



# **MINISTRY OF TOURISM, CULTURE AND THE ARTS**

## **Sport Tourism Sub-Policy of Trinidad and Tobago**

**July, 2021**

*'Tourism and sport are interrelated and complementary...both are powerful forces for development, stimulating investment in infrastructure projects such as airports, roads, stadiums, sporting complexes and restaurant-projects that can be enjoyed by the local population as well as tourists who come to use them...at the same time, they are activities that bring people together and help forge strong personal relationships.'*

- *Jacques Rogge, Former IOC President and Francesco Frangialli, Former Secretary General of the World Tourism Organisation (September, 2004)*

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## LIST OF ABBREVIATIONS

ASATT	Amateur Swimming Association of Trinidad and Tobago
CAGR	Compound Annual Growth Rate
CARICOM	Caribbean Community
COVID-19	2019 Novel Coronavirus
CPL	Caribbean Premier League
CSO	Central Statistical Office
CTO	Caribbean Tourism Organization
F1	Formula One
FDI	Foreign Direct Investment
FINA	International Swimming Federation
GDP	Gross Domestic Product
GoRTT	Government of the Republic of Trinidad and Tobago
H1N1	Hemagglutinin Type 1 and Neuraminidase Type 1
ICC	International Cricket Council
ICT	Information and Communications Technology
ITF	International Tennis Federation
IPO	Intellectual Property Office
MICE	Meetings, Incentives, Conventions, Exhibitions
MoE	Ministry of Education
MoFCA	Ministry of Foreign and CARICOM Affairs
MoF	Ministry of Finance
MOH	Ministry of Health
MHUD	Ministry of Housing and Urban Development
MOL	Ministry of Labour
MNS	Ministry of National Security
MPD	Ministry of Planning and Development
MRDLG	Ministry of Rural Development and Local Government
MSCD	Ministry of Sport and Community Development
MSDFS	Ministry of Social Development and Family Services
MTCA	Ministry of Tourism, Culture and the Arts
MTI	Ministry of Trade and Industry
MOWT	Ministry of Works and Transport
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
NAAATT	National Association of Athletics Administrators of Trinidad and Tobago
NGB	National Governing Body
NSO	National Sporting Organisation
NTP	National Tourism Policy
OSHA	Occupational Safety and Health Authority
PGA	Professional Golfers' Association
SARS	Severe Acute Respiratory Syndrome
RAN	Rugby Americas North
SATD	Scholarships and Advanced Training Division
SDGs	Sustainable Development Goals

SME	Small and Medium Enterprise
SporTT	Sports Company of Trinidad and Tobago
TTCB	Trinidad and Tobago Cricket Board
TTFA	Trinidad and Tobago Football Association
THA	Tobago House of Assembly
TTHB	Trinidad and Tobago Hockey Board
THTI	Tobago Hospitality and Tourism Institute
TTAL	Tobago Tourism Agency Limited
TTL	Tourism Trinidad Limited
TTFS	Trinidad and Tobago Fire Service
TTPS	Trinidad and Tobago Police Service
TTOC	Trinidad and Tobago Olympic Committee
TTVF	Trinidad and Tobago Volleyball Federation
UCI	International Cycling Union
UN	United Nations
UNWTO	United Nations World Tourism Organization
USGA	United States Golf Association
UTT	University of Trinidad and Tobago
UWI	University of the West Indies
VRMS	Visitor Relations Management System
WTTC	World Travel and Tourism Council

## DEFINITION OF TERMS

<b>Domestic Tourist</b>	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.
<b>Foreign Direct Investment</b>	The net inflows of investment to acquire a lasting management interest (10% 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. <sup>1</sup>
<b>High Performance Athlete</b>	Any athlete who represents Trinidad and Tobago at or in any competition organized in accordance with International Federations and International Olympic Committee's (IOC) rules, regulations and conditions at the national and/or international level to determine world ranking. <sup>2</sup>
<b>International Tourist</b>	A person who travels to a country outside 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. <sup>3</sup>
<b>National Governing Body</b>	A national governing body (NGB) of/for sport, duly recognised (through the fulfilment of specified criteria) by the Ministry with responsibility for Sport, as the representative body for the specific sporting discipline. <sup>4</sup>
<b>National Sporting Organisation</b>	A body which is recognised as the representative organisation for a particular sporting discipline by the Ministry with responsibility for Sport, but which has not fulfilled all of the requisite requirements that have been prescribed in an effort to attain NGB status. <sup>5</sup>
<b>Sport</b>	All forms of physical activity, through casual or organised participation, are aimed at improving physical fitness and mental wellbeing, forming social relationships or obtaining results in

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<sup>1</sup> World Bank

<sup>2</sup> Ministry of Sport and Youth Affairs, National Policy on Sport 2017-2027.

<sup>3</sup> UN Department of Economic and Social Affairs, International Recommendations for Tourism Statistics 2008, 2010.

<sup>4</sup> Adopted from Trinidad and Tobago National Sport Policy Assessment Objective

<sup>5</sup> Ibid.

competition at all levels such as play, recreation, organised or competitive sport, and indigenous sports and games.<sup>6</sup>

**Sport Tourism**

Sport tourism includes all forms of active and passive involvement in sport, casually or in an organised way, for non-commercial or business/commercial reasons, that imply travelling away from home and work.<sup>7</sup>

**Sport Tourist**

Individuals and/or groups of people who actively or passively participate in [or train for] competitive or recreational sport, while travelling to and/or staying in places outside their usual environment (sport [being] the primary motivation of travel).<sup>8</sup>

**Stakeholder**

Any group or individual who can affect or is affected by the achievement of an organisation's objectives.<sup>9</sup> Within the sport tourism context, this will include inter alia, central and local government, local populations and communities, sport and tourism organisations, and institutions engaged in financing sport tourism projects.

**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.<sup>10</sup>

**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.<sup>11</sup>

**Tourism**

A social, cultural and economic phenomenon which entails the movement of persons to countries or places outside their usual environment for personal or business/professional purposes.<sup>12</sup>

**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.

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<sup>6</sup> "What is Sport?" Sport Northern Ireland, <http://www.sportni.net/performance/governing-bodies/recognition/what-is-a-sport/>.

<sup>7</sup> Standeven and DeKnop (1999, p.12)

<sup>8</sup> Mike Weed, Ed., *Sport & Tourism: A Reader* (New York, NY: Routledge, 2007).

<sup>9</sup> Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston, MA: Pitman.

<sup>10</sup> Ministry of Tourism, *National Tourism Policy* (2010).

<sup>11</sup> UNWTO and UNEP (2005) *Making Tourism More Sustainable – A guide for policy makers*

<sup>12</sup> UNWTO, "Glossary of Tourism Terms," UNWTO, accessed February 03, 2021, <https://www.unwto.org/glossary-tourism-terms>)



A tourism product is priced and sold through distribution channels and has a life-cycle.<sup>13</sup>

### **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.<sup>14</sup>

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<sup>13</sup> Definition of term from Destination Management and Quality Programme, Conceptual Framework. United Nations World Tourism Organisation. <http://destination.unwto.org/content/conceptual-framework-0>

<sup>14</sup> Definition of term from Collins English Dictionary.  
<https://www.collinsdictionary.com/dictionary/english/volunteerism>

## EXECUTIVE SUMMARY

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, GoRTT is committed to developing a sustainable travel and tourism industry which uses the country's cultural, historic, natural and recreational assets, and leverages sport science, support services and availability of requisite human capital to position Trinidad and Tobago as a unique and competitive tourism destination.

Sport tourism, which encompasses interactions of activities, people and places,<sup>15</sup> has been identified as providing a strong competitive advantage for Trinidad and Tobago given its ideal climate, high quality sporting facilities, wide range of sporting activities, hosting capabilities, and the strong name recognition of Trinidad and Tobago's sport ambassadors.

The development of a Sport Tourism Sub-policy has its genesis in the *National Sport Policy*, (NSP) 2002 as well as the *National Tourism Policy*, (NTP) 2010 (Refer to **Appendix 1**). These policies provided a framework for the development and growth of the sport tourism niche in Trinidad and Tobago. The NTP recommended the development of a range of niche tourism products, including sport tourism, to maximise the economic benefits of tourism. Similarly, the NSP recognised the major role that sport could play in the economy and its potential for economic development.

In 2015, the Government Policy Framework advocated for 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. The Trinidad and Tobago National Policy on Sport (2017-2027) further identifies key areas where sport tourism can be used as a tool for development, including inter alia, marketing sport facilities as ideal winter training venues for international teams. In addition, the Trinidad and Tobago National Tourism Policy (2021 - 2030) endorses the value of cluster development for tourism purposes in niches such as sport tourism.

This approach is predicated upon the availability of a variety of competing but complementary facilities and services that cater to the type of sport tourism being considered for development. In Trinidad, the sporting facilities and ancillary services located in Balmain, Couva is one example of a sport tourism cluster. It is within this context that the Ministry of Tourism, Culture and the Arts (MTCA), the Ministry of Sport and Community Development (MSCD) and the Tobago House of Assembly (THA) as well as the respective implementation agencies have collaborated to develop this Sport Tourism Sub-policy. The importance of collaborative approaches is underscored by the safe and successful hosting of the 2020 Caribbean Premier League (CPL) T20 series despite the challenges posed by the COVID-19 restrictions. Consequently, the Sub-policy articulates the need for strong alliances and the establishment of linkages with relevant economic sectors to address

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<sup>15</sup> Weed, M and Bull, C. (2009). Sport Tourism: Participants, Policy and Providers, 2<sup>nd</sup> Edition

matters of seasonality, competitiveness and capacity for the hosting of successful sporting events.

It is maintained that Trinidad and Tobago has the potential to host local, regional and international sport events given that it possesses a number of sport facilities which meet international standards. The Sub-policy recognises that the economic sustainability of sport tourism necessitates the hosting of international and regional sport events, tournaments, championships, competitions and training camps throughout the calendar year. If properly leveraged, the burgeoning sport tourism niche can result in new revenue streams across the sport tourism value chain. Also advocated within the Sub-policy is the use of Information and Communications Technology (ICT) to enhance the overall visitor experience.

The Sub-policy's vision is to be realised through six (6) thematic areas, namely: i) product development; ii) marketing and promotion; iii) human resource development; iv) community participation; v) health, safety and security; and vi) investment. Having regard to the potential of Sport Tourism, implementation of the Sub-policy is to be pursued in the context of a comprehensive Sport Tourism Master Plan, which is to be developed. Additionally, it is recognised that sport tourism has the potential to stimulate other tourism areas, owing to the shift towards combined travel with MICE (Meetings, Incentives, Conventions, and Exhibitions) and leisure as part of the itinerary.

The Sub-policy on Sports Tourism is structured 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** provides key success factors for a sustainable Sport Tourism niche.

**Section 5** outlines the Sport Tourism Policy Framework, and includes the policy statement, vision, guiding principles, goals, and strategic objectives.

**Sections 6** focuses on the Institutional and Regulatory Framework.

**Section 7** addresses the proposed implementation of the Sport Tourism Sub-policy.

**Section 8** outlines the monitoring and evaluation component of the Sport Tourism Sub-policy.

# 1. INTRODUCTION

Tourism is a trillion dollar industry and in 2018 sport tourism was heralded as the fastest growing sector and projected to reach US\$ 2,936.4 Million by 2028 at a compound annual growth rate (CAGR) of 7%.<sup>16</sup> Travel and Tourism is recognised as one of the world's leading industries, contributing significantly to gross domestic product (GDP), employment, exports and taxes in developed and developing countries. Globally, prior to 2020, growth in Travel and Tourism outpaced the health care, finance, and automotive sectors and also surpassed that of the overall economy.<sup>17</sup>

Tourism was identified as one of the fastest growing sectors, accounting for one in four jobs being created worldwide over the period 2015 through 2019. However, in 2020, with COVID-19 being deemed a global pandemic by the World Health Organization (WHO), travel and tourism have been deleteriously impacted owing in part to the imposition of travel restrictions and full border closures.<sup>18</sup> According to the United Nations World Tourism Organization (UNWTO) there was a 74% decline in international tourist arrivals at the end of 2020 as compared to 2019 which represented a loss of US\$1.3 trillion in export revenues.<sup>19</sup> This downturn in the sector has been compounded by overarching global economic recession.<sup>20</sup>

COVID-19 has also posed specific challenges in the sport sector resulting from the imposition of safety measures to reduce the spread of the virus. The resulting cancellation and/or postponement of sporting events have negated the value of the global sports sector, which the United Nations (UN) has estimated to be in the amount of US \$756 billion.<sup>21</sup> The pandemic's effect on the sport industry has indirectly impacted associated service industries which include events, travel and transportation and tourism. It is anticipated that through coordinated responses and the adoption of strategic leadership there will be national and international recovery of the sector inclusive of niches such as sport tourism.

Nonetheless, the travel and tourism sector has previously demonstrated its resilience having emerged from various threats to its growth, such as the events of September 11, 2001, H1N1, Zika and Chikungunya viruses. Likewise, the sporting industry globally has been innovative and strategic in the revival and growth of the industry through the COVID-19 pandemic.

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<sup>16</sup> [Market.us - One Stop Shop for Reports](https://market.us/report/sports-tourism-market/). Global Sports Tourism Market [Report](https://market.us/report/sports-tourism-market/) 2018-2028. Accessed on 2<sup>nd</sup> July 2021. <https://market.us/report/sports-tourism-market/>

<sup>17</sup> World Travel and Tourism Council (WTTC), "Travel & Tourism Economic Impact 2015," (London: WTTC, 2015)

<sup>18</sup> World Travel and Tourism Council Travel & Tourism Economic Impact 2019 World. Released in March 2019

<sup>19</sup> UNWTO. (2020). *International Tourist Numbers Could Fall 60-80% in 2020*, *UNWTO Reports*, 07 May 2020. UNWTO News Release

<sup>20</sup> United Nations World Tourism Organization Impact Assessment of the COVID-19 Outbreak on International Tourism (updated October 2020) <https://www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism>

<sup>21</sup> The impact of COVID-19 on sport, physical activity and well-being and its effects on social development [https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/05/PB\\_73.pdf](https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/05/PB_73.pdf)

Due to the high increase in screen time globally, the industry capitalized on media consumption with major broadcasters such as ESPN and Fox providing archived content and documentaries to sustain engagement. In one instance, the provision of large quantities of archived content led to a 500% increase in daily new subscribers to a direct-to-consumer channel. Another segment of the industry that pivoted during the pandemic is e-sports which have grown massively over the last two years and has the potential to expand further through the use of immersive technologies.<sup>22</sup>

The development of a robust and resilient sport tourism sector requires:

- a strong alliance between tourism and sport;
- raising awareness of the benefits of sport tourism;
- Value Chain Analysis including a clear identification and establishment of linkages among various sectors of the economy;
- mapping key cluster agents to identify the enabling environment (hotels, inbound and outbound logistics, academia, facilities, government, transport, hospitality etc.);
- detailed coordination and planning among key actors;
- addressing seasonality and participation constraints for each type of sport;
- assessing the maturity and the competitiveness of the activity;
- building and strengthening the capacity of the destination to host successful sporting events;
- promotion and branding of Trinidad and Tobago as a regional and international Sporting Hub; and
- Digital Transformation (Utilization of immersive technologies).

In addition to 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 the communities in which the events take place. Furthermore, offering local sport infrastructure as winter training venues to collegiate, professional and national teams can increase utilisation rates and maximise the income generated from these spaces.

The successful hosting of sport tourism activities is heavily reliant on the factors of accessibility and availability of adequate, well maintained infrastructure and services such as sporting facilities, accommodation, air and road transportation networks and other tourism ancillary facilities and services. In addition, food and beverage, entertainment and public safety (with an emphasis on health and hygiene protocols) are key components in the provision of a memorable experience at the destination. The integration of technology and capitalising on the value generated from the synergies between sport and tourism will further enhance and contribute to the overall visitor experience.

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<sup>22</sup> Stefan Hall, "This is how coronavirus is affecting sports." World Economic Forum. Accessed on 2nd July, 2021 <https://www.weforum.org/agenda/2020/04/sports-covid19-coronavirus-exercise-spectators-media-coverage/>

## 1.2 The Policy Development Process

The development of a Sport Tourism Sub-Policy has its genesis in the *National Sport Policy, 2002*, the *National Tourism Policy, (NTP) 2010*. These policies provide a framework for the development and growth of the sport tourism niche in Trinidad and Tobago. The NTP (2010) recommended the development of a range of niche tourism products to maximise the economic benefits of tourism. Sport tourism was 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 addition, the Sub-Policy is also influenced by the Trinidad and Tobago National Policy on Sport (2017-2027) which further identifies key areas where sport tourism can be used as a tool for development, including inter alia, marketing sport facilities as ideal winter training venues for international teams.

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 former Ministry of Sport and Youth Affairs (MSYA) and the Tobago House of Assembly (THA) as well as the respective implementation agencies; the former Tourism Development Company Limited (TDC) and the Sports Company of Trinidad and Tobago Limited (SportTT), collaborated with this Ministry in the development of a draft Sport Tourism Sub-Policy.

Five meetings were held with the former Ministry of Tourism and the aforementioned stakeholders between the period 2016 to 2017. At those meetings, various sections of the policy were reviewed and feedback was provided. The Sub-policy was then amended accordingly. The former Ministry of Tourism then invited a core group of experts and other key stakeholders in the area of sport and tourism and also other Ministries to provide feedback on the Sub-policy. The experts comprised representatives from SportTT, First Citizens Sports Foundation, the Special Olympics Trinidad and Tobago, the Amateur Swimming Association of Trinidad and Tobago (ASATT), the National Association of Athletics Administrators of Trinidad and Tobago (NAAATT), the Trinidad and Tobago Football Association (TTFA), the Trinidad and Tobago Hockey Board (TTHB), the Trinidad and Tobago Olympic Committee (TTOC), the Trinidad and Tobago Cricket Board (TTCB) and the Trinidad and Tobago Volleyball Federation (TTVF).

The Ministries that were invited to provide comments included the MYSA, the former Ministry of Community Development, Culture and the Arts, the Ministry of Foreign and CARICOM Affairs, the Ministry of Public Administration and Communications, the former Ministry of Labour and Small Enterprise Development and the Ministry of Rural and Local Development. Subsequent to this, the draft Sub-policy was amended to incorporate the feedback received from these stakeholders.

In fiscal 2017 and 2018, the former Ministry of Tourism successfully completed stakeholder consultations on the Sport Tourism Sub-Policy in both Trinidad and Tobago. The Draft Sub-Policy was subsequently revised to ensure alignment with the National Development

Strategy (NDS) 2016-2030 (Vision 2030), the Sustainable Development Goals (SDGs), the Trinidad and Tobago National Policy on Sport (2017-2027) and the revised Trinidad and Tobago National Tourism Policy (2021-2030). It should be noted that the revised National Tourism Policy underscored supporting Cluster Development in Trinidad and Tobago where it already exists e.g. Couva, which has world-class facilities for sport and encouraging its application in areas of the country where there is strong potential.

### 1.3 Sport Tourism Defined

There is no single, internationally-agreed definition of sport tourism. According to Deply, sport tourism can be viewed as a three (3) dimensional construct involving sport and tourism, that encompasses active tourism which deals with travel specifically to play a sport; event sport tourism involving travel to watch a sport; and nostalgia sport tourism (also referred to as heritage sport tourism) that deals with travel to visit sport attractions.<sup>23</sup> Some researchers have identified passive sports tourism as a fourth dimension. Having reviewed definitions proffered by various authors in this field, it has been determined that the following Standeven and De Knop definition of sport tourism would be adopted for the Sub-policy:

*“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.”*<sup>24</sup>

In keeping with this definition, sport tourism is characterised by travel away from one’s day-to-day environment either to view or participate in (as an athlete, support staff, official, organiser, etc.) a sporting event.

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<sup>23</sup> Lisa Deply, “An Overview of Sport Tourism: Building towards a Dimensional Framework.” *Journal of Vacation Marketing* 4, no. 1 (January 1998)

<sup>24</sup> Joy Standeven and Paul De Knop, *Sport Tourism* (Champaign, IL: Human Kinetics, 1999), 12.

## 2. GLOBAL AND REGIONAL TRENDS IN SPORT TOURISM

During 2019, the number of international tourist arrivals reached 1.5 billion, a 4% growth over the previous year; and generated international tourism receipts estimated at US\$1.7 trillion.<sup>25</sup> According to the World Travel and Tourism Council (WTTC), Travel and Tourism as a whole grew by 3.7% in 2019,<sup>26</sup> corresponding to a global GDP contribution of US\$8.9 trillion (10.3% of total GDP) and the creation of 330 million jobs worldwide.<sup>27</sup> Moreover, UNWTO's forecast, before the COVID-19 pandemic, had estimated that by 2030 international tourist arrivals would reach 1.8 billion.

The UNWTO declared sport tourism as “one of the fastest growing sectors” in the travel industry.<sup>28</sup> Data collected by EUROSPORT estimates that sports tourism generates annual revenues of US\$800 billion worldwide, representing approximately 10% of international travel and tourism receipts.<sup>29</sup> It has been estimated that sports tourism accounts for 25% of all tourism receipts, in some destinations, rising to as much as 55% in Australia and parts of New Zealand.<sup>30</sup> This niche market is also particularly valuable as it lends stability to the broader tourism sector during uncertain times.<sup>31</sup> Furthermore, there is 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.<sup>32</sup>

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.<sup>33</sup> 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.<sup>34</sup> An Economic Impact Assessment conducted by the organisers of the Caribbean Premier League (CPL) reported that the 2019 CPL tournament created a total economic impact of US\$136,542,868 (inclusive of organiser spend, visitor spend and media value) in the region, a 7.21% increase on the results from 2018.<sup>35</sup> Further to this, Television, Streaming and

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<sup>25</sup> UNWTO, *UNWTO World Tourism Barometer*, 18 (2020)

<sup>26</sup> WTTC, “Travel and Tourism Economic Impact 2018,” (London: WTTC, 2018).

<sup>27</sup> “Travel & Tourism Economic Impact | World Travel & Tourism Council (WTTC)”, 2020

<sup>28</sup> “World Tourism Organization.” UNWTO. Accessed February 4, 2021. <https://www.unwto.org/sport-tourism>.

<sup>29</sup> UNWTO International Conference on Tourism and Sports Da Nang, Viet Nam, 24th September 2016, Technical Note

<sup>30</sup> UNWTO International Conference on Tourism and Sports Da Nang, Viet Nam, 24th September 2016, Technical Note

<sup>31</sup> Canadian Sport Tourism Alliance, “Sport Tourism Cheat Sheet,” *Canadian Sport Tourism Alliance*, August 2016, <http://canadiansporttourism.com/sites/default/files/docs/cstacheatsheet2016e.pdf>.

<sup>32</sup> Ibid.

<sup>33</sup> “The ICC World Cup Cricket 2007,” *Making Waves* 13 (April 2007), <http://www.onecaribbean.org/content/files/13makingwavesapril2007.pdf>.

<sup>34</sup> “Things To Do,” Barbados World Cup Cricket 2007, [http://www.barbados.org/cricket\\_world\\_cup.htm](http://www.barbados.org/cricket_world_cup.htm).

<sup>35</sup> <https://www.cplt20.com/hero-cpl-makes-record-economic-impact-caribbean>



Digital viewership for the 2020 CPL increased by 67%, reaching a tournament record of 523.5 million viewers.<sup>36</sup> While this increase may have been influenced by the digital shift brought on by the pandemic, the figures remain encouraging. Particularly, the 81% viewer increase in India, 62% growth in the UK and significant growth in South Africa, throughout the Caribbean and in other key Asian markets,<sup>37</sup> all present opportunities for the future. A summary of the impact of sport tourism in different countries is provided at **Appendix 2**.

## **2.1 Trinidad and Tobago -Trends in Sport Tourism**

Statistics obtained from the Immigration Division of Trinidad and Tobago indicate that over the period 2016 to 2019, there were on average 6,000 tourists per year visiting Trinidad and Tobago for the purpose of either participating in or attending a sporting event (sport tourists).<sup>38</sup> Data captured in 2017, by the former Ministry of Tourism, through a survey of departing international visitors to Trinidad and Tobago, estimated that the average expenditure per trip per sport tourist was roughly TT\$7,900.00 (US\$1,200).<sup>39</sup> With an average of 6,000 sport tourists per year, this equates to an estimated TT\$47 million per year in direct foreign revenue.

Information provided by SporTT indicates that there is great potential for sport tourism in Trinidad and Tobago. During the period 2014 – 2019, the fourteen (14) National Governing Bodies (NGBs) under the purview of SporTT, hosted just under 60 major regional or international tournaments.<sup>40</sup> Available data for the year 2017, shows that the 23 major regional or international tournaments held in Trinidad and Tobago attracted more than 2,500 regional or international participating athletes, and generated an estimated US\$2.9 million in Sport Tourism revenue.<sup>41</sup>

The Economic Impact Report for the CPL T20 event hosted in 2019, reported that the event generated US\$30.3 million in value<sup>42</sup> for Trinidad and Tobago, which represented an increase of 18% compared to 2018.<sup>43</sup> Approximately, 489 persons were employed and 10,642 hotel rooms were filled.

Despite the COVID-19 pandemic, Trinidad and Tobago safely and successfully hosted the 2020 CPL T20 Tournament (August 18, 2020 to September 12, 2020) at the two international standard grounds (Queen’s Park Oval and Brian Lara Cricket Academy). Players were accommodated at the Hilton Trinidad Hotel and observed the strict protocols

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<sup>36</sup> “Massive Increase in Hero Cpl Viewership,” <https://www.cplt20.com/massive-increase-hero-cpl-viewership>

<sup>37</sup> Ibid.

<sup>38</sup> Immigration Division of Trinidad and Tobago

<sup>39</sup> The Ministry of Tourism, Culture and the Arts, formerly the Ministry of Tourism completed a Tourism Baseline Survey in 2017.

<sup>40</sup> The Sports Company of Trinidad and Tobago

<sup>41</sup> Ibid.

<sup>42</sup> Hero CPL announces economic impact on T&T: <https://www.cplt20.com/hero-cpl-announces-economic-impact-tt>

<sup>43</sup> CPL. “Hero CPL announces economic impact on T&T.” <https://www.cplt20.com/hero-cpl-announces-economic-impact-tt>

mandated by the Ministry of Health. Spectators were not allowed at the venues but the entire event was recorded and broadcasted live.

At present, the data available on sport tourism in Trinidad and Tobago only provides a partial picture of the potential for sport tourism at the destination. Continued data collection and expanded research is required to effectively guide the development of the sport tourism niche. This will include research 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. Additional measures must also be implemented to quantify the impact of sport tourism in Trinidad and Tobago. Based on the foregoing, the economic, environmental and social impacts of sport tourism ought to be ascertained, as these may influence the type and nature of sporting events that should be considered for development within the destination.

### **3. THE POTENTIAL FOR SPORT TOURISM IN TRINIDAD AND TOBAGO**

Sport tourism in Trinidad and Tobago is a lucrative niche market with potential revenues from increased hotel room occupancy, transport, health and wellness, food and beverages, television and media coverage, among others. According to the Ministry of Sport and Community Development (MSCD), Trinidad and Tobago has one of the highest densities of sport facilities in the English speaking Caribbean. As such, this country possesses a strong competitive advantage in the industry through the robust network of high-class infrastructure and facilities built to international standards to host local, regional and international sport events.

Trinidad and Tobago has a sport asset base that includes world Class facilities for seven (7) sporting disciplines – Football, Cycling, Athletics, Netball, Cricket, Swimming and Field Hockey; 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, cricket tournaments are hosted at the Queen’s Park Oval, Brian Lara Cricket Academy and the University of the West Indies’ (UWI) International Cricketing Facilities. Thus, the opportunity exists to maximize the commercial value of these facilities. Additionally, there are numerous prospects around the country to host adventure sport events.

The MSCD in collaboration with other relevant stakeholders, have set out to deliver and maintain high quality, multi-purpose, multi-sport facilities for use in local, regional and international sport activities and events. The sport infrastructure, with facilities for swimming, cycling and racquet sports established in 2016, 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 a dry dive facility (learning/teaching centre); the National Hockey Centre (Tacarigua), and the National Racquet Sports Centre (Tacarigua) accommodates one outdoor centre court with seating for 1,500 patrons.<sup>44</sup> Additionally, the collection of world class sport facilities in Couva and Tacarigua can host a variety of sport events, thereby creating a hub for sport tourism.

The aforementioned venues, though initially designed for training purposes as opposed to event hosting, have great potential to also be used in this manner since these sporting complexes have been built to international standards. The facilities can therefore add to the suite of offerings available to the sport tourist and raise the profile of the destination as a veritable sport tourism haven by also hosting major events such as regional and hemispheric championships.

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. Additionally, local sport events such as the Trinidad and Tobago Pro League, T10 Community Cricket League (CCL), as well as track and field, and hockey tournaments are regularly hosted within communities.

While local sport facilities are already being used to host international teams for winter training, there is room to enhance this product through strategic marketing and the development of comprehensive and innovative packages which showcase more of what the destination has to offer. Proper management of an immersive cultural visitor experience, with careful consideration of the unique needs of athletes, would also strengthen relationships and further encourage return visits and word of mouth advertising.

The Business Development Department of SporTT reported that during the 2017-2018 winter season, seven (7) collegiate and national teams visited Trinidad to utilise local sport facilities for training. Of these, two were returning and had been responsible for directing new teams to the destination in response to their positive reviews of their previous visit.

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, techniques and facilities of our successful and popular athletes.

Moreover, 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

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<sup>44</sup> SporTT - The Sports Company of Trinidad and Tobago, "Facilities," Sports Company of Trinidad and Tobago (SporTT), <http://www.sportt-tt.com/Facilities.aspx>.

also communities across Trinidad and Tobago. A SWOT Analysis of Sport Tourism in Trinidad and Tobago is provided at **Appendix 3**.

### **3.1 Sport Tourism's Role in Developing Trinidad and Tobago's Tourism Sector**

Sport tourism can contribute to the overall economic development of Trinidad and Tobago. However, for this to be successfully accomplished, sport tourism events of an appropriate calibre and status, must be consistently hosted in sufficient numbers, frequency and duration. In addition, strategic marketing and focussed promotional campaigns are critical inputs to produce an increase in visitor arrivals and visitor spend at the destination. Moreover, 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.

Properly leveraged sport tourism events can provide economic benefits such as revenue generation from the increased demand for hotel accommodation, transportation services, food and beverage, entertainment and health and medical services. Television and media coverage, coupled with strategic advertising before, during and after the event, can also contribute to long term economic gains through increased visitor arrivals. Moreover, sport tourism can help reduce the level of poverty in communities through the development of small and micro business enterprises and the upskilling of community members to welcome, host and serve sport tourism visitors. Sport tourism can complement other forms of tourism such as ecotourism, event and festival tourism and community-based tourism through the integration of our natural assets and authentic cultural and heritage products in packages offered to visitors.

Investment in sport tourism can result in improvement of local infrastructure such as the construction of new roads and the maintenance of existing ones, the upgrade of existing sites and attractions, and the expansion of telecommunication networks, especially wireless facilities, throughout the country. The use of Information and Communications Technology (ICT) and the development of smartphone apps can contribute significantly to the overall visitor experience. For example, access to a sport tourism app, supported by free Wi-Fi at facilities will allow sport tourists to use their smartphones to explore an array of options including the purchase of preferred seats, food and beverage, team merchandise, and transportation.

In addition, positive media coverage emanating from the successful hosting of sport events can boost the image of the host country.

### **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 (2021-2030) recommends a cluster development approach to sport tourism development and along with the Government Policy Framework (2020) advocates 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 is aligned to the National Development Strategy 2016 – 2030 (Vision 2030), and the United Nations Sustainable Development Goals (SDGs). The Sub-policy is also aligned to the National Policy on Sport (2017 - 2027) as it addresses NGBs and their role in sport tourism.

In 2016, the Standing Committee for the Strategic and Sustainable Development of Tourism in Trinidad,<sup>45</sup> 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 Ministry of Tourism, Culture and the Arts (MTCA), the MSCD and their respective implementation agencies will work collaboratively with the broader cross-section of National Sporting Organisations (NSOs), and NGBs, other sport associations, community groups and tourism stakeholders in private and non-governmental organisations to develop and expand the sport tourism niche.

Further to this, the GoRTT has indicated in Phase 2 of the “Roadmap for Trinidad and Tobago: Transforming to a New Economy and a New Society” (2020) that as part of the post COVID-19 recovery strategy, the focus will be on building sport tourism, commercialisation of facilities and innovation through technology. Accordingly, a Sports Tourism Master Plan (STMP) will be developed that is inclusive of (but not limited to) the following features for the strategic development of this niche:

- Strategically managed events across various sport disciplines (competitive and non-competitive) and demographics;
- Regional competitions developed and marketed;
- International competitions and training camps hosted;
- Invitational meets hosted;
- Category tournaments (age group (including youth), University, women) hosted;
- Sporting Calendar developed to eliminate clashes of events and to optimise attendance at each event;
- New and upcoming sports identified and planned (including non-traditional) that have a high interest, and will attract locals, as well as visitors and foreign teams to our shores; and
- Policies and procedures created and human resource boosted to build the sport tourism sector.

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<sup>45</sup> The Standing Committee for the Strategic and Sustainable Development of Tourism in Trinidad is a Cabinet Appointed Committee established in January 2016.

It is envisaged that the development of a Sport Tourism Master Plan (STMP) and its subsequent implementation would allow for the strategic development, growth and advancement of the Sport Tourism niche within the local tourism industry. In addition, the STMP will create sport tourism clusters which offer high quality products and services capable of competing in international markets. 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.

The MTCA and the THA, will continue to stimulate investment in the sport tourism niche by offering attractive incentives and concessions for the development of infrastructure including accommodation facilities and other supporting amenities.

### **3.3 Cluster Development Approach to Sport Tourism**

A tourism cluster is defined as a concentration of companies, institutions, authorities, supporting services, infrastructure, attractions and resources, interconnected in tourism and related activities within a specific geographic space. The cluster is characterised by high quality facilities and services, strategic linkages between productive chains, companies' exchanges and networks, and social cohesion and interdependence among the actors to maximise the destination's competitive advantage. It is usual for those participating in a cluster to display a symbiotic relationship of collaboration and cooperation, however each organisation remains competitive to achieve individual benefits for all participants.<sup>46</sup>

Based on the aforementioned, a well-developed cluster for sport tourism must comprise a variety of facilities and services that cater to the holistic requirements of each type of sport tourism event being developed e.g. hospitals, accommodation in proximity for families and teams, physical therapists, doctors and sport nutritionists. In Trinidad, the sports facilities located in Balmain, Couva provide an example of cluster development for sport tourism. Currently, this area boasts a number of key elements that facilitate sports training, thereby catering in the first instance to the active sport tourist, with a specific focus on those looking for facilities, amenities and services that support training in specific sport disciplines. The main facilities in Couva and environs include:

- National Cycling Velodrome
- National Aquatic Centre
- National Cricket Centre
- Ato Boldon Stadium
- Couva Medical & Multi-Training Facility

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<sup>46</sup> Trinidad and Tobago National Tourism Policy (2020-2030) developed by the Ministry of Tourism, Culture and the Arts, 2020

- Brian Lara Cricket Academy
- Home of Football
- Metro Hotel
- Cara Suites Hotel
- Trade Winds Hotel
- Sevilla Golf Course

Specific details on the facilities and amenities can be found at Appendix 4.

Additionally, development of the sport tourism cluster would involve a complete mapping exercise to identify key stakeholders/cluster agents to provide a clear indication of the entire value chain and sport tourism ecosystem.

Overall, a well-developed sport tourism cluster that provides a holistic sport training experience should encompass elements of training, wellness, education and development. It should be supported by partnerships and community involvement, the inclusion of other tourism related product offerings (e.g. visits to sites and attractions, events and festivals, merchandising of local food and beverage, local art and craft products, etc.), and the sustainable use of resources, among other elements.

## 4. KEY SUCCESS FACTORS

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

- i) Cutting-edge Sport facilities;
- ii) Local World Class professional athletes;
- iii) An appealing calendar of events
- iv) A sport tourism brand to market and promote the destination;
- v) Adequate resources allocated to the marketing and promotion of sport tourism;
- vi) Authentic and diversified sport tourism packages;
- vii) Full engagement, participation and support of NGBs, NSOs, other local stakeholders and international sporting bodies and associations;
- viii) A safe, secure and healthy environment;
- ix) Ease of access to and from sport tourism events;
- x) Highly trained, talented, committed, focussed, knowledgeable and experienced personnel;
- xi) Capacity building initiatives for persons in the sport tourism sector;
- xii) Supportive public-private partnership engagement;
- xiii) Collaboration and partnership arrangements with international and regional sport governing bodies;
- xiv) Critical mass<sup>47</sup> of persons attending sport tourism events;
- xv) Fully equipped and maintained sport and accommodation facilities;
- xvi) Inclusion of immersive technologies;
- xvii) Digitalization of services to enable ease of doing business; and
- xviii) Value Chain Analysis to identify gaps in achieving an ideal sport tourism industry.

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<sup>47</sup> This mass will be ascertained taking into consideration the three pillars of sustainability for the sector.



## **5. SPORT TOURISM POLICY FRAMEWORK**

### **5.1 Policy Statement**

The MTCA 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**

*“Trinidad and Tobago as the leading sport tourism destination in the English speaking Caribbean by 2030”*

### **5.3 Guiding Principles**

The Sport Tourism Sub-policy is guided by the following principles which are considered necessary for the development, management and promotion of sport tourism in Trinidad and Tobago:

i. **Inclusiveness**

All people, irrespective of sex, age, race or ethnicity, and persons with disabilities, indigenous peoples, children and youth, especially those in vulnerable situations will be provided with access and share in the benefits and opportunities afforded by this niche;

ii. **Validity**

Market research and data analytics will be used to inform planning and decision making; and resources only committed upon valid viability assessments and market potential appraisal;

iii. **Cooperation and Inter-sectoral Linkages**

Cooperation, linkages and alliances will be fostered throughout the tourism value chain to ensure the best allocation of limited resources and the achievement of optimal results;

iv. **Sustainability**

Modern and sustainable practices and technologies will be applied to enhance capacity, improve livelihoods and strengthens business operations, management and ownership;

v. **Transparency and Ethical Practices**

Transparent and objective procedures will facilitate access to public funding; and established rules and regulations enforced to guide decision making.

## **5.4 Goal**

To facilitate the sustainable development and growth of the sport tourism niche.

## **5.5 Objectives**

The policy framework aims to achieve its goal by pursuing objectives within six (6) thematic areas, namely: i) product development; ii) marketing and promotion; iii) human resource development; iv) community participation; v) health, safety and security; and vi) investment. The specific objectives associated with each of these themes are:

- i. To develop high quality, innovative and creative sport tourism products and services that optimises socio-economic benefits and minimises environmental impacts;
- ii. To strategically position Trinidad and Tobago as a competitive sport tourism destination of choice;
- iii. To develop a cadre of highly skilled and competent professionals to effectively and efficiently manage the sport tourism niche;
- iv. To facilitate full community engagement in the planning and execution of sport tourism events;
- v. To provide a healthy, safe and secure environment at locations hosting sport tourism events; and
- vi. To stimulate investment in sport tourism that is based on sound research and which is aligned with national strategic objectives.

## **5.5 Strategic Actions**

### ***5.5.1 Product Development***

This Sub-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 and delivered seamlessly to the sport tourism visitor. The products and services being developed must consider the vulnerability and sensitivity of the natural environment.

To facilitate the development of high quality, innovative and creative sport tourism products and services the Government will:

- i. Conduct periodic examination of the sport tourism value chain for opportunities to introduce new products or modify existing ones to cater to the needs of sport tourists;
- ii. Develop and host hallmark or signature annual events unique to the destination, including sporting and cultural events with the greatest potential;
- iii. Develop an ideal mix of tour packages targeting sport spectators, athletes, delegates and officials and ensuring maximum benefits for the destination;
- iv. Establish, through NGBs, in conjunction with the relevant International Federations, Development Centres for the following sports:
  - a. Cycling/UCI
  - b. Aquatics/FINA
  - c. Tennis/ITF
- v. Develop high quality blended sport and tourism proposals to be used in NGB bids for international sporting events, conferences and workshops;
- vi. Offer facilities on a commercial basis to foreign sporting organizations, regional and international, for off-season or specialist training;
- vii. Explore and develop the potential of the youth sports competition niche as a high participation segment;
- viii. Develop a framework, inclusive of inter-ministerial and cabinet engagement, for facilitating the staging of sport tourism events, including mass participation events;
- ix. Develop Standard Operating Procedures (SOPs) to facilitate ease of entry of athletes, delegates, officials and equipment at the destination's ports of entry;
- x. Conduct site audits at sport facilities earmarked for hosting sport tourism events to improve transportation and access (ingress and egress and disabled access) and visitor experiences;
- xi. Develop a searchable, responsive and real time directory of sport tourism professional services/providers which adheres to established standards and protocols;
- xii. Establish a system for networking among stakeholders/providers across sectors contributing to the development of sport tourism products;

- xiii. Mobilise the local handicraft sector to design and produce unique, high quality memorabilia and souvenirs for the sport tourist; and
- xiv. Conduct regularly scheduled assessments (economic impact, risk, visitor satisfaction, etc.) to determine effectiveness of policies, programmes and suitability of facilities with a view to improvement.

### **5.5.2 Marketing and Promotion**

Trinidad and Tobago has been involved in sport tourism for several years, having hosted a number of successful regional and international events. However, the fierceness of the competition for a share in this segment requires that the marketing and promotion strategy must focus on a unique sport tourism brand which encapsulates the delivery of high-quality products and services that meet international standards and consistently and effectively reflects the established brand values. In addition, strategic research and marketing are crucial elements for leveraging sporting events as a tool for raising the profile of the destination and stimulating interest in the destination, leading to arrivals outside of the actual event periods.<sup>48</sup> Market research and intelligence will also be key to determining the estimated size and impact as well as the markets that should be targeted for sport tourism events. Marketing initiatives can also be used to encourage sport tourists to extend their stay beyond the event duration in order to experience more of the destination's offerings. Moreover, the value of high performance athletes in promoting the destination brand must be recognised and leveraged in order to produce mutual benefits.

To strategically position Trinidad and Tobago as a competitive sport tourism destination of choice, the Government will:

- i. Create and implement a brand positioning strategy with taglines and themes for sport and other recreational activities;
- ii. Employ a comprehensive marketing and promotional campaign for national (domestic), regional and international markets which highlights established and emerging sport tourism events;
- iii. Publish and advertise an electronic annual sport tourism calendar with diverse sport events, including marquee events distributed throughout the year;
- iv. Develop and utilise iconic media content synonymous with the destination brand<sup>49</sup> to strategically leverage the reach offered by international sport events and maximise the associated media equivalency;
- v. Integrate Digital & Social Media marketing as part of the wider Marketing & Communications plans developed for sport events;

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<sup>48</sup> Weed and Bull, *Sports Tourism: Participants and Policy*, 2009.

<sup>49</sup> Ibid.

- vi. Encourage local and regional sport television stations to create products and cover events that are of high interests in local and foreign markets;
- vii. Identify and partner with high performance athletes that align with the destination brand;
- viii. Develop authentic, immersive and experiential content to promote the destination using both traditional and social media;
- ix. Establish and mobilise a network of local and overseas sport tourism agencies/agents and event managers or promoters who are familiar with sport tourism offerings in Trinidad and Tobago to serve dedicated niche market segments;
- x. Position the destination as a centre for sports training and development, inter alia through strategic relationships between NGBs and International Sport Federations;
- xi. Secure and use resources and funding to conduct ongoing advertising and promotion campaigns, targeting the international and regional youth sport market through foreign sport universities and similar organisations; and
- xii. Create an informed network of potential sport tourists among the Caribbean diaspora.

### ***5.5.3 Human Resource Development***

Leveraging sport tourism to provide local socio-economic benefits is dependent in part on the ability to supply the required inputs such as competent and highly skilled human resources. Qualified personnel are needed at all levels of the sport tourism value chain to fulfil a range of functions within the sport tourism sector. Accordingly, the maximization of viable opportunities to secure employment in the sector through suitable education, training and certification programmes that are aligned with internationally competitive standards will lead to an increased cadre of qualified technical, support and administrative sport personnel entering this sector. To this end, research will be conducted to measure and monitor the quality and quantity of the manpower functioning in the sport tourism economy.

To facilitate the development of a cadre of highly skilled and competent professionals to effectively and efficiently manage the sport tourism niche, the Government will:

- i. Facilitate the training, upskilling and certification of sport tourism professionals including but not limited to coaches, technical officers, administrators, and specialists across the sport sector;
- ii. Facilitate and support the training of high performance athletes in their role as brand ambassadors in light of developments in technology and consumer trends;

- iii. Identify human resource gaps in the sport tourism sector and partner with private sector and international organisations to fill this gap;
- iv. Develop a sport volunteer database indicating the level and type of skills available and match these with the sector's needs;
- v. Conduct customer service training for key personnel at all levels stationed at the destination's ports of entry; and
- vi. Implement a national sport tourism education and awareness programme.

#### **5.5.4 Community Participation**

The mobilisation of communities through their involvement in sport tourism at all levels can lead to the generation of new revenue streams and investment opportunities, the development of 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 these events, for example, the provision of accommodation, food and beverage, transportation, tours and other community-based micro and small business enterprises such as retail art and handicraft. Apart from the entrepreneurial opportunities available, community members can adopt the role as tourism ambassadors as they possess the socio-cultural knowledge that non-residents lack.<sup>50</sup> National policies that provide a framework for community development, such as the National Policy on Sustainable Community Development, along with its governance mechanisms (National, Municipal and Community Committees) and developmental strategies and objectives would be instrumental in facilitating community participation.

To foster full community engagement in the planning and execution of sport tourism events so that residents reap the benefits of sport tourism, the Government will:

- i. Empower, upskill and build capacity within the community to engender small, micro and medium sized entrepreneurial opportunities in the sector;
- ii. Design mechanisms to fully engage community stakeholders in the planning, development and execution of sport tourism initiatives which impact their respective communities;
- iii. Facilitate the formation of partnerships and strategic alliances among communities, NGBs, NGOs, private sector and other external stakeholders for support, development, promotion and management of sport tourism events;
- iv. Channel resources into sport tourism initiatives, projects and activities to expand, restructure, regenerate and revitalise communities;

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<sup>50</sup> Developing Local Citizenship through Sporting Events: Balancing Community Involvement and Tourism Development. Laura Misener & Daniel S. Mason (2006)

- v. Facilitate employment opportunities in sport tourism through community focused projects and initiatives;
- vi. Facilitate the development of sport tourism volunteer programmes for young athletes and students; and
- vii. Adopt an asset-based community development approach to identifying local assets which can be developed for sport tourism activities and services or cultural experiences for visitors.

#### **5.5.5 Health, Safety and Security**

One of the main determinants for the selection of a destination to visit or invest in is the perception of safety and security at that location. The GoRTT, in collaboration with all relevant stakeholders, will adopt measures to protect the health, safety and security of local and foreign visitors upon entering and leaving the destination and at sport tourism venues, sites and attractions.

The issue of crime and other anti-social behaviour will be addressed through collaborative efforts among the MTCA, the Ministry of National Security (MNS) and the THA. Initiatives such as the Tourism Oriented Policing Services (TOPS)<sup>51</sup> programme, which is available in Tobago, will also be considered for Trinidad. Moreover, any external threats to the destination will be met with an appropriate inter-agency response.

To provide a healthy, safe and secure environment and experience at locations hosting sport tourism events, the Government will:

- i. Establish a national visitor safety management programme;
- ii. Implement a safety programme including simulation exercises to specifically mitigate against safety and security risks at sport facilities and events;
- iii. Establish a national Disaster Risk Management (DRM) emergency response plan supported by a crisis communication plan and contingency plan for the sport tourism sector;
- iv. Require that facilities and operations that offer training or professional instruction in a sport or tourism related activities must have the required certification and approvals to execute same;

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<sup>51</sup> The TOPS unit comprises Police Officers who are specifically trained to assist and protect visitors against crime and other anti-social behaviour.

- v. Support the implementation of the Tourism Health Information, Monitoring and Response System<sup>52</sup> of the Caribbean Public Health Agency;
- vi. Develop a system for disseminating visitor safety information to tourists;
- vii. Ensure that adequate public liability and sport event insurance coverage are provided at all venues promoting and hosting sport tourism events;
- viii. Implement seamless administrative and logistical measures and safety protocols to facilitate the processing of travel (air, ground and sea) and visa requirements and other documents for national teams, athletes and visiting teams entering and leaving Trinidad and Tobago; and
- ix. Use existing community policing mechanisms to boost the safety and security of visitors.

#### **5.5.6 Investment**

The suite of incentives available for investment in this niche is limited and therefore its growth and development at present is restricted. A review and expansion of the existing suite of incentives is required to make it more attractive for potential investors in the sport tourism sector. In the interim, potential investors can access additional incentives outlined in the Ministry of Trade and Industry's Investment Policy Statement and Compendium of Incentives. In addition, innovation and creativity must be encouraged in this niche by using relevant sector research, market intelligence and analysis. Insights from such research will direct investment towards areas that provide the greatest benefits.

To stimulate investment in the sport tourism niche and support entrepreneurship within the sector the Government will:

- i. Develop an attractive and competitive sport tourism investment portfolio for infrastructure and supporting amenities at designated geographical and sectorial areas within the destination;
- ii. Conduct in-depth and ongoing research on the costs and benefits associated with sport tourism and use market intelligence and analysis to attract new investments and new businesses to this niche;
- iii. Upgrade stadia with the required equipment for Digital Broadcasting and foster partnerships with foreign companies providing unique and diverse content;

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<sup>52</sup> The Tourism Health Information, Monitoring and Response System is commonly called the Tourism and Health Programme (THP).



- iv. Source investors for key sport tourism development projects, particularly those that will enhance the destination's facilities, experience and reputation;
- v. Develop a mechanism to evaluate and measure the Return on Objectives and/or Return on Investments of sport tourism events as part of a major event strategy;
- vi. Incentivise investment in cutting edge Information Communications Technology (ICT) and digitalisation of the sport tourism sector;
- vii. Develop a procedure for assessing and prioritizing commercial sponsorship based on sound research; and
- viii. Encourage Public Private Partnership initiatives related to capacity building, entrepreneurship and local ownership in sport tourism and supporting sectors.

## **6. INSTITUTIONAL AND REGULATORY FRAMEWORK**

### **6.1 Roles and functions of key agencies**

The institutional framework shall comprise governmental and non-governmental organisations and/or institutions whose collaboration is critical to the successful implementation of the Sport Tourism Sub-policy. The Sub-policy envisages various forms of collaboration, commitments and agreements 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 executing the goals and objectives of this Sub-policy are listed below:

#### ***6.1.1 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. The principal responsibilities of the Ministry's Tourism Division as it relates to this Sub-policy are:

- i. Provision of leadership and strategic direction in the development and expansion of sport tourism;
- ii. Collaborating with relevant agencies, organisations, Ministries, associations and community groups on matters related to sport tourism;
- iii. Research and planning as it relates to policy formulation;

- iv. Monitoring and implementation of the goals and objectives of the Sport Tourism Sub-policy; and
- v. Provision of an enabling environment that supports sport tourism development and growth.

The MTCA will develop, promote and facilitate cultural events which will be incorporated into sport tourism packages that showcase the culture and history of Trinidad and Tobago.

### ***6.1.2 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 Sub-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 MTCA, the Tourism Trinidad Limited (TTL), the Tobago Tourism Agency Limited (TTAL), the MSCD and the Sports Company of Trinidad & Tobago (SporTT) and the Tourism Sport Committee<sup>53</sup> with regard to the development and promotion of sport tourism.

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<sup>53</sup> A Tobago Sport Tourism Committee was established by the THA in April 2019. The purpose of this Committee is to ensure that formalized and coordinated funding and support is given to Sport Tourism events in Tobago. This Committee includes representation from the respective Divisions of Tourism and Transportation and Sport and Youth Affairs, as well as the Tobago Tourism Agency and also, technical experts from the hotel and sport sectors.

### ***6.1.3 Tourism Trinidad Ltd. (TTL) and Tobago Tourism Agency Ltd. (TTAL)***

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

- i. Support NGBs and NSOs in bidding for international and regional tournaments;
- ii. Collaborate with City, Borough and Regional Corporations and other key stakeholders to streamline existing systems and create greater synergies among tourism entities, NGBs and NSOs;
- iii. Collaborate with the MSCD and/or SporTT as well as the THA on destination marketing initiatives with respect to projects and overall strategy for leveraging sport tourism;
- iv. Develop and implement a targeted and robust marketing and promotion campaign to enhance the image and profile of sport tourism in Trinidad and Tobago;
- v. Facilitate conferences, workshops and seminars in sport tourism in conjunction with other sport related agencies;
- vi. Promote investment opportunities and source investors for sport tourism; Develop guidelines to address the issue of funding for sport tourism events;
- vii. Facilitate partnership and sponsorship opportunities with sport and tourism partners;
- viii. Measure the impact of sport tourism initiatives with respect to key industry objectives; and
- ix. Develop unique sport/adventure tourism packages that embody the destination's rich culture and heritage and which are appealing to the sport visitor.

### ***6.1.4 The Ministry of Sport and Community Development (MSCD)***

The Ministry has oversight for the dual portfolios of (i) Sport and (ii) Community Development. In respect of the sport portfolio, the Ministry has responsibility for National Governing Bodies, National Sport Policy, Physical Education, Recreation and Sport, and the Sport Multi-Purpose Facilities. In respect of Community Development, the Ministry has responsibility for the administration of Best Village, Community Revival and Empowerment and the Community Development Fund. In addition, it is responsible for the implementation of the National Policy on Sustainable Community Development, which positions Community Development practitioners as the facilitators of community transformation including promoting sustainable livelihoods and economic transformation of communities. Furthermore, MSCD has jurisdiction over Regional Complexes and

Community Centres and Transformation and Development Centres and is tasked with overseeing Monitoring, Education and Training Initiatives, Mediation, Entrepreneurship and Management of Issues Related to the First Peoples.

In respect of the Sport Tourism Sub-Policy, the priority areas for the MSCD will be:

- i. Support talent development and achievement in sport;
- ii. Promote sound infrastructure planning and sustainable facilities;
- iii. Strengthen the capacity of sport organisations; and
- iv. Encourage all citizens of Trinidad and Tobago to become involved in sport for health and more active lifestyles.
- v. Provide leadership in sport related endeavours of the nation;
- vi. Oversee national sport development through support for NGBs;
- vii. Establish partnerships across government and with other stakeholders;
- viii. Work alongside communities to ensure they take full advantage of opportunities for training and development in sport tourism and developing sport tourism products.

The MTCA will partner and work in close collaboration with the MSCD and its implementation arm, the Sports Company of Trinidad and Tobago (SporTT) 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 focused areas: sport services, sport event and sport infrastructure as outlined in the National Sport Policy (2017-2027).

The MTCA will also work closely with the MSCD 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.

#### ***6.1.5 The Sports Company of Trinidad and Tobago (SporTT)<sup>54</sup>***

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

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<sup>54</sup> The MTCA is aware that there is an impending change in this organisation to the Sport Commission of T&T. This section will be amended once the change takes place.

pivotal to the development of sport, athletes and sporting organisations in Trinidad and Tobago and is the key implementation agency for the MSCD.

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

- i. **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.
- ii. **Sport for All** - The promotion of the concept of sport for all, by making programmes accessible and affordable to all those who want to participate and at the same time encouraging participation at school, community and national levels.
- iii. **National Oversight and Support** - The provision of oversight, financial and technical support to the Management of approximately fifteen (15) NGBs with 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 thirty-nine (39) NGB's and NSO's are under the remit of MSCD.
- iv. **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 MTCA and MSCD will collaborate with SporTT to develop and promote products and services geared towards the sport tourist. SporTT input may be required in the evaluation of proposals that contain a sporting element within the context of economic impact and overall strategic alignment.

## **6.2 Roles of Stakeholders**

### **6.2.1 National Governing Bodies (NGBs)**

The MTCA and the MSCD will facilitate greater collaboration and partnership with the existing NGBs in Trinidad and Tobago. The MTCA 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 be provided to assist NGBs in their effort to obtain more international and regional games that can be hosted in Trinidad and Tobago.

### **6.2.2 *National Sporting Organisations (NSOs)***

The MTCA and the MSCD will collaborate with NSOs by providing technical support for sport tourism events hosted in Trinidad and Tobago.

### **6.2.3 *Trinidad & Tobago Coalition of Service Industries (TTCSI)***

TTCSI is a national umbrella body that brings together all services sector organizations and associations and it functions as a focal point to lobby; channel and address trade in services issues and services development issues, which are critical for the sector to thrive in the competitive global environment. The TTCSI seeks inter alia to:

- i. Provide national service providers with knowledge of export opportunities;
- ii. Identify and exploit market opportunities; and
- iii. Promote the further development and competitiveness of the national services sector.

Therefore, within this context, TTCSI will be engaged to support sport tourism research and advise on data collection categories and processes. TTCSI will also assist with the creation of sector reports to show the overall economic value of sport tourism and its contribution to GDP. Furthermore, TTCSI will support capacity building and training for stakeholders to ensure that they understand the importance of data collection, as well as key elements in the process.

### **6.2.4 *Ministry of National Security (MNS)***

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 MTCA 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 utilised to inform and advise visitors on safety precautions to be adopted at the site or venue.

In addition, the MTCA and the MSCD 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.

Furthermore, provision of transport & logistics support and shared resources through agencies such as Trinidad & Tobago Defence Force, Air Guard, TTPS, TTFS is anticipated.

#### ***6.2.5 The Ministry of Finance (MoF)***

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 MTCA will collaborate with the relevant divisions of the Ministry of Finance, mainly the Customs and Excise Division to facilitate the smooth entry and exit of goods and equipment and the seamless processing of tax and duty waivers wherever applicable. The MTCA will collaborate with the Ministry of Finance to facilitate access to funds for the hosting of sport tourism events.

#### ***6.2.6 The Ministry of Works and Transport (MOWT)***

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 MTCA will collaborate with this Ministry, the Ministry of National Security, the MSCD and other relevant stakeholders to provide easy, unhindered, reliable and safe access to all designated sporting facilities, sites and attractions in Trinidad and Tobago. This agency will also be key in the execution of mass participation events such as Marathons, Ironman triathlons and road cycling events that will require the diversion of traffic.

MOWT will also be key in the cooperation of the Airports Authority of Trinidad & Tobago in the provision of services and security clearances as required. This will also entail the review of destinations that may have strategic benefit and the review of existing air lifts and code share agreements to create easy access to the destination.

#### ***6.2.7 Ministry of Foreign and CARICOM Affairs (MoFCA)***

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 MTCA to provide information on sport tourism events and initiatives. The MoFCA will also be a key partner in a wider Sport Diplomacy exercise that involves the collaboration and coordination of various stakeholders in the promotion of Trinidad & Tobago around major sporting events e.g. Olympics, World Cups and Regional championships.

#### **6.2.8 Ministry of Labour (MOL)**

The Ministry of Labour 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 MTCA and the MSCD will collaborate with the Ministry of Labour 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 Occupational Safety and Health Act.

#### **6.2.9 Ministry of Rural Development and Local Government (MRDLG)**

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, Public Health and Sanitation. This Ministry will be responsible for the maintenance of recreational grounds, as well as the provision of proper roadways, drains, bridges, sidewalks, public spaces, street signs in communities and the coordination 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.

#### **6.2.10 Ministry of Planning and Development (MPD)**

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 Sub-policy has taken into consideration the thematic areas and goals of the National Development Strategy 2016 – 2030. The Ministry of Planning & Development will also provide counsel through annual review to ensure the deliverables of the Sport Tourism Sub-policy continue to align with national planning objectives.

#### **6.2.11 Ministry of Education (MoE)**

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 MTCA and MSCD will collaborate with the Ministry of Education to develop a continuous programme for sport tourism education and awareness through its integration into the Physical Education Curriculum at the primary and secondary levels, and a volunteer



management programme 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. The Ministry of Education will also be instrumental in curriculum reform to assist in the shift of a multi-lingual society to create a wider catchment of potential sport tourists.

#### ***6.2.12 Ministry of Health (MOH)***

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. The Ministry is also responsible for ensuring that food safety measures are established and implemented to reduce and treat foodborne and other illnesses that impact on the public health of the visitor especially when sampling street foods. The Ministry is expected to provide medical services, inclusive of ambulance emergency services and well-trained medical staff that are easily accessible and available when the destination is hosting sport tourism events. The Ministry of Health will also be responsible for the review of any Medical Response Plans and the provision of resources and strategic advice as required.

#### ***6.2.13 Ministry of Housing and Urban Development (MHUD)***

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 will be 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.

#### ***6.2.14 Ministry of Social Development and Family Services (MSDFS)***

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. 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 sport tourism and the sport tourism visitor.

#### ***6.2.15 Office of the Prime Minister- Communications***

The Office of the Prime Minister- Communications' mandate includes the promotion of open government, through centralized, timely and accurate communication to engage and empower citizens. The Ministry is responsible for leading government communications and information; facilitating public access to information; providing archival research services; providing government printing services; and ensuring the security of private data collected by public institutions. Accordingly, the MTCA, the THA and their implementing agencies, the MSCD and the Media will collaborate with the Office of the Prime Minister- Communications in the distribution of sport tourism information for events and activities throughout Trinidad and Tobago as well as the development and implementation of a national sport tourism education and awareness programme to all relevant sport tourism stakeholders.

#### ***6.2.16 Office of the Attorney General and Ministry of Legal Affairs - Intellectual Property Office (IPO)***

The Office of the Prime Minister - *Intellectual Property Office (IPO)* is a department within the ***Office of the Attorney General and Ministry of Legal Affairs*** that is responsible for, inter alia, handling the registration of intellectual property rights; making Intellectual Property information available to the public; advising the Government on Intellectual Property matters, e.g. for negotiation in the trade agreements; participating in the development of International Treaties in the area of intellectual property; participating in the development of International Instruments dealing with new and evolving areas of intellectual property.

The MTCA and the MSCD will partner with the IPO to ensure the protection of all the Intellectual Property (IP) associated in the creation of signature sport tourism events, monetization of brands and support in the marketing strategy both locally and internationally.

#### ***6.2.17 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), and other similar institutions all have a role to play in the delivery of academic programmes that target tourism and sport development. The MTCA and the MSCD will engage the aforementioned academic institutions for the development of persons and programmes in sport tourism.

#### ***6.2.18 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 sport tourism ventures with communities. The MTCA and the MSCD will collaborate with the private sector to facilitate the efficient operation and development of sport tourism. The private sector will be encouraged to support athletes and their teams through financial and/or in-kind sponsorship.

#### ***6.2.19 Trinidad and Tobago Olympic Committee (TTOC)***

TTOC serves as the National Olympic Committee for Trinidad & Tobago. They are responsible for the coordination of T&T's involvement at all major games that fall under the auspices of the International Olympic Committee. These games include Central American and Caribbean Games, Pan Am Games, Olympic Games, (Summer & Winter) and Paralympic Games. TTOC is responsible for the development, promotion and protection of the Olympic Movement in the destination. Moreover, TTOC is able to provide training to sporting administrators to assist in the development of sport. The MTCA and the MSCD will collaborate with TTOC to market and promote sport tourism.

#### ***6.2.20 Media***

The media is recognised 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 MTCA, the THA and their implementing agencies, and the MSCD 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.

## **7. POLICY IMPLEMENTATION**

The MSCD is the government authority responsible for the coordination of sport activities associated with the implementation of this Sub-policy. The MTCA and the THA (THA) will work closely with the MSCD 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 (2020) and the National Development Strategy 2016 – 2030 (Vision 2030).

Accordingly, a framework will be established whereby the MTCA will work with these key ministries and agencies to devise action and implementation plans, prioritize action items, determine performance indicators, identify responsible persons/organisations, develop budgetary requirements and establish time frames for implementation. Plans developed, would be for the short (1-3 years), medium (4-6 years) and long term (7-10 years). The extent of the implementation plan will therefore be 10 years. 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 goal and objectives identified in this policy.

A detailed implementation plan for this Sub-policy will be articulated and elaborated in the proposed Ministry's Sport Tourism Master Plan. The Sport Tourism Master Plan (STMP) will provide specific details of specific proven strategies with actionable activities and responsibilities to enable its efficient and effective implementation. The STMP will use empirical data analyses to provide forecasts and targets for sport tourism sector development and growth for the period 2021- 2030.

## **8. MONITORING AND EVALUATION FRAMEWORK**

It is essential that all policies and plans being implemented for the sport tourism niche are periodically monitored and evaluated. A strong and effective Monitoring and Evaluation (M&E) system is necessary to achieve the desired outcomes of this Sub-policy.

The Ministry is guided by 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 policy's declared outcomes.

The Monitoring and Evaluation Unit of the Ministry will be the key oversight body tracking the implementation of the Sub-policy and 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 this Sub-policy.

## APPENDICES

### 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)  
([http://www.tourism.gov.tt/Portals/0/Documents/National\\_Tourism\\_Policy.pdf?ver=2017-03-17-101938-130&timestamp=1489760407173](http://www.tourism.gov.tt/Portals/0/Documents/National_Tourism_Policy.pdf?ver=2017-03-17-101938-130&timestamp=1489760407173))
- National Policy on Sport (2017 - 2027)

Policy Requirement 14.9 of the National Policy on Sport identifies the carrying out of a sport tourism mandate as an objective “to establish the sporting industry as a viable candidate for economic diversification, by capitalizing and maximizing revenue generating potential and capabilities.” The relevant section is extracted and shown below.

#### **14.9 Industry and Commerce**

**“To establish the sporting industry as a viable candidate for economic diversification, by capitalizing and maximizing revenue generating potential and capabilities.”**

This objective entails the expansion of revenue generation from sport as well as operationalizing the business side of sport which has long been neglected and under-developed. Additionally, the current economic climate has highlighted the important role that sport can play, as a viable option for economic diversification. With revenue generation as the driving factor for this objective, the Ministry of Sport and Youth Affairs will:

	<b>Individual Objective Areas</b>
i.	Comment on and work towards <i>revising the draft sport tourism policy</i> in conjunction with Tourism Trinidad (TTDMCL) and Ministry of Tourism so as to establish and adopt a sport tourism mandate
ii.	<i>Vigorously pursue a sport tourism mandate</i> , collaborating with the MoT, TTDMCL and other relevant stakeholders, with a focus on the following areas:

	<ul style="list-style-type: none"> <li>○ <b>Sport Services:</b> <ul style="list-style-type: none"> <li>▪ <i>Athlete physiological testing</i></li> <li>▪ <i>Brian Lara Cricket Academy</i></li> <li>▪ <i>Sport Institute of Trinidad and Tobago</i></li> <li>▪ <i>Coaching, Technical &amp; Administrative Services</i></li> </ul> </li> <li>○ <b>Sport Events:</b> <ul style="list-style-type: none"> <li>▪ <i>Identification of viable tournaments and activities</i></li> <li>▪ <i>Development and expansion of identified tournaments, events and activities</i></li> <li>▪ <i>Development of leisure/recreational/novel sport categories</i></li> <li>▪ <i>Development and promotion of indigenous sports</i></li> <li>▪ <i>Sport business events tourism (congresses, forums, conferences)</i></li> </ul> </li> <li>○ <b>Sport Infrastructure:</b> <ul style="list-style-type: none"> <li>▪ <i>Offer local sport infrastructure as winter training venues to collegiate, professional and national teams</i></li> <li>▪ <i>Seek collaborations with regional &amp; international federations towards the building and development of new and existing facilities for regional and international tournaments.</i></li> </ul> </li> </ul>
iii.	<i>Seek to establish corporate sector sponsorship and alliances with National Teams as well as Facilities</i>
iv.	<i>Work with the relevant stakeholders towards the development and implementation of Marketing and Business Development Plans for NGB's</i>
v.	<i>Seek to Establish Trinidad and Tobago as a Regional Development Centre for sport in the English speaking Caribbean Region</i>
vi.	<i>Capitalize on existing sport infrastructure and market them to the wider Caribbean and international sporting organizations</i>
vii.	<i>Diversify into non-traditional as well as new and emerging sports to establish market share and capitalize on growth of said niches</i>
viii.	<i>Assist in the marketing and development of indigenous sports and sport forms</i>

Source: <https://www.msya.gov.tt/whats-happening/sport/2018-03mar-19-tt-national-policy-on-sport-2017-2027>

## Appendix 2: The Impact of Sports Tourism in Different Countries

- According to the Canadian Sport Tourism Alliance, Canada derives US \$5.2 billion annually from domestic and international sport tourists.<sup>55</sup>
- Sport tourism has accounted for increased growth in the Australian tourism industry, with sporting events driving the sector forward.<sup>56</sup> 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.<sup>57</sup> 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.<sup>58</sup>

According to Yatra, over 9,000 Indians travelled to Australia during February and March to attend the 2015 ICC Cricket World Cup.<sup>59</sup> 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.<sup>60</sup> 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.<sup>61</sup> In addition, approximately 1,016,420 visitors attended the cricket matches with 145,000 being reported as international visitors.<sup>62</sup>

- 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.<sup>63</sup> Of these, 900,000 were football tourists spending a total of £706 million or an average of £785 per visitor during their visit.<sup>64</sup> 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.<sup>65</sup>
- 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

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<sup>55</sup> Canadian Sport Tourism Alliance, "Sport Tourism Cheat Sheet," *Canadian Sport Tourism Alliance*, August 2016, <http://canadiansporttourism.com/sites/default/files/docs/cstacheatsheet2016e.pdf>

<sup>56</sup> Australia Tourism and Transport Forum, "Sport Tourism Issues" (Paper, Australia, 2012).

<sup>57</sup> Ibid.

<sup>58</sup> Ibid.

<sup>59</sup> Tourism Australia wins awards for campaigns in India, 2015 <http://www.tourism.australia.com/news/news-stories-17465.aspx>

<sup>60</sup> Cricket World Cup 2015 boosted local economies of Australia and New Zealand: Study, 2015

<sup>61</sup> Ibid.

<sup>62</sup> Ibid.

<sup>63</sup> Travelmail Reporter, "Sport provides a boost for UK tourist industry as 900,000 football fans flock to Britain," *Daily Mail Online*, October 22, 2012, <http://www.dailymail.co.uk/travel/article-2221300/Sport-provides-boost-UK-tourist-industry-900-000-football-fans-flock-Britain.html>.

<sup>64</sup> Ibid.

<sup>65</sup> The Telegraph, *Tourist Spending Spree at London 2012 Olympics Boosts UK Economy*, 2012



with the city experiencing a 94% increase in hotel occupancy rates and an increased average tourist spend of US \$131.7 per day.<sup>66</sup>

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<sup>66</sup> Ians, "Rio saw 1.17 million tourists during Olympics, Zero cases of Zika," *The Indian Express*, August 24, 2016, <http://indianexpress.com/sports/rio-2016-olympics/saw-1-17-mn-tourists-during-games-zero-cases-of-zika-2994016/>.

### Appendix 3: SWOT Analysis

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

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Brian Lara Cricket Academy in Tarouba</li> <li>● Experience in hosting recognised international cycling events and athletics events</li> <li>● Experience in hosting Caribbean Premier League (CPL) T20 home games</li> <li>● Experience in hosting Caribbean Golfing Amateur Championships 10 times and won the competition 16 times to date</li> <li>● Experience in hosting the European Senior PGA Tour (2 times)</li> <li>● Newly constructed &amp; internationally approved world class facilities and stadia available for winter training and hosting of international/hemispheric competitions</li> <li>● Three (3) challenging golf courses that are rated by the USGA (United States Golf Association) a governing body for golf internationally</li> <li>● Excellent trails for cycling</li> <li>● North-East coast of Trinidad and Atlantic coast in Tobago suitable for surfing and kite surfing</li> <li>● Pigeon point heritage park ideal for windsurfing, paddle boarding, wake boarding, kayaking</li> <li>● New thrust and focus in sport tourism</li> <li>● 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</li> </ul>	<ul style="list-style-type: none"> <li>● Insufficient regulations with regard to procurement practices for this niche</li> <li>● Demand for some sport facilities may be specific (seasonal) and not year-round, e.g. cricket</li> <li>● Lack of maintenance and upgrade at some venues</li> <li>● Lack of robust data for this niche</li> <li>● Lack of monitoring and evaluation post event</li> <li>● No media houses designated to covering sport/ sport events</li> <li>● Low spectator turnout for some sporting events</li> <li>● Income from facility use is not redirected to maintenance and upgrade</li> <li>● Insufficient financial support</li> <li>● Insufficient quality accommodation facilities to cater for mass movement of athletes, delegation and fans</li> <li>● Insufficient competitive and attractive incentives</li> <li>● Inadequate investment in the sector</li> <li>● Lack of indoor sporting facilities in Tobago</li> </ul>

<p>Sport Commission of Trinidad and Tobago formally the SporTT Elite Development and Performance Unit</p> <ul style="list-style-type: none"> <li>● 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</li> </ul>	
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>● Hosting of internationally recognised events at the National Cycling Velodrome, National Aquatics Centre, Brian Lara Cricket Academy and National Racquet Centre</li> <li>● Hosting of sporting events allows for widespread publicity and showcasing of Trinidad and Tobago internationally</li> <li>● 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</li> <li>● Dedicated cricket fans following regional and international teams</li> <li>● Linkages with other economic sectors (agriculture, health, fashion and film)</li> <li>● Sites and attractions related to the sport (e.g. cricket museum) could be linked to the event and packaged as a tour</li> <li>● Engagement of the media to provide quality broadcasting of sporting events hosted in T&amp;T</li> <li>● Couva can be developed, marketed and promoted as a destination for sport</li> <li>● Couva Hospital can have a designated Wing specialising in orthopaedics and other sport-related injuries</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>● High profile sports become very expensive to bid on</li> <li>● Cost to host major sporting events are sometimes prohibitive</li> <li>● Language barrier exists which may inhibit our competitiveness against Latin and Central American neighbours</li> <li>● Competing destinations with world class facilities (Dominican Republic, The Bahamas, Puerto Rico)</li> <li>● Safety and security concerns</li> </ul>

## **Appendix 4: Facilities and Amenities - Couva**

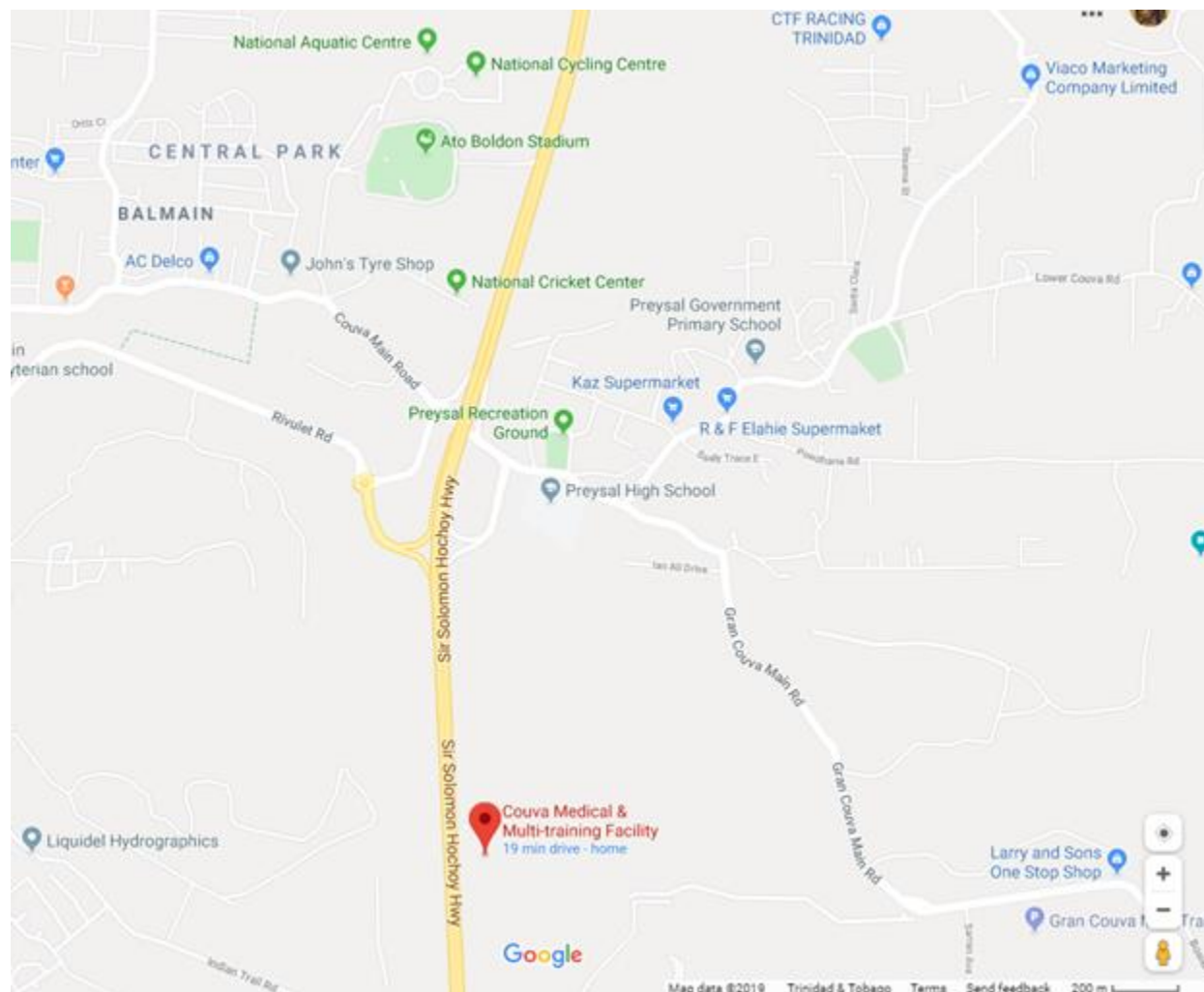
Couva is home to various facilities which may collectively constitute a comprehensive centre for sports training (Refer Figure 1). These include:

- National Cycling Velodrome
  - 250m wooden cycling track
  - Permanent seating for 2500
  - Warmup rooms for athletes and other performers
  - Multipurpose rooms for event organisers/referees/judges
- National Aquatic Centre
  - 50m Main Competition Pool (Myrtha Pool)
  - 50m Outdoor Swimming Pool
  - 25m Diving Facility
  - 940 permanent seats, with an additional 960 mobile bleacher seats (if required)
  - Fitness Room with sauna, Turkish bath and cold water pool
  - State-of-the-art Timing System
  - Underwater Video and Audio Features
  - Digital Screen Playback
- National Cricket Centre
- Ato Boldon Stadium
  - Seating capacity of 8500
  - Football Field
  - Athletics Track
  - Training Field
  - Gym
  - Meeting Rooms

- Indoor and outdoor event space
- The Couva Medical and Multi-Training Facility
  - 5 minutes away from Sport Facility Cluster
- Brian Lara Cricket Academy
  - 20 minutes away from Sport Facility Cluster
  - Total Capacity Seating for 18,000 Persons
  - 72 metre radius or 16,288 square metre Playing Field encompassing 6 Pitches on the Playing Field
  - 12 Outdoor Practice Pitches: 9 Grassed and 3 Concrete/Artificial Turf
  - LED Score Board
  - Officials and Team Locker Rooms
  - Gymnasium
  - Facilities and Operational Equipment
  - 20 Concession Booths
  - 4 Novelties Booths
  - Two Car Parks located to the North and South with a capacity to accommodate approximately 3,000 cars
- Home of Football
  - Adjacent to the National Cycling Velodrome
  - Sport Accommodation Hotel
    - 72 rooms – suites; executive single rooms; double rooms; youth dormitories
    - Medical Room
    - Outdoor dining area
  - 6 Full-sized Football Training Fields
  - Sport and Entertainment Centre

- Multi-purpose Venue & Beach Soccer Arena
  - Open Courtyard Area
  - Commercial Spaces
  - Stage & Viewing Pavilion
- Metro Hotel
  - 59 spacious rooms
  - 15 minutes away from Sport Facility cluster
- Cara Suites Hotel
- 92 rooms
  - 15 minutes away from Sport Facility cluster

Figure 1. Map showing location of key facilities



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