiative for Trinidad and Tobago | MTCA, CARPHA, TTL, DTCT, TTAL, MOH, DHWFD, Tourism Stakeholders | Y1-ongoing |
| | | 18.4.3 | Institutionalise the THMRS into the Ministry responsible for Tourism and the DMOs for Trinidad and Tobago | MTCA, TTL, DTCT, TTAL | Y1-ongoing |
| 18.5 | Seek to promulgate a positive, safe destination image in the international arena | 18.5.1 | Establish a Travel and Tourism Health and Safety Committee with a wide cross section of public and private stakeholders | MTCA, MFCA, MNS, TTL, THA, TTAL | Y1-Y2 |
| | | 18.5.2 | Develop strategies to address negative messages including travel advisories about the destination | MTCA, MFCA, MNS, TTL, THA, TTAL | Y1-Y2 |
| | | 18.5.3 | Conduct outreach, awareness and sensitisation sessions with Embassies, High Commissions and Consulates to advise on strategies adopted to address visitors' safety and security | MTCA, MFCA, TTL, THA, TTAL | Y1-ongoing |

| 18 Strategic Area: Border Control, Frontier Reception, National Security and Public Safety | | | | | |
|--|---|--------|--|---|-------------------|
| | Policy Statement | | Strategies | Key Agencies | Time-frame |
| 18.6 | Pursue strategies for visa-free travel, visa waivers, multiple-entry visas and long stay visas to facilitate arrangements for multi-destination travel within the region and internationally and lengthy trips to the destination | 18.6.1 | Review visa requirements for various countries which may form part of new source markets to be targeted | MFCA, MTCA, THA | Y2-Y3 |
| | | 18.6.2 | Develop a revised policy for treating with travellers visiting on cruise ships from countries which have visa requirements to enter Trinidad and Tobago | MFCA, MTCA, Immigration Division | Y2-Y5 and ongoing |
| 18.7 | Create greater awareness amongst border security personnel on the importance of their role in developing a successful tourism product | 18.7.1 | Measure and report on the experience of travellers into the destination | MTCA, THA, TTL, TTAL, Immigration Div., AATT, Customs & Excise Div., PATT | Y1-ongoing |
| | | 18.7.2 | Sensitise border security personnel on their role to welcome visitors and improve the service experience of travellers at the first points of contact into Trinidad and Tobago | MTCA, THA, TTL, TTAL, Immigration Div., AATT, Customs & Excise Div., PATT | Y2-Y3 and ongoing |

a publication of



Government of the Republic of Trinidad and Tobago
Ministry of Tourism, Culture and the Arts