MINISTRY OF TOURISM

Sport Tourism Policy of Trinidad and Tobago

(DRAFT)

January 31, 2018
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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CARICOM</td>
<td>Caribbean Community</td>
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<tr>
<td>CSO</td>
<td>Central Statistical Office</td>
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<td>CTO</td>
<td>Caribbean Tourism Organization</td>
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<td>CPL</td>
<td>Caribbean Premier League</td>
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<td>F1</td>
<td>Formula One</td>
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<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GORTT</td>
<td>Government of the Republic of Trinidad and Tobago</td>
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<td>ICC</td>
<td>International Cricket Council</td>
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<td>ICT</td>
<td>Information and Communications Technology</td>
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<tr>
<td>MICE</td>
<td>Meetings, Incentives, Conventions, Exhibitions</td>
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<td>MSYA</td>
<td>Ministry of Sport and Youth Affairs</td>
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<tr>
<td>MOT</td>
<td>Ministry of Tourism</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>MSME</td>
<td>Micro, Small and Medium Enterprise</td>
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<td>NGB</td>
<td>National Governing Body</td>
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<td>NSO</td>
<td>National Sporting Organisation</td>
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<td>NTP</td>
<td>National Tourism Policy</td>
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<td>OSHA</td>
<td>Occupational Safety and Health Authority</td>
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<td>PGA</td>
<td>Professional Golfers’ Association</td>
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<td>RAN</td>
<td>Rugby Americas North</td>
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<td>SATD</td>
<td>Scholarships and Advanced Training Division</td>
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<td>SCOTT¹</td>
<td>Sport Commission of Trinidad and Tobago</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>SME</td>
<td>Small and Medium Enterprise</td>
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<td>SporTT</td>
<td>Sports Company of Trinidad and Tobago</td>
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<tr>
<td>TDC</td>
<td>Tourism Development Company Limited</td>
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<td>THA</td>
<td>Tobago House of Assembly</td>
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<td>THTI</td>
<td>Tobago Hospitality and Tourism Institute</td>
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<td>TTDMCL</td>
<td>Tourism Trinidad Destination Management Company Limited</td>
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<td>TTHTI</td>
<td>Trinidad and Tobago Hospitality and Tourism Institute</td>
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<td>UNWTO</td>
<td>United Nations World Tourism Organization</td>
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<td>USGA</td>
<td>United States Golf Association</td>
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<tr>
<td>UTT</td>
<td>University of Trinidad and Tobago</td>
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<tr>
<td>UWI</td>
<td>University of the West Indies</td>
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<tr>
<td>VRMS</td>
<td>Visitor Relations Management System</td>
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¹ The Sport Commission of Trinidad (SCOTT) replaces the Sports Company of Trinidad and Tobago (SporTT)
DEFINITION OF TERMS

**Domestic Tourist**
A person who travels to a region within the country in which he/she usually resides for the purpose of visiting, observing or supporting a local attraction, site or event.

**Foreign Direct Investment**
The net inflows of investment to acquire a lasting management interest (10 percent or more of voting stock) in an enterprise operating in an economy other than that of the investor. It is the sum of equity capital, reinvestment of earnings, other long-term capital, and short-term capital as shown in the balance of payments.²

**International Tourist**
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.

**National Governing Body**
A national governing body of/for sport, duly recognised (through the fulfilment of specified criteria) by the Ministry of Sport and Youth Affairs, as the representative body for the specific sporting discipline.³

**National Sporting Organisation**
A national sporting organisation is a representative body which is recognised as the representative organisation for a particular sporting discipline by the Ministry of Sport and Youth Affairs, but who however has not fulfilled all of the requisite requirements that have been prescribed in an effort to attain NGB status.⁴

**Sport**
All forms of physical activities which through casual or organized participation aim at improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels such as play, recreation, organized or competitive sport, and indigenous sports and games.⁵

**Sport Tourism**
Sport tourism includes all forms of active and passive involvement in sport, casually or in an organized way, for non-commercial or business/commercial reasons, that imply travelling away from home and work.

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² World Bank
³ Adopted from Trinidad and Tobago National Sport Policy Assessment Objective
⁴ Adopted from Trinidad and Tobago National Sport Policy Assessment Objective
Sport Tourist Individuals and/or groups of people who actively or passively participate in competitive or recreational sport, while travelling to and/or staying in places outside their usual environment (sport [being] the primary motivation of travel).\(^6\)

Stakeholder Individuals who have a vested interest in tourism 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.

Tourism 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).

Tourism Product 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.\(^7\)

Volunteerism The principle of donating time and energy for the benefit of other people in the community as a social responsibility rather than for any financial reward.\(^8\)

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PREFACE

The Government of the Republic of Trinidad and Tobago (GORTT) recognises that the tourism sector has the potential to contribute significantly to the economic and socio-cultural goals of the country. As part of its diversification efforts, the GORTT is committed to developing a sustainable travel and tourism industry, one that uses the cultural, historic, natural and recreational assets of the country to position Trinidad and Tobago as a unique and competitive tourism destination.

The development of a sport tourism policy has its genesis in the National Sport Policy, 2002 as well as the National Tourism Policy, (NTP) 2010 (Refer to Appendix I). These policies provide a framework for the development and growth of the sport tourism niche in Trinidad and Tobago. The NTP recommends the development of a range of niche tourism products to maximise the economic benefits of tourism. Sport tourism has been identified as providing a strong competitive advantage for Trinidad and Tobago given its ideal climate, quality sporting facilities, range of sporting activities, hosting capabilities and strong name recognition of Trinidad and Tobago’s sport ambassadors.

In 2015, the Government Policy Framework advocated the promotion of Trinidad and Tobago as an attractive location for major international sporting events and that the destination actively develop and promote Sport Tourism. In this regard, the Ministry of Tourism (MOT), the Ministry of Sport and Youth Affairs (MSYA) and the Tobago House of Assembly (THA) as well as the respective implementation agencies have collaborated to develop this sport tourism policy. The aim of the Policy is to facilitate the development and growth of an internationally competitive sport tourism niche in Trinidad and Tobago.

This policy is arranged as follows:

Section 1 provides an insight into the Sport Tourism industry.

Section 2 provides the global and regional trends of Sport Tourism.

Section 3 outlines the potential for Sport Tourism.

Section 4 identifies the key considerations in developing Sport Tourism.

Section 5 outlines the Sport Tourism Policy Framework, and includes the policy statement, vision, goals, objectives and outcomes.

Section 6 outlines the strategic objectives for Sport Tourism.

Sections 7 provides the desired outcomes for Sport Tourism.

Section 8 provides key success factors for a sustainable Sport Tourism niche.

Section 9 focuses on the Institutional and Regulatory Framework.
Section 10 outlines the proposed implementation of the Sport Tourism Policy.

Section 11 outlines the monitoring and evaluation component of the Sport Tourism Policy.
1. INTRODUCTION

Travel and Tourism is recognized as one of the world’s leading industries contributing significantly to Gross Domestic Product (GDP), employment, exports and taxes for both developed and developing countries. In recent years, growth in Travel and Tourism has not only outpaced the health care, finance, and automotive sectors but also surpassed that of the overall economy.\(^9\)

The development of a robust and resilient sport tourism sector requires a strong alliance between tourism and sport, the identification and establishment of linkages among various sectors of the economy, raising awareness of the benefits of sport tourism, detailed coordination and planning among key players, and building and strengthening the capacity to host successful sporting events.

Hosting successful sport tourism activities rely heavily on the accessibility and availability of adequate, well maintained infrastructure such as sporting facilities, accommodation, air and road transportation networks and other tourism ancillary facilities and services including food and beverage, entertainment and public safety. Apart from the media exposure and branding opportunities that staging successful high profile events afford a destination, sport tourism offers new revenue streams by stimulating economic activity in communities in which the events take place.

The benchmarking of successful sporting destinations and the adoption of mechanisms and strategies to improve the destination’s capacity to host successful events will be duly considered by the GORTT.

1.2 Sport Tourism Defined

While there is no single, agreed upon definition of what constitutes sport tourism, after reviewing several definitions proffered by various authors in this field, this Policy adopts the Standeven and De Knop definition of sport tourism, which states that:

“Sport tourism includes all forms of active and passive involvement in sport, casually or in an organized way, for non-commercial or business/commercial reasons, that imply travelling away from home and work”.\(^{10}\)

2. GLOBAL AND REGIONAL TRENDS IN SPORT TOURISM

According to the World Travel and Tourism Council (WTTC), Travel and Tourism grew by 3.1% in 2016.\(^{11}\) This growth corresponded to a global GDP contribution of US$7.6 trillion (10.2% of total) and the creation of 292 million jobs worldwide.\(^{12}\) During 2016, the number of international

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\(^{10}\) Joy Standeven and Paul De Knop, Sport Tourism (Champaign, IL: Human Kinetics, 1999), 12.


\(^{12}\) Ibid.
tourist arrivals reached 1,235 million, a 3.9% growth over the previous year. Direct GDP derived from Travel and Tourism is projected to grow by 3.8% in 2017 representing US$ 2.39 trillion, with investments expected to increase by 4.1%. Overall, by 2027, it is anticipated that the Travel and Tourism industry will account for an 11% growth in GDP and is expected to support 381 million jobs.

Travel for the purpose of participating in or viewing of a sporting activity is growing globally with $3.4 billion being generated in annual spending. According to the Canadian Sport Tourism Alliance, Canada derives US $5.2 billion annually from domestic and international sport tourists. This niche market is particularly valuable as it lends stability to the broader tourism sector during uncertain times. Sport Tourism is one of the fastest growing sectors in the tourism industry, generating an annual revenue of approximately US $600 billion. There is also the potential to stimulate other tourism areas, since there is a shift away from travel with the sole purpose of viewing live sports and towards combined trips, with MICE (Meetings, Incentives, Conventions, and Exhibitions) and leisure as part of the itinerary.

Similarly, sport tourism has accounted for increased growth in the Australian tourism industry, with sporting events driving the sector forward. The success of events such as the 2000 Sydney Olympics and the 2006 Commonwealth Games have helped position Australia as an international destination known for leisure tourism and sports participation. Additionally, the F1 Grand Prix, Australian Open, and cricket tournaments in Melbourne provide an annual experience to travellers through a combination of sport and sightseeing packages.

According to Yatra, over 9,000 Indians travelled to Australia during February and March to attend the 2015 ICC Cricket World Cup. PricewaterhouseCoopers reported that more than AUS $1.1 billion was generated from the 2015 ICC Cricket World Cup tournament co-hosted by Australia and New Zealand whilst AUS $855 million was generated solely from visitor spend. It was also estimated that 8,320 jobs were created and a total of 2 million hotel beds were occupied by visitors in both Australia and New Zealand. In addition, approximately 1,016,420 visitors attended the cricket matches with 145,000 being reported as international visitors.

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15 Ibid, 5.
16 Ibid, 1.
19 Ibid.
21 Ibid.
23 Ibid.
24 Ibid.
26 Cricket World Cup 2015 boosted local economies of Australia and New Zealand: Study, 2015
27 Ibid.
28 Ibid.
In 2011, sport tourism contributed an estimated £2.3 billion to the British economy, with 1.3 million tourists travelling to the United Kingdom that year to attend live sporting events.²⁹ Of these, 900,000 were football tourists spending a total of £706 million or an average of £785 per visitor during their visit.³⁰ The Office for National Statistics reported that 590,000 persons travelled to attend the 2012 London Olympic Games, spending an average of £1,290 over the course of their trip.³¹

Despite the threat of the Zika virus, the eventual hosting of the 2016 Rio Olympics, resulted in Mayor Eduardo Paes reporting that 1.17 million tourists visited Rio during the Olympic Games with the city experiencing a 94% increase in hotel occupancy rates and an increased average tourist spend of US $131.7 per day.³²

Within the Caribbean region, sport tourism is seen as a vital part of the tourism industry. The Caribbean Tourism Organisation (CTO) indicated that the Cricket World Cup held within the region in 2007, resulted in an estimated increase in visitor arrivals of 100,000 persons.³³ In addition, many islands, including Barbados, promote this form of tourism on their national website thereby encouraging visitors to make trips with this purpose in mind.³⁴ An Economic Impact Assessment conducted by the organisers of the Caribbean Premier League (CPL) reported that the 2016 CPL tournament generated US $20.4 million in visitor spend, up 31% from the previous year.³⁵ Additionally, the tourist boards of Barbados, St. Lucia, and Guyana each negotiated shirt sponsorship deals with their respective CPL franchises, resulting in significant gains in media value.³⁶³⁷

2.1 Trinidad and Tobago Trend in Sport Tourism

As stated in a 2014 CPL report, host countries of the multi-day tournament, which reached 65 million viewers via television, earned a total of US $168 million.³⁸ Of the 811 outbound non-nationals who were interviewed at the Piarco International Airport following the 2015 CPL T20,

³⁰ Ibid.
³⁶ Ibid.
³⁸ The Standing Committee for the Strategic and Sustainable Development of Tourism in Trinidad, Trinidad Tourism Sector Development, July 2016 p. 20
just over 11% had attended at least one of the CPL games, with some visiting Trinidad for that express purpose.\textsuperscript{39}

According to the Immigration Division of Trinidad and Tobago, in 2015 approximately 6,315 persons visited Trinidad and Tobago for the purpose of either participating in or attending a sporting event.\textsuperscript{40} This figure shows an increase of 6.4% over 2014’s figure of 5,936 arrivals.\textsuperscript{41} The latest statistics received have demonstrated a decline in arrivals by 6.7% for 2016, as 5,895 tourists indicated that they were visiting for sports and sport related activities.\textsuperscript{42} However, in examining the trend over the three-year period, the statistics have remained within a fairly consistent range.

Events like the Caribbean Premier League (CPL) T20, the Pan American Junior Track Cycling Championships, the Tobago International Cycling Classic and the Rugby Americas North (RAN) Rugby 7’s tournament, generate diverse and heterogeneous flows of travellers that may include fans, athletes, coaches, media, team personnel, parents and other family members. Similarly, local sport events are predominantly hosted within communities. Some of these events include but are not limited to the Trinidad and Tobago Pro League, T10 Community Cricket League (CCL), track and field, and hockey tournaments.

At present, there is a dearth of data available for sport tourism in Trinidad and Tobago and the data that is available only provides a partial picture of the potential for sport tourism at the destination. Research has to be conducted on existing and potential sport events, target markets for new and enhanced sport tourism packages, and sport segments that will yield the optimum return for the proposed investment. The Ministry of Tourism is currently engaged in the completion of a Tourism Baseline Survey which seeks to address this dearth of data in the tourism sector. Measures will be implemented in order to quantify the impact of sport tourism in Trinidad and Tobago. Based on the foregoing, the economic, environmental and social impact of sport tourism has to be ascertained as these may influence the type and nature of sporting events that should be considered at the destination.

3. THE POTENTIAL FOR SPORT TOURISM IN TRINIDAD AND TOBAGO

Trinidad and Tobago has the potential in terms of facilities to host local, regional and international sport events by having one of the highest densities of sport facilities in the English speaking Caribbean according to the Ministry of Sport and Youth Affairs (MSYA). The country has five multipurpose stadia (including the Dwight Yorke Stadium in Tobago), eight indoor sporting arenas, five 25m community swimming pools, one national hockey facility and three major golf courses. The destination also has the physical capacity to facilitate a wide range of professional and amateur sport events, for instance, the Guaracara Park is used to host major cycling events. Cricket tournaments are hosted at the Queen’s Park Oval and the University of the West Indies’ (UWI) International Cricketing Facilities. Additionally, there are numerous prospects around the country to host adventure sport events.

\textsuperscript{39} Ibid.  
\textsuperscript{40} Immigration Division of Trinidad and Tobago  
\textsuperscript{41} Ibid.  
\textsuperscript{42} Ibid.
The MSYA in collaboration with other relevant stakeholders, have set out to deliver high quality multi-purpose, multi-sport facilities for use in local, regional and international sport activities and events. The recently (2016) established sport infrastructure with facilities for swimming, cycling and racquet sports will serve to increase the physical capacity of the destination and enhance Trinidad and Tobago’s readiness as a competitive sport tourism destination. The National Cycling Velodrome (Couva) has a 250m wooden cycling track and seating accommodation for 2,500 persons; the National Aquatic Centre (Couva) with its 50m competition pool provides 940 permanent seats with an additional 960 mobile bleacher seats (if required) and the dry dive facility (learning/teaching centre); and the National Racquet Sports Centre (Tacarigua) accommodates one outdoor centre court with seating for 1,500 patrons.43

The aforementioned venues, though initially designed for training purposes as opposed to event hosting, have great potential for use as sport tourism facilities. These sporting complexes have been built to international standards and therefore add to the suite of offerings available to the sport tourist. The facilities can therefore raise the profile of the destination as a veritable sport tourism haven by hosting both regional and hemispheric championships. There is also the recently opened Brian Lara Cricket Academy in Tarouba which has the capacity to host international cricket events. It is already slated to host the 2017 CPL finals, which promises to bring considerable returns, mere months after its opening.44 The world class sport facilities in Couva and Tacarigua can host a variety of sport events thereby, creating a hub for sport tourism.

In order to secure the economic sustainability of sport tourism, it is incumbent on the destination to attract and host a continuous stream of international and regional sporting events such as championships, tournaments, competitions and training camps. The recent successes of Trinidad and Tobago’s sportsmen and women in the international sporting arena have shown the world that Trinidad and Tobago can produce World Class competitors in different sporting disciplines. This affords an opportunity for up and coming athletes to visit our shores and experience the training methodologies and techniques of our successful and popular athletes.

Strong, effective and focused leadership and maintenance of new and existing sport facilities are critical in realising the full potential of this niche market. Well maintained facilities will allow not only trained athletes or sport officials to have access to facilities but also communities across Trinidad and Tobago.

### 3.1 Role of Sport Tourism in the development of the tourism sector in Trinidad and Tobago

Sport tourism can contribute to the overall economic development of Trinidad and Tobago. However, for this to be accomplished, the number, calibre and status, frequency and duration of sport tourism events hosted are critical inputs to produce an increase in visitor arrivals and visitor spend at the destination. In addition, other non-competitive events including hosting of sport conferences and meetings, training programmes and conducting clinics all augment the economic opportunities that are available via sport tourism. The proposed development and implementation

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of facilities for nurturing high performance sportsmen (elite athletes for competition) could trigger the demand for accommodation and services for visiting athletes and staff.

Economic benefits may include revenue generation from the increased demand for hotel accommodation, transportation services, food and beverage, entertainment, television and media coverage, advertising and health and medical services. Moreover, sport tourism can help reduce the level of poverty in communities through the development of small and micro business enterprises and the up-skilling of community members to welcome, host and serve the sport tourism visitor. Sport tourism can also contribute to other forms of tourism such as ecotourism and community based tourism. Ecotourism tour packages can be developed and promoted amongst sport tourists. Similarly, communities have the opportunity to promote authentic cultural and heritage products to their visitors.

Local infrastructure can also be improved through the construction of new roads and the maintenance of existing ones, the upgrade of existing sites and attractions, and the expansion of telecommunication networks throughout the country, especially wireless facilities. The use of Information and Communications Technology (ICT) and the development of smartphone Apps can contribute significantly to the overall visitor experience. For example, the installation of free Wi-Fi at a facility will allow the sport tourist with smartphones to explore an array of options using a smartphone App such as the purchase of preferred seats, food and beverage, team merchandise and mode of transportation and their access points.

In addition, positive media coverage emanating from the successful hosting of sport events can boost the image of the host country. It is therefore imperative that all components of the sport tourism value chain be planned carefully and executed efficiently to provide an enhanced and memorable visitor experience.

### 3.2 Sport Tourism Policy Context

The Government of the Republic of Trinidad and Tobago (GORTT) is committed to facilitating the diversification and promotion of Trinidad and Tobago’s tourism product. The National Tourism Policy (2010) and Government Policy Framework (2015) advocate for the sustainable development and promotion of sport tourism as part of the broader national effort to diversify the economy and improve tourism’s contribution to the country’s GDP. In addition, the sustainable development and promotion of the sport tourism niche will be aligned to the National Development Strategy 2016 – 2030 (Vision 2030), and the United Nations Sustainable Development Goals (SDGs). The policy is also aligned to Local Government Reform as it addresses National Governing Bodies and their role in sport tourism as well as the National Sport Policy (2002).

In 2016, the Standing Committee for the Strategic and Sustainable Development of Tourism in Trinidad developed a Tourism Roadmap which recommended a niche market approach for the development of the tourism sector in Trinidad. This Tourism Roadmap highlighted sport tourism as one of the supporting niches for development of the tourism sector. Based on the foregoing, the

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45 The Ministry of Tourism is aware that the Ministry of Sport is currently reviewing and revising its Sport Policy and is working with it to ensure alignment between the two policies.

46 The Standing Committee for the Strategic and Sustainable Development of Tourism in Trinidad is a Cabinet Appointed Committee established in January 2016.
Ministry of Tourism, the Ministry of Sport and Youth Affairs (MSYA) and its implementing agency will work collaboratively with the broader cross-section of National Sporting Organisations, and National Governing Bodies, other sport associations, community groups and tourism stakeholders in private and non-governmental organisations to develop the sport tourism niche.

The Ministry of Tourism and the Tobago House of Assembly (THA), will continue to encourage investors by offering attractive incentives and concessions to invest in the development of infrastructure including accommodation facilities and other supporting amenities that cater to the sport tourism niche.

4. KEY CONSIDERATIONS IN DEVELOPING SPORT TOURISM

4.1 Product Development

This Policy recognises the need for products and services that meet the specific needs of the international sport tourism visitor, whether this visitor is a high performance athlete, an amateur, a spectator or an official. The blend of sport and tourism must result in a distinctive and memorable experience that meets and exceeds the expectations of the visitor. Synergies will be explored with entertainment, culture, festivals and heritage to diversify the sport tourism offerings of the destination. Organisations including NGBs and NSOs, businesses and agencies involved in sport and tourism development in Trinidad and Tobago will need to collaborate, establish strategic linkages and share resources to produce a high quality product that can be packaged, offered and delivered seamlessly to the sport tourism visitor. The products and services being developed and offered must take into account the vulnerability and sensitivity of the natural environment.

4.2 Facilities Amenities and Supporting Services

Sport facilities, amenities and accommodation are critical components for the development of the sport tourism niche. Careful consideration of the infrastructural and resource capabilities of the host destination must be undertaken when attracting or developing sporting events of a certain scale and magnitude, particularly in light of climate change. Sporting facilities should be well-equipped with the appropriate and necessary amenities and services to meet the needs of high-performance as well as amateur athletes. Accessibility for all participants and visitors including persons with disabilities should be in place. In this regard, ramps for wheelchair access and suitable facilities that cater to those who are visually and hearing impaired and those who may be accompanied by their guide service animals, would be made available. It is strongly advised to adopt national and international standards for development of facilities and services for the sport and tourism sectors.

4.3 Marketing and Promotions
Trinidad and Tobago has been involved in sport tourism for several years, having hosted a number of successful regional and international events. Due to the fierceness of the competition for a share in this segment, the destination has to develop a unique sport tourism brand, one that is supported by high quality products and services that meet international standards. In addition, a deliberate and strategic marketing campaign, highlighting the successful hosting of high quality, high profile sport tourism events can elevate the perception of the destination as a sport tourism one. In marketing and promoting the destination, it may be prudent to target a range of demographic and economic segments including the mid to high end sport visitor and specific high yield segments of the sport niche.

### 4.4 Investment

The suite of incentives available for this niche is limited and therefore the growth and development of this niche is restricted. An environment that is conducive to entrepreneurship and allows businesses to thrive is required to advance investment in this niche. It is therefore advisable to review the existing suite of incentives with the intention of making it more attractive and competitive. In addition, innovation and creativity must be encouraged in this niche by using relevant sector research, market intelligence and analysis. Potential investors are encouraged to access incentives as outlined in the Ministry of Trade and Industry’s Investment Policy Statement and Compendium of Incentives.

### 4.5 Health, Safety and Security

One of the main determinants for the selection of a destination to visit or invest is the perception of safety and security at that location. The GORTT, in collaboration with all relevant stakeholders, must adopt measures to ensure that the health, safety and security of local and foreign visitors are made a priority at the destination and at sport tourism venues, sites and attractions. Appropriate signage and other safety and security collateral should be utilised to advise visitors how to keep safe at the destination’s sites and attractions. Additional safety measures to protect the health of visitors and locals alike should be employed, given the presence of vector borne diseases (e.g. Dengue, Chikungunya, Zika and others).

The issue of crime and other anti-social behaviour, have to be addressed through collaborative efforts among the Ministry of Tourism, the Ministry of National Security and the THA. Initiatives such as the Tourism Oriented Policing Services\(^{47}\) (TOPS) programme which is available in Tobago, should be considered for Trinidad. The GORTT must protect and safeguard its residents and visitors, and therefore any external threats to the destination has to be met with an appropriate inter-agency response.

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\(^{47}\) The TOPS unit comprises Police Officers who are specifically trained to assist and protect visitors against crime and other anti-social behaviour.


4.6 Community Participation

The mobilisation of communities and their involvement in sport tourism at all levels can provide benefits to the local community. These include new revenue streams, investment opportunities, new infrastructure and the renovation of existing ones. Thus, it is imperative that the community is encouraged to participate in entrepreneurial activities that are associated with the hosting of sport tourism events. Some of these entrepreneurial activities can include the provision of accommodation, food and beverage, transportation and other community based micro and small business enterprises. Apart from the entrepreneurial opportunities available, community members should see themselves as tourism ambassadors as they possess the socio-cultural knowledge that non-residents lack.48

5. SPORT TOURISM POLICY FRAMEWORK

5.1 Policy Statement

The Ministry of Tourism will partner with key stakeholders to develop Trinidad and Tobago as an internationally competitive sport tourism destination while expanding its domestic sport tourism niche and generating positive socio-economic benefits for all citizens.

5.2 Vision

“The establishment of Trinidad and Tobago as the leading sport tourism destination in the Caribbean by 2030”

5.3 Guiding Principles

The Sport Tourism Policy provides a framework for the development, management and promotion of sport tourism in Trinidad and Tobago and shall be guided by the following principles:

i. The establishment of an enabling and supportive environment that will boost development of sport tourism;

ii. An integrated approach will be adopted whereby the local community, the private sector, the NSOs, NGBs and other relevant agencies are involved in the development and growth of sport tourism;

iii. Best practice guidelines will be used when bidding for and/or hosting international events;

iv. Market research and data analytics will be used to inform planning and decision making in the development of sport tourism;

v. Inter-sectoral linkages will be fostered among key agencies to encourage the sustainable development and growth of sport tourism;

vi. Modern and environmentally friendly practices and technologies will be used to develop sport tourism products and services;

vii. Local sport programmes will be blended with tourism events to encourage domestic sport tourism; and

viii. Transparent and objective procedures will be employed when facilitating access to public funding.

5.4 Goals

To facilitate the sustainable development and growth of the sport tourism niche, the following goals will be pursued:

i. Facilitate the development and promotion of innovative and creative sport tourism products and services;

ii. Raise the profile of Trinidad and Tobago as a competitive sport tourism destination;

iii. Empower and build capacity within the community so that residents reap the benefits of sport tourism;

iv. Facilitate and support educational initiatives and opportunities for persons and groups aligned to sport tourism;

v. Engender and promote a healthy, safe and secure environment and experience at sport tourism events, sites and attractions; and

vi. Stimulate investment in business ventures, including micro and small enterprises which support the sport tourism niche.

6. STRATEGIC OBJECTIVES

The GORTT, in partnership with all relevant stakeholders, will pursue the following strategic objectives and carry out the following activities:

6.1. Product Development

A successful sport tourism product requires a blend of world class sporting facilities, an established range of regional and internationally competitive events, a natural environment suitable for land based and marine sports that is supported by a cadre of competent, qualified coaches and technical officials. The GORTT in collaboration with other relevant agencies will:
i. Facilitate and support the development of hallmark or signature annual events that are unique to the destination;

ii. Promote sport tourism packages for the sport enthusiast which may include an activity, accommodation, food and beverage, entertainment and visits to sites and attractions;

iii. Facilitate the hosting of sport tourism events that optimise usage of facilities, whether competitive or recreational and that have the potential to create the greatest economic value;

iv. Ensure that facilities, sites, and attractions are accessible to all athletes, spectators and enthusiasts including persons with disabilities;

v. Ensure that codes of conduct and practice are developed and implemented to encourage responsible behaviour, protection of the environment and minimisation of conflicts among different user groups;

vi. Provide technical support to NGB’s in bidding for and hosting of international sporting events, conferences and workshops; and

vii. Collaborate with the Customs and Excise Division and the Immigration Division to ensure that the procedures required for the entrance of athletes and their equipment are simple and efficient.

6.2. Marketing and Promotion

A major opportunity for hosting sport tourism events is the benefit of high visibility for the destination in the form of regional and international coverage of the event. The destination also has the opportunity to disseminate information about its food, festivals, culture, heritage, music and much more to a captive audience.

The GORTT will:

i. Develop a comprehensive marketing and promotional campaign to boost sport tourism;

ii. Facilitate and support regional and international media to cover events hosted at the destination and broadcast on dedicated sporting networks;

iii. Promote the use of social media for publicising sport tourism events;

iv. Conduct familiarisation tours for both local and overseas sport tourism agencies/agents, sport organisations, tour operators, sponsors and event managers;

v. Support the development of a sport tourism brand that hinges on our successes and sporting legacy;

vi. Communicate with the Caribbean diaspora in the traditional and non-traditional markets to support sport tourism events hosted at the destination;
vii. Target the international and regional youth sport market segment through advertising and promotion at foreign sport universities and similar organizations;

viii. Support the use of Elite athletes, Paralympic, Special Olympic and high profile sport personalities wherever possible, in the marketing and branding plans for the destination; and

ix. Host sport tradeshows, conferences and workshops and showcase the destination’s various venues, facilities, sites and attractions.

6.3. Community Participation

The GORTT recognises that one of the key pillars of this policy is the meaningful involvement of the communities in the tourism sector. Accordingly, the GORTT will institute measures to appropriately engage the communities as it relates to sport tourism.

The GORTT will:

i. Facilitate the participation of community members in the planning, development, execution and promotion of sport tourism;

ii. Encourage NGOs, private sector and other external stakeholders to partner with communities in developing, promoting and managing sport tourism events;

iii. Facilitate the development of micro and small enterprises in communities;

iv. Promote a collaborative approach to access funding for entrepreneurial activities and initiatives relating to sport tourism;

v. Facilitate and support initiatives that create employment opportunities including those initiatives that specifically target youth in an attempt to address youth employment;

vi. Encourage and support volunteerism within the community in which the sport tourism event is held; and

vii. Establish and promote strategic linkages with other sectors of the economy to maximise economic benefits for the community.

6.4 Education, Training and Certification

This Policy underscores the need for suitable education, training and certification to achieve internationally competitive standards and improve opportunities to secure employment in the sector. Research will be conducted and measures adopted to monitor the quality and quantity of the manpower functioning in the sport tourism economy.

The GORTT will collaborate with key agencies to:

i. Encourage and support academic institutions such as UWI, UTT, TTHTI and THTI to develop and deliver suitable postgraduate and undergraduate level programmes that
match the skill requirements and qualifications for various occupations and personnel in sport tourism;

ii. Engage the Ministry of Education’s Scholarships and Advanced Training Division (SATD) to offer scholarships in the areas of sport and tourism;

iii. Support the implementation of a continuous programme of sport tourism education and awareness; and

iv. Encourage and support training and certification of professionals and technical officials including coaches and referees.

6.5 Health, Safety and Security

An environment that is perceived to be safe, healthy and secure will be attractive to its local and foreign visitors. Measures and systems will be put in place to prioritise safety and security of local and foreign visitors at sporting events and popular sites and attractions in Trinidad and Tobago.

The GORTT in collaboration with the relevant Ministries and agencies will:

i. Strengthen the destination’s capacity to monitor and respond to outbreaks/crisis;

ii. Facilitate access to health care facilities including emergency services for those attending or participating at events;

iii. Undertake both short and long term actions and strategies to reduce crime and violence against visitors;

iv. Cooperate with the Office of the Prime Minister (Gender and Child Affairs) and Children’s Authority to enforce safety mechanisms geared towards child protection at sport tourism events;

v. Provide adequate information to visitors at all ports of entry to improve their safety and security; and

vi. Monitor and evaluate the effectiveness of safety and security measures at the destination.

6.6. Investment

The positioning of the destination as an attractive one for investment is key to the growth of the sector; the GORTT in collaboration with other relevant agencies will:

i. Ensure that promotion and facilitation of investment is supported by relevant research, market intelligence and analysis;

ii. Identify and designate zones, clusters, locations or sites for sport tourism development;
iii. Facilitate investment in accommodation and other ancillary services that support sport tourism;

iv. Facilitate the forging of strategic partnerships and links with trading partners in sport and tourism development; and

v. Encourage investments that contribute to local ownership and which strengthen linkages with other sectors of the economy.

7. OUTCOMES

7.1 Product Development

i. Increased number of sport tourism products\(^{49}\) and services meeting world class standards;

ii. Increased foreign exchange revenue and contribution to the country’s GDP;

iii. Improved public sensitivity to responsible behaviour and protection of the environment;

iv. Reduced maintenance cost of facilities; and

v. Improved transportation access to and from sport tourism events, sites and attractions.

7.2 Marketing and Promotion

i. Increased number of sport events hosted;

ii. Increased usage of sport facilities by local and international athletes for training;

iii. Increased international media coverage;

iv. Increased visitor arrivals and expenditure in sport tourism;

v. Increased presence on the internet and social media;

vi. Increased sport tourism destination packages; and

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\(^{49}\) Sport tourism products refer to the tangible and intangible sport and tourism related elements, such as, natural, cultural and man-made resources, attractions, facilities, services and activities. It represents the core of the destination marketing mix and provides the overall visitor experience or attracts potential travellers.
vii. Increased sponsorship of sport tourism and related events.

7.3 Community Participation

i. Increased quantity and quality of jobs generated;

ii. Increased empowerment of communities;

iii. Increased volunteerism and participation in events by members of the community;

iv. Increased economic and social benefits afforded to communities; and

v. Increased linkages with other sectors of the economy.

7.4 Education, Training and Certification

i. Increased opportunities for internships and training;

ii. Increased cadre of qualified technical, support and administrative sport personnel;

iii. Increased employment; and

iv. Improved customer service.

7.5 Health, Safety and Security

i. Reduced number of communicable diseases cases;

ii. Reduced number of reports of crime and visitor harassment;

iii. Improved health, safety and security in communities; and

iv. Reduced number of travel advisories issued.

7.6 Investment

i. Increased number of investments in micro, small and medium enterprises (MSMEs);

ii. Increased number of investors interested in sport tourism related projects; and
iii. Increased opportunities for the generation of income for local communities.

8. KEY SUCCESS FACTORS

The GORTT recognises that there are key factors that will drive the success of the sport tourism sector, these include:

i) A sport tourism brand to market and promote the destination;

ii) Full engagement, participation and support of NGBs, NSOs, other local stakeholders and international sporting bodies and associations;

iii) Collaboration and partnership arrangements with international and regional zonal sport governing bodies;

iv) A safe, secure and healthy environment;

v) Authentic and diversified sport tourism packages;

vi) An attractive and competitive investment portfolio;

vii) Ease of access to and from sport tourism events;

viii) Highly trained, talented, committed, focussed, knowledgeable and experienced officials and professionals;

ix) Capacity building initiatives for persons in the sport tourism sector;

x) Adequate infrastructural development for sport tourism;

xi) Critical mass of persons attending sport tourism events;

xii) Fully equipped and maintained sport and accommodation facilities; and

xiii) Supportive public-private partnership engagement;

xiv) Adequate resources allocated to the marketing and promotion of sport tourism.

9. INSTITUTIONAL AND REGULATORY FRAMEWORK

9.1. Roles and functions of key agencies

The institutional framework shall comprise governmental and non-governmental organizations and/or institutions whose collaboration is critical to the successful implementation of the Sport
Tourism Policy. The Policy envisages collaboration among all core Ministries, agencies and key stakeholders to ensure that the development of the niche benefits both citizens and sport tourism visitors.

The roles and functions of the State agencies responsible for tourism development in Trinidad and Tobago are discussed in the National Tourism Policy and reproduced in part below:-

9.1.1 The Ministry of Tourism

The mandate of the Ministry of Tourism is to formulate tourism policy and strategy and to guide, regulate, oversee and foster the sustainable development and promotion of the tourism sector. The principal responsibilities of the Ministry as it relates to this policy are:

i. Provision of strategic direction in the development of sport tourism;

ii. Collaborating with relevant agencies, organizations, Ministries, associations and community groups on matters related to this sport tourism policy;

iii. Research and planning as it relates to policy formulation;

iv. Monitoring and implementation of the goals and objectives of the Sport Tourism Policy; and

v. Facilitating and monitoring the administration of the Tourism Development Act, Chapter 87:22.

9.1.2 The Tobago House of Assembly (THA)

In accordance with the Tobago House of Assembly Act, 1996, the THA is responsible for both tourism and sport development in Tobago. The Division of Tourism, Culture and Transportation and the Division of Sport and Youth Affairs are the main implementing agents of the THA. The THA’s responsibility as it relates to this policy includes but is not limited to:

i. Conducting sport tourism market research for Tobago;

ii. Marketing and promotion of the sport tourism sector in Tobago;

iii. Promotion of investment opportunities in sport tourism in Tobago;

iv. Maintenance of sport facilities/amenities in Tobago;

v. Administering the provisions of the Tourism Development Act, Chap. 87:22 in respect of tourism investment in Tobago; and
vi. Collaborating with the Ministry of Tourism, the Tourism Trinidad Limited (TTL) and the Tobago Tourism Agency (TTA) with regard to the development and promotion of sport tourism.

9.1.3 Tourism Trinidad Limited (TTL) and Tobago Tourism Agency (TTA)

These agencies will conduct market research, implement policy, and develop, market and promote tourism locally, regionally and internationally. In executing this policy, it is anticipated that the key roles of these agencies will be to:

i. Support National Governing Bodies (NGBs) and National Sporting Organisations (NSOs) in bidding for international and regional tournaments;

ii. Develop and implement a targeted and robust marketing and promotion campaign to enhance the image and profile of sport tourism in Trinidad and Tobago;

iii. Promote investment opportunities and source investors for sport tourism;

iv. Collaborate with City, Borough and Regional Corporations and other key stakeholders to streamline existing systems and create greater synergies between tourism entities and National Sporting Organisations (NSOs);

v. Develop guidelines to address the issue of funding for sport tourism events;

vi. Facilitate conferences, workshops and seminars in sport tourism in conjunction with other sport related agencies;

vii. Facilitate partnership and sponsorship opportunities with sport and tourism partners; and

viii. Market and promote unique sport tourism packages that embody the destination’s rich culture and heritage and which are appealing to the sport visitor.

9.2 Roles of Stakeholders

9.2.1 The Ministry of Sport and Youth Affairs (MSYA)

The Ministry of Sport and Youth Affairs is established to facilitate the development of sport and physical recreation. The mandate of the Ministry is to engender positive attitudes that facilitate the delivery of technology-driven, quality services with special emphasis on sport development for recreation, lifestyle and industry. Additionally, financial support is provided by MSYA for the development of elite athletes. The priority areas for the Ministry of Sport and Youth Affairs are:

i. Support talent development and achievement in sport;

ii. Promote sound infrastructure planning and sustainable facilities;
iii. Strengthen the capacity of sport organizations; and

iv. Encourage all citizens of Trinidad and Tobago to become involved in sport for health and more active life styles.

**The organization also undertakes the following activities:**

i. Provide leadership in sport related endeavours of the nation;

ii. Oversee national sport development through support for National Governing Bodies;

iii. Establish partnerships across government and with other stakeholders.

The Ministry of Tourism will partner and work in close collaboration with the MSYA and its implementation arm to develop and promote the sport tourism niche. Both Ministries will work in tandem to establish a viable and unique sport tourism industry. This will include but not be limited to the following areas: sport services tourism, sport event tourism and sport infrastructure tourism as outlined in the Draft National Sport Policy.

The MOT will work closely with the MSYA to expand the reach of sport, making it more accessible and applicable to citizens of Trinidad and Tobago. Public education campaigns will be developed to encourage positive changes in attitude and behaviour towards domestic participation and support for local sporting events.

9.2.2 **The Sports Company of Trinidad and Tobago (SporTT)**\(^50\)

The SporTT is a limited liability, special-interest Company geared towards the management, administration and programming of sport as well as the construction and operational maintenance of sporting facilities throughout Trinidad and Tobago. SporTT is pivotal to the development of sport, athletes and sporting organizations in Trinidad and Tobago and is the key implementation agency for the Ministry of Sport and Youth Affairs.

The company’s core activities are divided into four main areas.

a) **Construction and Facility Maintenance** - The construction and upgrade of recreation grounds for community level sport and physical activity as well as the operation and maintenance of high-quality sport facilities for national and elite athletes.

b) **Sport for All** - The promotion of the concept of sport for all, by making programs accessible and affordable to all those who want to participate and at the same time encouraging participation at school, community and national levels.

c) **National Oversight and Support** - The provision of oversight, financial and technical support to the Management of approximately 15 National Governing Bodies (NGBs) with

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\(^50\) The MOT is aware that there is an impending change in this organisation to Sport Commission of T&T. this section will be amended once the change takes place.
an aim to build organisational capacity and a critical mass of athletes to ensure the highest level of performance at national and international competition. The other 39 NGB’s and NSO’s are under the remit of MSYA.

d) **Support for Elite Athletes** - The enhancement of the medal potential of Trinidad and Tobago athletes through a transparent framework for athlete selection and a performance development and monitoring system for optimisation of physical, technical, tactical, psychological and social attributes of elite athletes. Strength and conditioning, rehabilitation and training is also provided by SporTT’s EDPU (Elite Development and Performance Unit).

The Ministry of Tourism and MSYA will collaborate with SporTT to develop and promote products and services geared towards the sport tourist.

**9.2.3. Ministry of National Security**

The mandate of the Ministry of National Security is to create an environment which ensures public safety and security through the maintenance of law and order and the commitment of available resources to the protection of life and property. Crime and other societal problems are a major deterrent to travellers and hence the destination must put systems in place to address these anti-social behaviours. The Ministry of Tourism will work in collaboration with the Ministry of National Security and its relevant divisions (e.g. Trinidad and Tobago Police Service, Immigration Division, the Office of Disaster Preparedness and Management) to ensure that the safety and security of both local and foreign visitors and sport personnel are afforded the highest priority at sporting events and popular sites and attractions in Trinidad and Tobago. Signage and other safety and security collateral will be developed and utilized to inform and advise visitors on safety precautions to adopt at the site or venue.

In addition, the Ministry of Tourism and the Ministry of Sport and Youth Affairs will collaborate with the Ministry of National Security – Immigration Division to facilitate the timely and seamless processing of travel and visa requirements and other documents for national teams, athletes and visiting teams.

**9.2.4. The Ministry of Finance**

The Ministry of Finance is responsible for the management of the economy of Trinidad and Tobago. It is mandated to facilitate revenue collection, preparation and management; the formulation and promotion of national fiscal and economic policy; budgetary planning; trade facilitation and border control; debt management; and the management of the State Enterprise Sectors. The Ministry of Tourism will collaborate with the relevant divisions of the Ministry of Finance, mainly Customs and Excise to facilitate the smooth entry and exit of goods and equipment and the seamless processing of tax and duty waivers wherever applicable. The Ministry of Tourism will collaborate with the Ministry of Finance to facilitate access to funds for the hosting of sport tourism events.
9.2.5. The Ministry of Works and Transport

The Ministry of Works and Transport’s (MOWT) mandate includes construction and maintenance of highways, major and secondary roads under the jurisdiction of the Ministry; the construction and maintenance of government buildings and facilities and MOWT buildings and facilities; traffic management - the management of vehicular traffic and pedestrian access routes and coastal management in collaboration with stakeholders. Accordingly, the Ministry of Tourism will collaborate with this Ministry, the Ministry of National Security, the Ministry of Sport and Youth Affairs and other relevant stakeholders to provide easy, unhindered, reliable and safe access to all designated sporting facilities, sites and attractions in Trinidad and Tobago.

9.2.6 Ministry of Foreign and CARICOM Affairs

The Ministry of Foreign and CARICOM Affairs (MOFCA) acts as a central channel by which the national interests and national development of Trinidad and Tobago are achieved. The MOFCA will be relied upon for establishing contact with the diaspora and collaborating with the MOT to provide information on sport tourism events and initiatives.

9.2.7 Ministry of Labour and Small Enterprise Development

The Ministry of Labour and Small Enterprise Development is involved in programmes that influence labour market policy both locally and internationally. This Ministry is responsible for implementing national strategies and promoting the goals and objectives of the labour sector and entrepreneurship through Micro and Small Enterprises (MSEs) and Co-operatives. The Ministry of Tourism and the Ministry of Sport and Youth Affairs will collaborate with the Ministry of Labour and Small Enterprise Development to provide assistance to micro and small enterprises and to nurture an enabling environment for professionals in the field of sport and tourism and assist in ensuring compliance with the Occupation Safety and Health Act.

9.2.8 Ministry of Rural Development and Local Government

The Ministry of Rural Development and Local Government plays a pivotal role in securing the functional cooperation necessary for national initiatives. In the execution of the Ministry’s functions, Municipal Corporations and Special Purpose Enterprises assist communities by pooling resources in targeted areas which include among others Infrastructure Development, Disaster Management, Health and Sanitation. This Ministry will be responsible for the maintenance of recreational grounds, as well as the provision of proper roadways, drains, bridges, side-walks, public spaces, street signs in communities and the co-ordination of local and regional trade fairs, athletic events, cultural displays and entertainment that fall within its jurisdiction. This Ministry also plays a critical role in community development of which sport is an important element. Regional Corporations can encourage communities to showcase their local cultural and heritage products at sport tourism events.
9.2.9 Ministry of Community Development, Culture and the Arts

The Ministry of Community Development, Culture and the Arts (MCDCA) provides opportunities to artists and persons employed in the creative industry to develop and broaden their creative skills and knowledge. The Ministry of Tourism will collaborate with MCDCA to facilitate the development of entrepreneurship skills in communities through its various training programmes. The Ministry of Tourism will partner with the MCDCA in the development, promotion and facilitation of cultural events which will be incorporated into sport tourism packages that showcase the culture and history of Trinidad and Tobago.

9.2.10 Ministry of Planning and Development

The Ministry of Planning and Development is focused on developing a framework for the economic, social and environmental progress of Trinidad and Tobago. Thus far, the Ministry has developed the National Development Strategy 2016 – 2030 (Vision 2030) which provides a broad socio-economic development framework to the year 2030. This policy has taken into consideration the thematic areas and goals of the National Development Strategy 2016 – 2030.

9.2.11 Ministry of Education

The Ministry of Education plays a critical role in ensuring that students are academically balanced, well-adjusted socially and culturally and able to achieve their full potential. The Ministry of Tourism will collaborate with the Ministry of Education to develop a continuous programme for sport tourism education and awareness, a volunteer management programme and the provision of scholarship opportunities through its Scholarships and Advanced Training Division (SATD) to students and adults in the fields of sport and tourism. The Ministry of Education will be responsible for the maintenance of sporting and recreational facilities located in schools, conducting a needs analysis of all sporting facilities in schools and facilitating training opportunities for volunteers and technical officials.

9.2.12 Ministry of Health

The Ministry of Health is responsible for the entire health care system in Trinidad and Tobago. The Ministry will be responsible for the establishment of protocols to prevent and treat communicable diseases and vector borne diseases, and to ensure that medical services, inclusive of ambulance emergency services and well-trained medical staff are easily accessible and available when hosting sport tourism events. The Ministry is also responsible for ensuring that food safety measures are established and implemented to reduce and treat with foodborne and other illnesses that impact on the health of the visitor especially when sampling street foods.

9.2.13 Ministry of Housing and Urban Development

The Ministry of Housing and Urban Development (MHUD) is responsible for the formulation and execution of Government’s policy in the Housing and Urban Development sector. The Ministry operates as facilitator in the implementation of those policies through its various units and affiliated agencies. This Ministry is responsible for the maintenance of sporting facilities and
tourism sites and attractions under their remit as well as the construction of facilities using modern and environmentally friendly materials, technologies and practices.

9.2.14 Ministry of Social Development and Family Services

The Ministry of Social Development and Family Services is the core social sector Ministry with responsibility for coordinating the implementation of Government’s social and human development objectives. The Ministry seeks to assist the vulnerable, through a network of integrated, effective and accessible social services. This Ministry will recommend persons who can be trained and employed as volunteers at sport tourism events. It is expected that this Ministry will facilitate the inclusion of persons with disabilities to participate in sport tourism initiatives. In addition, this Ministry will assist in the development of systems, strategies and programmes to realise positive attitudes and behaviour in the citizenry towards the sport visitor.

9.2.15 Academic Institutions

Academic institutions such as the University of the West Indies (UWI), University of Trinidad and Tobago (UTT), University of the Southern Caribbean (USC), the Trinidad and Tobago Hospitality and Tourism Institute (TTHTI) and the Tobago Hospitality and Tourism Institute (THTI) and similar institutions all have a role to play in the delivery of academic programmes that target tourism and sport development. The Ministry of Tourism and the Ministry of Sport and Youth Affairs will engage the aforementioned academic institutions for the development of persons and programmes in sport tourism.

9.2.16 Private Sector

The private sector is critical to the development and promotion of the sport tourism industry in Trinidad and Tobago. The delivery of quality sport tourism products and services and the provision of value for money to the customer are aspects of the industry in which the private sector plays a vital role. Furthermore, the private sector is in a position to promote the involvement of local communities in sport tourism ventures by, inter alia, establishing partnership with communities for the execution of sport tourism ventures. The Ministry of Tourism and the MSYA will collaborate with the private sector to facilitate the development of sport tourism. In addition, the private sector will be encouraged to support athletes and their teams with financial and/or in-kind sponsorship.

9.2.17 The Trinidad and Tobago Olympic Committee (TTOC)

The Trinidad and Tobago Olympic Committee is the overarching Non-Governing Body and the National Olympic Committee that represents Trinidad and Tobago at the Olympic Games. The TTOC is responsible for the development, promotion and protection of the Olympic Movement in the destination. The TTOC is also responsible for the selection of athletes to participate in and accompanying them at the Olympics Games. Moreover, the TTOC is able to provide training to sporting administrators to assist in the development of sport. The TTOC is a key stakeholder to assist in the selection of the best possible athlete who possesses the skill-set to represent Trinidad
and Tobago. The Ministry of Tourism and MSYA will collaborate with TTOC to market and promote sport tourism.

9.2.18 National Governing Bodies (NGBs)

The Ministry of Tourism and the Ministry of Sport and Youth Affairs will facilitate greater collaboration and partnership with the existing NGBs in Trinidad and Tobago. The Ministry of Tourism recognises the importance of NGBs as it relates to the bidding and hosting of internationally recognised sporting events in our twin island destination. Technical support will also be provided to assist NGBs in their effort to obtain more international and regional games that can be hosted in Trinidad and Tobago.

9.2.19 National Sporting Organisations (NSOs)

The Ministry of Tourism and the Ministry of Sport and Youth Affairs will collaborate with NSOs by providing technical support for sport tourism events hosted in Trinidad and Tobago.

9.2.20 Media

The media is recognized as a key partner in the tourism development process. As tourism operates in a global environment, the messages that are communicated can have either a positive or negative effect on the tourism market share. In light of this, the Ministry of Tourism, the Tobago House of Assembly and their implementing agencies, and the Ministry of Sport and Youth Affairs will collaborate with the media to create awareness, develop positive messages and show the importance and the potential benefits of sport tourism that can accrue to the destination and the communities where the activities are held. The media will also be encouraged to provide educational and informative coverage on sport tourism as well as encourage citizens to support sport and sport tourism initiatives. Strategic alliances will be pursued with the international media for the broadcasting of sport tourism events, especially those events that have national or international significance. Similarly, investing in local telecommunications to televise sport and support television production and streaming will be considered.

10. POLICY IMPLEMENTATION

The Ministry of Sport and Youth Affairs is the government authority responsible for the co-ordination of sport activities associated with the implementation of this Policy. The Ministry of Tourism and the Tobago House of Assembly (THA) will work closely with the Ministry of Sport and Youth Affairs to provide marketing and other relevant services to ensure that the sport tourism sector is developed and marketed in keeping with the GORTT’s overarching Policy Framework and the National Development Strategy 2016 – 2030 (Vision 2030).

Accordingly, a framework will be established whereby the Ministry of Tourism will work with these key ministries and agencies to devise Action and Implementation plans, prioritize action items, determine performance indicators, identify responsible persons/organizations, develop budgetary requirements and establish time frames for implementation. Plans developed, would be
for the short (1-3 years), medium (4-7 years) and long term (8-12 years). The extent of the implementation plan will therefore be 12 years, which coincides with the year 2030.

The key ministries and their implementation arms shall include in their strategic plans the action items and initiatives that will be pursued to meet the goals and objectives identified in this policy.

11. MONITORING AND EVALUATION

It is essential that all plans being implemented for the sport tourism niche are periodically monitored and evaluated. An inter-ministerial, cross-functional committee will be established, and will focus on the development of performance targets for this policy’s goals and objectives. The committee will comprise the Ministry of Tourism, Ministry of Sport and Youth Affairs, the THA, their implementing agencies and any other key Ministry/agencies to monitor and evaluate the implementation of this policy as prescribed in the above section.

The Ministry is continuously developing and maintaining a Results-Based Monitoring and Evaluation System which determines whether the Ministry’s policies and strategies are aligned to the national goals and whether the performance of the Ministry is achieving the desired strategic outcomes. The System is defined by four key components that are undertaken:

1. **Financial Monitoring**- to determine that funds are used efficiently and as planned (through ratio analysis, budgetary control etc.); to ensure the State Enterprise is accountable and in compliance with the dictates of the State Enterprise Performance Monitoring Manual;

2. **Activity/Process Monitoring**- to ensure Project or Policy activities are carried out as planned and determine whether interventions may be required (analysis of Unit work plans, achievements);

3. **Output Monitoring**- to ensure that what is produced by various components of the Policies, Projects or Units are of quality, timely and in keeping with the dictates of the Ministry’s strategic plan and associated work plan agenda;

4. **Outcome Monitoring**- determining whether or not the results of the policies and strategies adopted resulted in the achievement of the plan’s declared outcomes.

The Monitoring and Evaluation Unit of the Ministry will be responsible for implementing and maintaining the Results-Based Monitoring and Evaluation System for the Ministry pursuant to the objectives, strategies and actions as set out in the Policy Implementation Plan. The System will include:

- M&E policies, guidelines, performance indicators, methods, formats and analytical processes
- Establishment of clear reporting schedules, responsibilities, and timeframes;
- Internal progress reports; and
- Quarterly reporting
REFERENCES


References: On line Research


APPENDIX 1: NATIONAL POLICIES

The following is a list of relevant policies, strategic plans and guiding documents that pertain to the development of sport tourism in Trinidad and Tobago:

**National Policies**


- National Tourism Policy (2010)
APPENDIX 2: SWOT ANALYSIS

Table 1: SWOT Analysis of Sport Tourism in Trinidad and Tobago

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>• Brian Lara Cricket Academy in Tarouba</td>
<td>• Insufficient regulations with regard to procurement practices for this niche</td>
</tr>
<tr>
<td>• Experience in hosting recognised international cycling events and athletics events</td>
<td>• Demand for some sport facilities may be specific (seasonal) and not year round, e.g. cricket</td>
</tr>
<tr>
<td>• Experience in hosting Caribbean Premier League (CPL) T20 home games</td>
<td>• Lack of maintenance and upgrade at some venues</td>
</tr>
<tr>
<td>• Experience in hosting Caribbean Golfing Amateur Championships 10 times and won the competition 16 times to date</td>
<td>• Lack of robust data for this niche</td>
</tr>
<tr>
<td>• Experience in hosting the European Senior PGA Tour (2 times)</td>
<td>• Lack of monitoring and evaluation post event</td>
</tr>
<tr>
<td>• Newly constructed &amp; internationally approved world class facilities and stadia available for winter training and hosting of international/hemispheric competitions</td>
<td>• No media houses designated to covering sport/ sport events</td>
</tr>
<tr>
<td>• Three (3) challenging golf courses that are rated by the USGA (United States Golf Association) a governing body for golf internationally</td>
<td>• Low spectator turnout for some sporting events</td>
</tr>
<tr>
<td>• Excellent trails for cycling</td>
<td>• Income from facility use is not redirected to maintenance and upgrade</td>
</tr>
<tr>
<td>• North-East coast of Trinidad and Atlantic coast in Tobago suitable for surfing and kite surfing</td>
<td>• Insufficient financial support</td>
</tr>
<tr>
<td>• Pigeon point heritage park ideal for windsurfing, paddle boarding, wake boarding, kayaking</td>
<td>• Insufficient quality accommodation facilities to cater for mass movement of athletes, delegation and fans</td>
</tr>
<tr>
<td>• New thrust and focus in sport tourism</td>
<td>• Insufficient competitive and attractive incentives</td>
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<td>• Sports medicine services and competent professionals in strength and conditioning, physical therapy, massage therapy, nutrition, sport psychology, physical assessment and testing provided by the relevant Unit of the Sport Commission of Trinidad and Tobago</td>
<td>• Inadequate investment in the sector</td>
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<td>• Lack of indoor sporting facilities in Tobago</td>
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Tobago formally the SporTT Elite Development and Performance Unit

- Rugged terrain of the natural environment and the climate make parts of the islands suitable for sports that fall within the hard adventure tourism niche

**Opportunities**

- Hosting of internationally recognised events at the National Cycling Velodrome, National Aquatics Centre, Brian Lara Cricket Academy and National Racquet Centre
- Hosting of sporting events allows for widespread publicity and showcasing of Trinidad and Tobago internationally
- United States golf industry is a nearly $70 billion industry which employs nearly 2 million Americans with $55.6 billion in annual wage bills. Need to tap into this market
- Dedicated cricket fans following regional and international teams
- Linkages with other economic sectors (agriculture, health, fashion and film)
- Sites and attractions related to the sport (e.g. cricket museum) could be linked to the event and packaged as a tour
- Engagement of the media to provide quality broadcasting of sporting events hosted in T&T
- Couva can be developed, marketed and promoted as a destination for sport
- Couva Hospital can have a designated Wing specialising in orthopaedics and other sport-related injuries

**Threats**

- High profile sport becomes very expensive to bid on
- Cost to host major sporting events are sometimes prohibitive
- Language barrier exists which may inhibit our competitiveness against Latin and Central American neighbours
- Competing destinations with world class facilities (Dominican Republic, The Bahamas, Puerto Rico)
- Safety and security concerns