



Second Session 12th Parliament

FINANCIAL SCRUTINY UNIT

Office of the Parliament of Trinidad and Tobago

**Head 80: Ministry of Tourism, Culture
and the Arts**

Allocation: \$299,465,000.00

A summary of the Ministry's Expenditure, Divisions and Projects.

Publication

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About this Guide

This guide provides a summary of expenditure for the Ministry of Tourism, Culture and the Arts, for the period 2016-2022. It provides Members of Parliament and stakeholders with an overview of the Ministry's responsibilities. The primary purpose of this guide is to consolidate the information contained within the various Budget Documents pertaining to the Ministry of Tourism, Culture and the Arts, and provide readers with an analysis of same. This guide is based primarily on:

- the Draft Estimates of Recurrent Expenditure 2022;
- the Draft Estimates of Development Programme 2022;
- the Public Sector Investment Programme 2022; and
- the Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year ended September 30, 2020.

Head 80: Ministry of Tourism, Culture and the Arts

Ministerial Overview¹

The Ministry of Tourism, Culture and the Arts, serves as a catalyst in making Trinidad and Tobago a premier tourist destination. Through research, monitoring and evaluating trends, and partnering with industry stakeholders the Ministry develops policy and employs strategic intervention which aids in achieving its core objective - sustainable tourism.

The Ministry of Tourism, Culture and the Arts also helps to build awareness of the tourism industry along with its implementation arm; the Tourism Destination Marketing and Product Development Company (Tourism Trinidad).

The Ministry's main objective is to position tourism as a key contributor in the country's economic sector – contributing significantly to the nation's Gross Domestic Product, through:

1. Job creation;
2. Increased revenue;
3. Uniquely differentiated, internationally competitive & fully functional physical infrastructure; and
4. Modern and competitive institutions and supported by the people of Trinidad and Tobago.

Mission

To fully develop Trinidad and Tobago's tourism industry by the sustainable development and aggressive promotion of an innovative, differentiated, high value, internationally competitive visitor experience, supported by strong recognition, public and private sector partnership and a positive cultural transformation.

¹ Ministry of Tourism, Culture and the Arts website, accessed on September 1, 2021: <http://tourism.gov.tt/Profile/Ministry-of-Tourism-Culture-and-the-Arts>

The Ministry's goals are:

- To ensure that the tourism sector is a developmental priority – driven by a strong and effective public/private sector partnership;
- To develop the local tourism industry to realise its full potential;
- To transform Trinidad and Tobago into an exciting location for tourism investment;
- To ensure that the country has the supporting infrastructure necessary for substantial growth;
- To position Port-of-Spain as the meetings and convention capital of the Southern Caribbean and the culture capital of the region;
- To define and enhance Trinidad and Tobago's brand reputation by upgrading accommodations to the highest international standards;
- To position Trinidad and Tobago as providing the warmest welcomed and highest level of international quality service in the Caribbean; and
- To market Trinidad and Tobago as a recognised tourism destination in every principal source market.

Culture and the Arts Division

The Culture Division focuses on the development of Trinidad and Tobago's many cultural and artistic forms. It partners with and supports to the work of cultural organisations, community groups, arts based NGOs and artists and cultural workers. It also takes the lead on policy development and implementation for the culture sector. The Division is comprised of several Teams that directly correspond to its main strategic objectives as well as an Administrative Team which provides support to those named below. These are as follows:

1. **Development of Competencies in the Literary, Visual and Performing Arts:** Capacity building, skills development, and organisational strengthening are the main operations here.
2. **Development of Cultural Industries:** This Team leads initiatives designed to increase the commercial viability of the Culture Sector. They also manage the National Registry of Artists and Cultural Workers.

3. **Festival Development:** This team conducts the lion's share of the Division's major events, manages formal Cultural Exchanges and provides technical support to external agencies so as to improve the quality of their product.
4. **Heritage Preservation:** This team manages the Division's portfolio of activities related to UNESCO Conventions, presents exhibitions on National Days and Festivals and other significant events. They also manage the Research Library of the Culture Division.
5. **Professional Arts Companies:** This team manages the National Performing Arts Companies inclusive of
 - the **National Steel Symphony Orchestra** [NSSO],
 - the **National Philharmonic Orchestra** [NPO] and
 - the **National Theatre Arts Company** [NTAC]

The Ministry's portfolio has also expanded to include the following:

- **Culture and the Arts**
 - Carnival
 - Creative Arts
 - Cultural Products and Centres
 - Culture
- **Cultural Organisations**
 - National Days and Festivals
 - Steel Bands
 - Tassa
- **National Philharmonic Orchestra**
- Carnival Institute
- NAPA Hotel
- Naparima Bowl
- National Academy for the Performing Arts
- National Carnival Commission
- National Museum and Art Gallery
- National Steel Symphony Orchestra
- National Theatre Arts Company
- Queen's Hall
- Southern Academy for the Performing Arts

Statutory Boards and Other Bodies:

Wholly Owned Enterprises:

- Tourism Trinidad Limited

Minister of Tourism: Senator the Honourable Randall Mitchell

Permanent Secretary: Mr. Richard Madray

Auditor General Report Findings for the Fiscal year 2020

Ref: Auditor General's Report²

Head 35 - Ministry of Tourism

Note 21 (ii) - Particulars in respect of Contracts already entered into but not yet completed

- 3.21 A Register of Contracts was not produced for audit examination.
- 3.22 Supporting documents in respect of the Contract for Provision of Facilities Management Services (09/003/11D/058) in the amount of \$3,198,375.00 was not presented for audit examination.

STATEMENTS OF RECEIPTS AND DISBURSEMENTS

4.3 Section 24 (1) (c) of the Exchequer and Audit Act, Chapter 69:01 as amended by Act No. 23 of 1998 requires receivers of revenue to prepare and transmit to the Auditor General their Statements of Receipts and Disbursements in such form as the Treasury may direct. By Comptroller of Accounts Circular No. 9 dated August 13, 2020, receivers of revenue were required to transmit to the Auditor General, Statements of Receipts and Disbursements in respect of monies collected under the Items of Revenue for which they are responsible on or before Friday January 29, 2021. The following Receivers of Revenue did not comply with the Comptroller of Accounts Circular No.9, as required.

- TM1 - Permanent Secretary, Ministry of Tourism.

² Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year ended September 30, 2019, pg. 51:
<http://138.128.179.50/sites/default/files/Auditor%20General%20Report%202019.pdf>

TM1-Permanent Secretary, Ministry of Tourism

4.5 A difference of \$122,617.63 was noted between the Statement of Receipts and Disbursements and the records of the Comptroller of Accounts as at 30th September 2020 as follows:

Particulars	Amount (\$)
Statement of Receipts and Disbursements	729,234.38
Comptroller of Accounts	606,616.75
Difference	122,617.63

4.6 The difference represented moneys collected in September 2020 but which were subsequently deposited in the month of November 2020.

Tourism COVID-19 Relief Business Grant - \$1,540,273.69

6.149 The procedures for the processing of applications were not adhered to in that, application forms were not signed by the representatives from the Tobago Tourism Agency Limited and Business Development Unit in respect of two (2) business establishments. Additionally, the signature of the representative from the Business Development Unit was not seen on the application form for another business enterprise.

COVID-19 Loans - \$250,000.00

6.150 The criteria for the granting of loans included the fact that the applicants' enterprise were for purchase of stocks and other inputs critical to manufacturing. A loan in the sum of \$98,350.00 which was approved by the Executive Council on 7th September, 2020 in respect of a water sports business did not fit the criteria for stock and other inputs critical to manufacturing. Evidence of a cheque dated 18th December, 2020 for the sum of \$98,300.00 which was not disbursed was produced at the time of the audit in March, 2021. Management has stated that the loan was qualified under the Tourism Ancillary Services that was subsequently by Executive Council on 9th December, 2020.

Key Statement from 2020 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2020, the following statement was made in relation to the emphasis of the Ministry of Tourism, Culture and the Arts for fiscal year 2020/2021³:

“This Ministry is mandated to provide leadership and strategic direction for the tourism, culture and the arts sectors, formulate policy to guide the development of these sectors, collaborate with all stakeholders on related matters and to facilitate and monitor the offer and access to incentives in accordance with the Tourism Development Tax Act, the Corporation Tax Act and the tourism accommodation upgrade programme. The Ministry continues to be responsible for the management, maintenance and upgrade of five sites, namely Maracas Beach Facility, Vessigny Beach Facility, Las Cuevas Beach Facility and the La Brea Pitch Lake Visitors Centre, along with the performance spaces NAPA and SAPA.

The Ministry implements its mandate with the support of state agencies, statutory authorities and similar bodies as follows. Tourism Trinidad Limited, the marketing and development arm of Trinidad tourism, the Naparima Bowl performance space in San Fernando, Queen’s Hall the performance space in Port of Spain, and the National Carnival Commission that has responsibility for Trinidad and Tobago Carnival. The Ministry is also directly responsible for the National Steel Symphony, the National Theatre Company and the National Philharmonic Orchestra. To achieve its mandate, focus will be placed on the continued development of Trinidad and Tobago rich and diverse cultural heritage as culture as a means of human development contributes to promoting greater tolerance which has a strong unifying effect on our society.

.... While the COVID-19 pandemic has had a devastating effect on global travel, tourism, hospitality and entertainment, this Ministry will continue to work towards developing high-value products and services through the implementation of the Ministry’s programmes and projects and to position the sectors for post-COVID-19 recovery.”

- **Minister of Tourism, Culture and the Arts**
- **Senator the Honourable Randall Mitchell**

³Standing Finance Committee Hansard of Ministry of Tourism, Culture and the Arts October 19, 2020, Accessed September 1, 2021:
<http://www.ttparliament.org/legislations/hh20201019sfc.pdf>

Review of the Public Sector Investment Programme 2021⁴

Tourism

Government has been actively pursuing the enhancement of the non-energy sectors in order to diversify the economy away from the volatile energy industry. As part of the diversification thrust, in fiscal 2021, the Ministry of Tourism, Culture and the Arts (MTCa) continued its efforts in the development of policy and strategy towards building the competitiveness of destination Trinidad and Tobago. A total of \$18.5 million was allocated for improvement works aimed at developing premiere tourist attractions across the country, of which \$8.1 million was utilised for the following projects and programmes:

Upgrade works at Vessigny Beach Facility were completed in fiscal 2021. This included works to the gazebo, office building, boat storage, guard booth, washroom, carpark, lifeguard building, wastewater treatment plant installation of CCTV system and signage.

Tourism Sites and Attractions Upgrade.

The MTCa received a revised allocation of \$6.0 million to facilitate the implementation of works for the Tourism Sites and Attractions Upgrade project to enhance the visitor experience. The sum of \$5.9 million was expended in fiscal 2021 for upgrading works to the following facilities:

- Las Cuevas Beach Facility – improvement works to the eastern recreational area, washroom building, lower carpark and the ramp to the beach were completed. Works on the water treatment plant are ninety-three (93) percent completed;
- Manzanilla Beach Facility – overall works are ninety-eight (98) percent completed with the following activities completed: air conditioning, plumbing, roof repairs, painting, landscaping works, structural repairs and concrete benches were completed. Electrical and signage are ongoing;
- Vessigny Beach Facility – this well used facility now boasts a gazebo, office building, boat storage, guard booth, washroom, carpark, lifeguard building, wastewater treatment plant, CCTV installation and signage; Upgrade works at Vessigny Beach

⁴ Public Sector Investment Programme 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/2021/10/04/public-sector-investment-programme-2022/>

Facility were completed in fiscal 2021. This included works to the gazebo, office building, boat storage, guard booth, washroom, carpark, lifeguard building, wastewater treatment plant installation of CCTV system and signage.

- Maracas Beach Facility – improvement works to the lifeguard headquarters were completed. Works on the plumbing, electrical, ventilation of the vending booths and the demolition of the old concrete slabs are thirty-four (34) percent completed;
- La Brea Pitch Lake Facility – this wonder of the world has been upgraded with a modern canteen and is ready to once again welcome visitors;
- Galera Point Lighthouse – is now one of the first tourist attractions to utilise solar lighting. The seating accommodation and security have also been improved and vinyl fencing was installed to avoid the effects of the sea blast. d. Ongoing works include refurbishment of the caretaker building, electrical installation, lighthouse repairs, fencing and the welcome centre and are ninety (90) percent completed; and
- Paramin Village Lookout – everyone is welcome to access this beautiful location, in keeping with ensuring access by the differently abled, the wheelchair access path is nearing completion along with the retaining wall, box drain, and the foundation for the cooking hut, viewing deck and observation deck. Ongoing works include the erection of walls for the cooking hut, viewing deck and observation deck, washrooms, perimeter fencing and installation of CCTV security system. These works are eighty-two (82) percent completed.

Maracas Beach Facility Management Project

The Maracas Beach Facility is considered a leading local attraction site which attracts large numbers of local and foreign visitors. The MTCA is cognisant of the fact that several factors impact the visitor's experience including social, environmental, health and safety concerns and as such proper management and maintenance of the beach facility is imperative. To this end, the Ministry utilised the sum of \$1.4 million in fiscal 2021 for the provision of the undermentioned services to ensure safety, security and visitor satisfaction at the Facility:

- janitorial services;

- security services;
- car park attendants;
- waste management;
- landscaping;
- signage;
- zoning of the beach for various activities; and
- enforcement of a beach code of conduct.

Maracas Beach Facility Improvement Project

The Ministry expended an additional \$2.5 million for the conduct of improvement works to further enhance the Maracas Beach Facility to an optimum standard. Overall works on this project are fifty-seven (57) percent completed and include:

- construction of western washroom facilities;
- installation solar LED lighting;
- construction of elevated decking and eating areas;
- development of football, volleyball and other sporting areas;
- installation of main entry signage;
- installation of a backup generator;
- development of carpark with one hundred and fifty (150) spaces;
- upgrade of detention pond; and
- installation of platform and closure for bin.

Culture and the Arts

Government has recognised the creative and cultural industry as a mechanism for instilling positive values, attitudes and behaviours amongst the citizenry and as an avenue to diversify the economy. In this regard, increased efforts were placed on strengthening the cultural infrastructure, celebrating and preserving cultural heritage and developing the skill-set of practitioners in the industry. These initiatives formed part of Government's thrust towards generating revenue in the non-energy sector as well as promoting social inclusion, diversity and the human resource development of the country. A total allocation of \$15.2 million was provided for projects to improve cultural facilities across the country.

In fiscal 2021, the scope of works for the refurbishment of Queens Hall was altered to include the establishment of a garden in the courtyard. To this end works on the structural elements of the courtyard commenced and the project is seventy-five (75) percent completed with a total expenditure of \$1.4 million

Upgrade of Facilities – National Academy for the Performing Arts (NAPA) Funds in the amount of \$0.271 million were utilised for outstanding payments from the last fiscal year. These works previously completed included electrical installation, PBX upgrade, installation of work lights service fee, cleaning of rafters, service fee for purchase and replacement of LED fountain lights, infrared thermometer, automated hand sanitizer dispenser and hand sanitizer, custom brokerage charges for stage equipment, automatic bins and step on pedal bins, manual and automatic hand soap and sanitizer dispersers.

Refurbishment of Queens Hall

In fiscal 2021, the scope of works for the refurbishment of Queens Hall was altered to include the establishment of a garden in the courtyard. To this end works on the structural elements of the courtyard commenced and the project is seventy-five (75) percent completed with a total expenditure of \$1.4 million. The installation of the canopy poles, tables and bench were completed, while phase one of the décor is in the final stages. Furthermore, the bar/hostess station was fabricated and the stage was procured with installation scheduled to be completed by August 2021. A major project undertaken at Queens Hall during the period was building the ICT capacity

of the facility through the acquisition of hardware. This project is 70 percent completed with the final stages for full integration in progress. Another project at Queens Hall is the upgrade to the CCTV cameras initiative is scheduled to commence in August 2021 with a projected completion date of November 2021.

National Museum Development and Museum of the City of Port of Spain/Carnival Museum (Fort San Andres)

UDeCOTT has been proposed as the project manager for both projects, however, due to staffing constraints and COVID-19 restrictions, the tendering process for the projects was not completed as planned. It is expected that the tenders will be issued by the end of August, 2021.

Naparima Bowl

Funds in the amount of \$0.4 million were utilised for the execution of upgrades to the Amphitheatre and repairs to the stage doors.

National Academy for the Performing Arts and Remedial Works to the Southern Academy for the Performing Arts (SAPA)

Payments were made for outstanding bills in the sum of \$0.4 million for NAPA and \$8.8 million for SAPA for works previously completed under these projects.

The Ministry's total allocation as a percentage of the National Budget for the period 2016 to 2022

Year ⁵	Total Allocation ⁶	National Budget ⁷	Percentage of National Budget
2014	\$183,573,431.00	\$ 65,020,886,424.00	0.3%
2015	\$171,156,989.00	\$ 61,966,922,675.00	0.3%
2016	\$104,808,594.00	\$ 56,573,913,053.00	0.2%
2017	\$58,486,476.00	\$ 54,883,153,410.00	0.1%
2018	\$38,994,208.00	\$ 54,211,726,813.00	0.1%
2019	\$44,277,392.00	\$ 54,581,467,181.00	0.1%
2020	\$43,146,732.00	\$ 55,714,631,967.00	0.1%
2021 ⁸	\$ 116,397,349.00	\$ 55,818,816,878.00	0.2%
2022	\$ 273,465,000.00	\$ 55,417,902,000.00	0.5%

- Total allocation for the Ministry as a percentage of the National Budget illustrated that the allocation to the Ministry of Tourism, Culture and the Arts increase by 0.3% between the period 2020/2021 and 2021/2022.

⁵ For the Fiscal Years 2016-2020, actual figures were used to calculate the Ministry's total allocation. However, estimates were used to determine the Ministry's total allocation for the Fiscal Years 2021 and 2022.

⁶ Total Allocation for the Ministry of Tourism, Culture and the Arts= Recurrent Expenditure + Consolidated Fund

⁷ The National Budget= Total Recurrent Expenditure + Total Development Programme Consolidated Fund

⁸ For the fiscal years 2016-2020 the figures of the Ministry of Tourism before it was realigned was used to calculate the Ministry's Total Allocation. However, estimates from 2021 and 2022 included the estimated figures for the Division of Culture and the Arts.

Where the Ministry spends its money

2021-2022 Estimates of Expenditure

The budget allocation of **\$299,465,000** for the Ministry of Tourism, Culture and the Arts is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of **\$233,495,000**;
- The Draft Estimates of Development Programme in the sum of **\$65,970,000.00**
 - Consolidated Fund in the sum of **\$39,970,000.00**; and
 - Infrastructure Development Fund⁹ in the sum of **\$26,000,000.00**.

The Estimates of Recurrent Expenditure include:

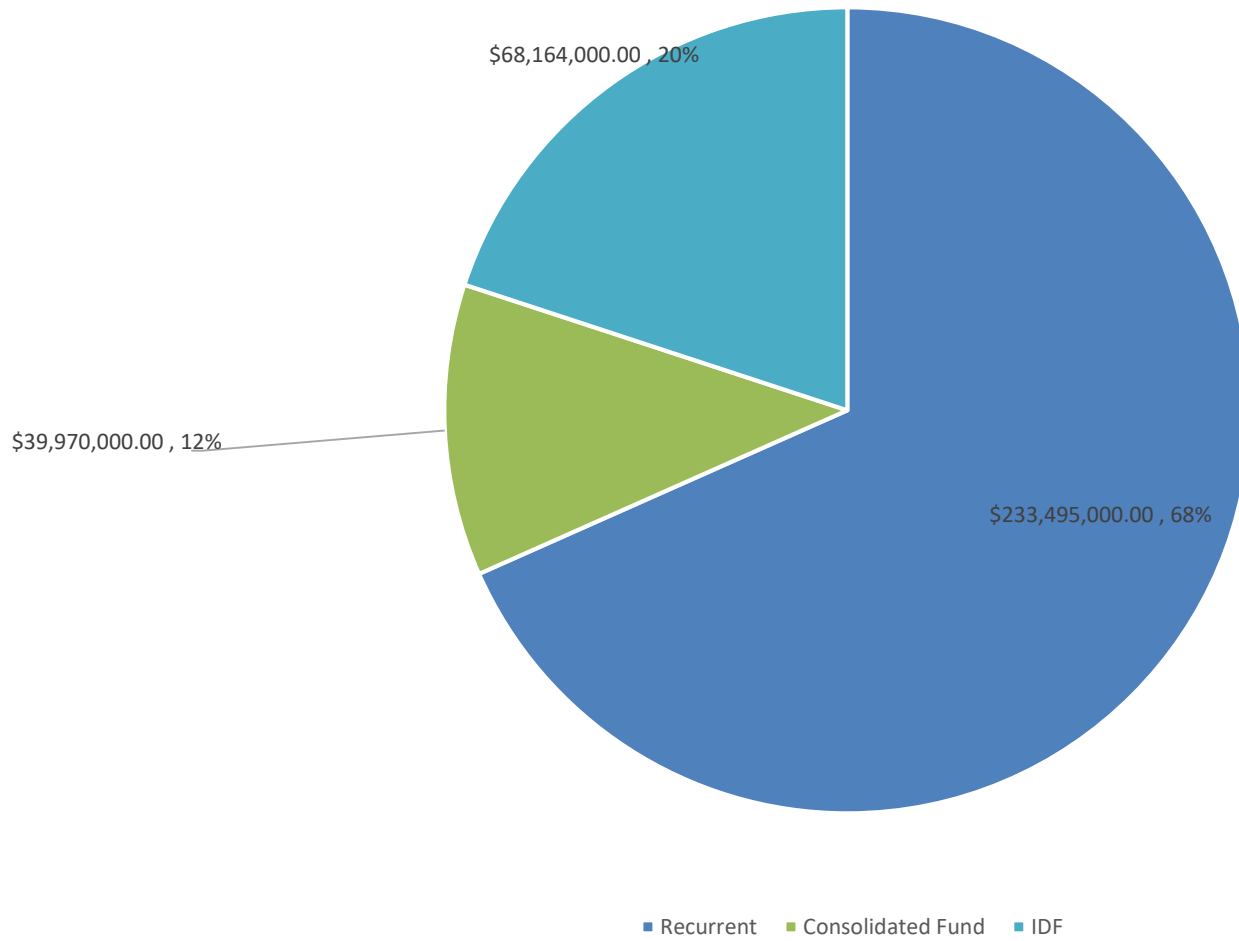
- 01 Personnel Expenditure - **\$12,774,301**;
- 02 Goods and Services - **\$25,224,222**;
- 03 Minor Equipment Purchases **\$125,000**;
- 04 Current Transfers and Subsidies **\$143,371,477**; and
- 06 Current Transfers to Stat. Brds. & Similar Bodies **\$52,000,000**

The Ministry of Tourism, Culture and the Arts:

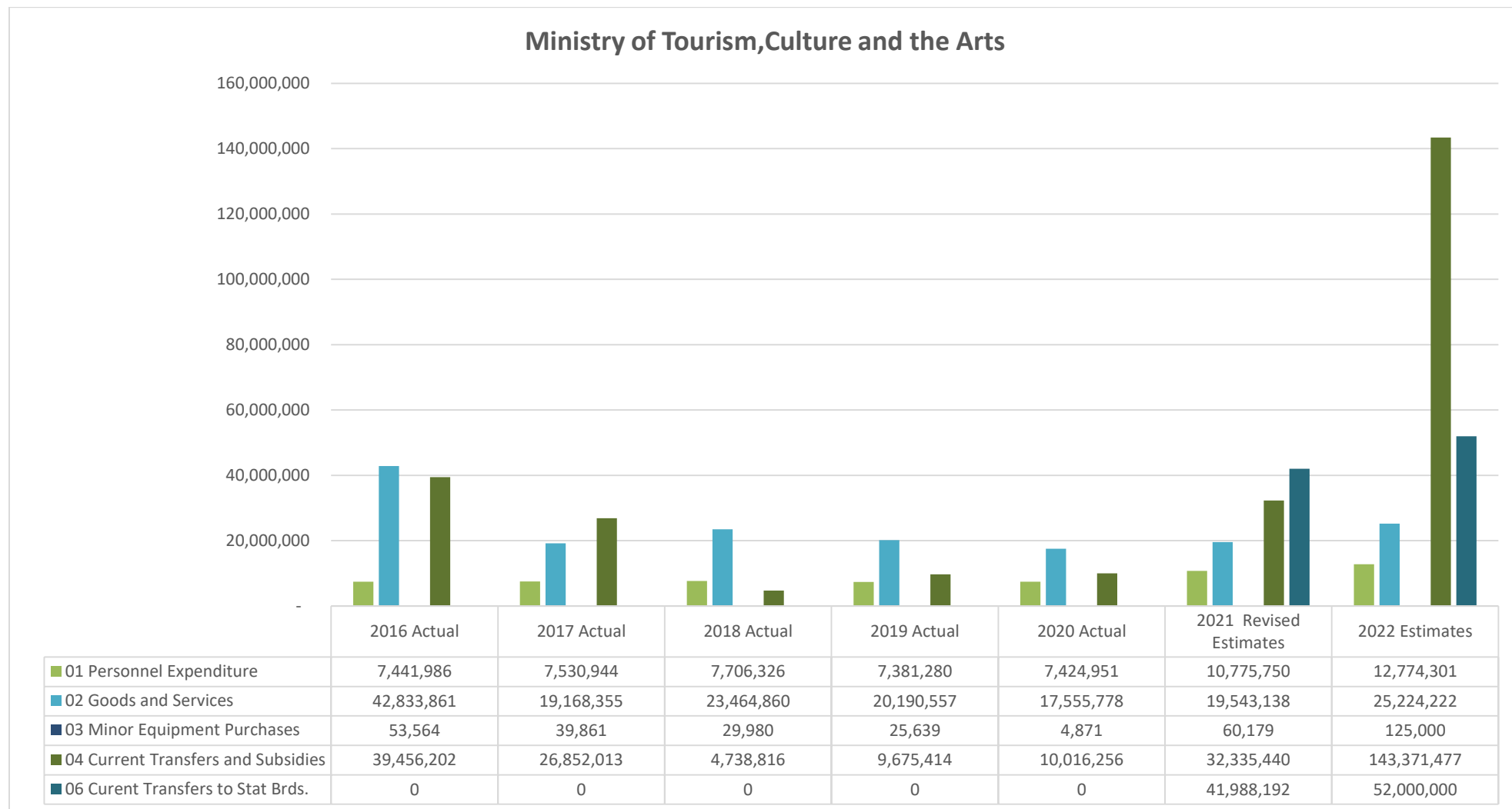
- Total allocation as a percentage of National Budget is **0.5%**;
- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is **0.42%**; and
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is **1.6%**.
- Infrastructure Development Fund allocation as a percentage of the total Infrastructure Development Fund is **2%**.

⁹ Head 18 -Ministry of Finance, Sub-Head 04 - Current Transfers and Subsidies, Sub-Item 11- Infrastructure Development Fund (IDF) (Infrastructure Development Fund allocation is part of the Ministry of Finance allocation for the financial year. *Therefore, the total recurrent expenditure for the Ministry of Tourism, Culture and the Arts does not include the IDF funding.*

Ministry of Tourism, Culture and the Arts Total Allocation - \$299,465,000.00

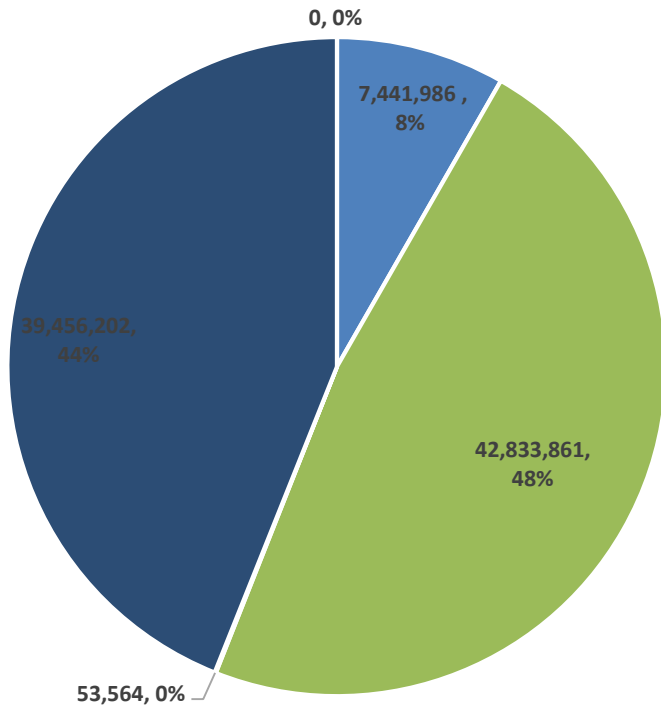


Summary of Recurrent Expenditure for the period 2016-2022¹⁰



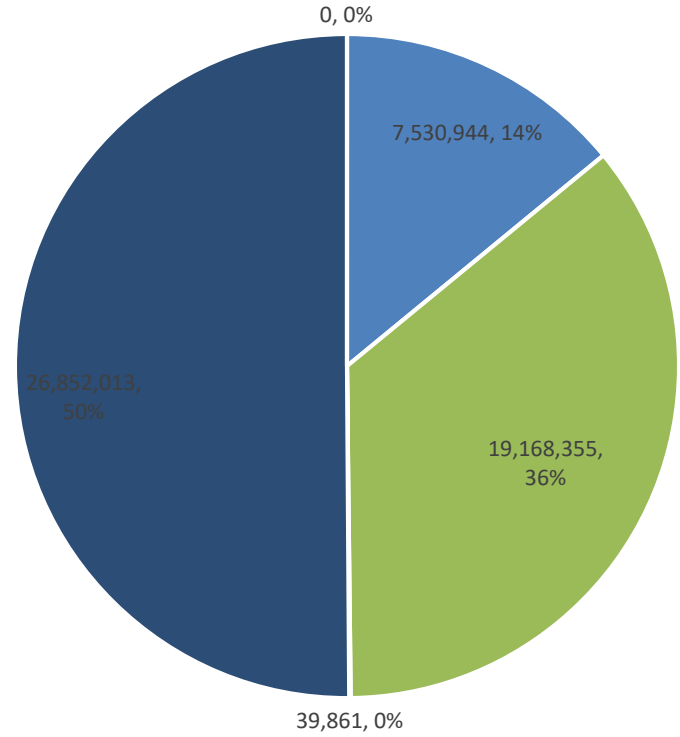
¹⁰ Ministry of Finance, Draft Estimates of Recurrent Expenditure 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-Details-of-Recurrent-Expenditure-2022.pdf>

2016 Actual - \$89,785,613



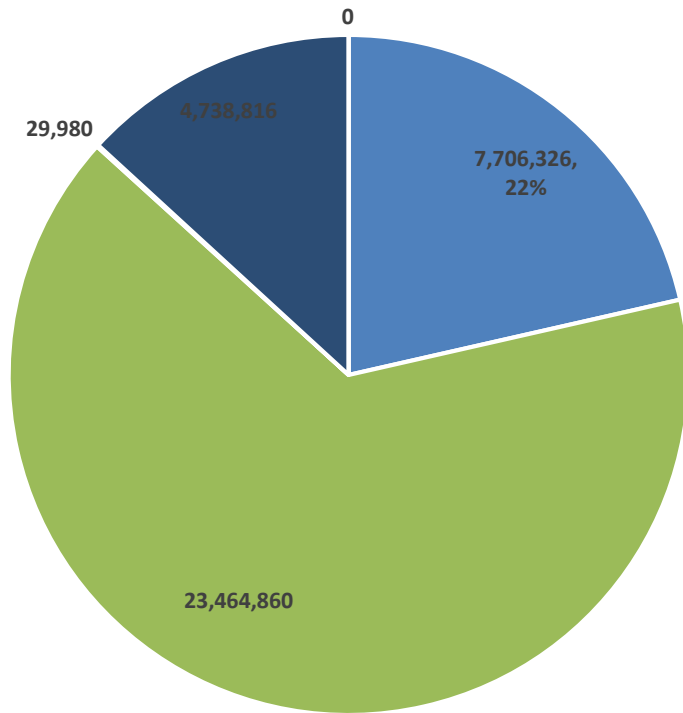
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat Brds.

2017 Actual - \$53,591,173



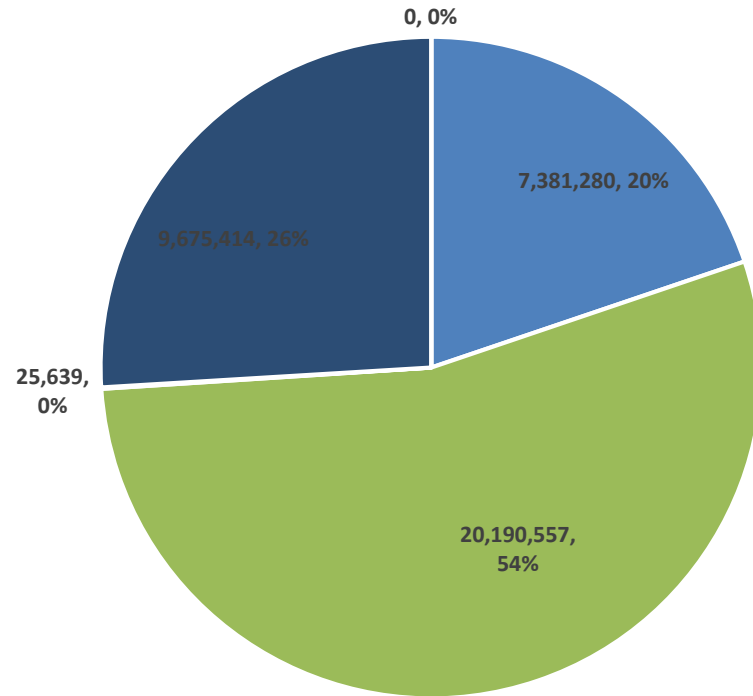
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- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat Brds.

2018 Actual - \$35,939,982



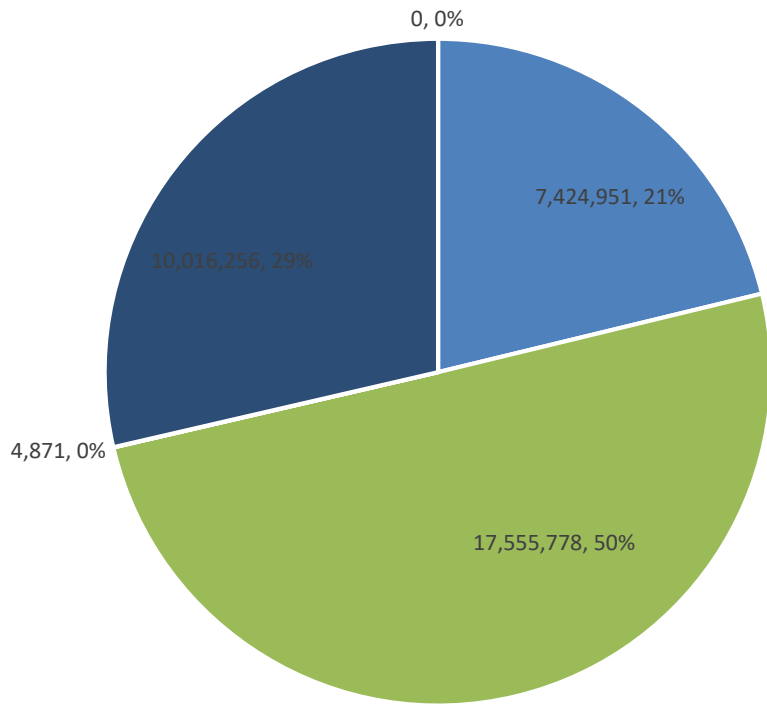
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
- 06 Curent Transfers to Stat Brds.

2019 Actual - \$37,272,890



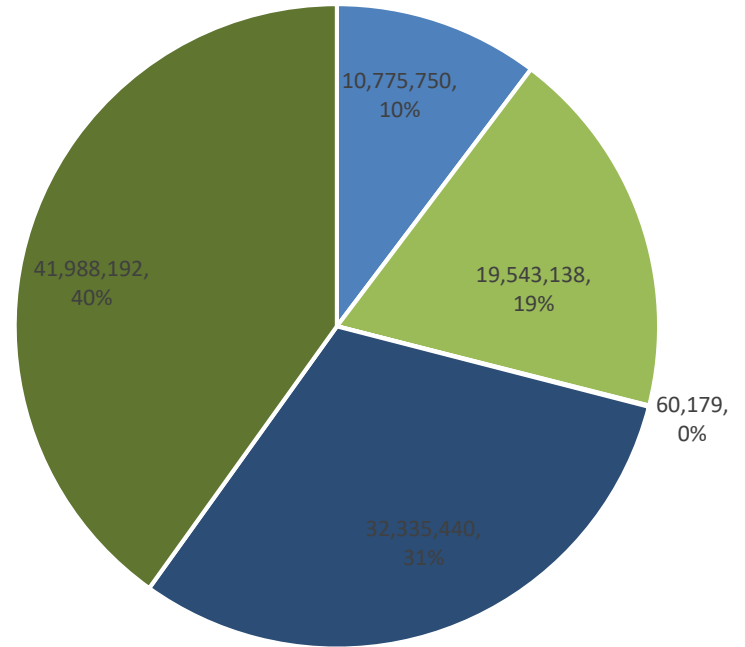
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
- 06 Curent Transfers to Stat Brds.

2020 Actual - \$35,001,856



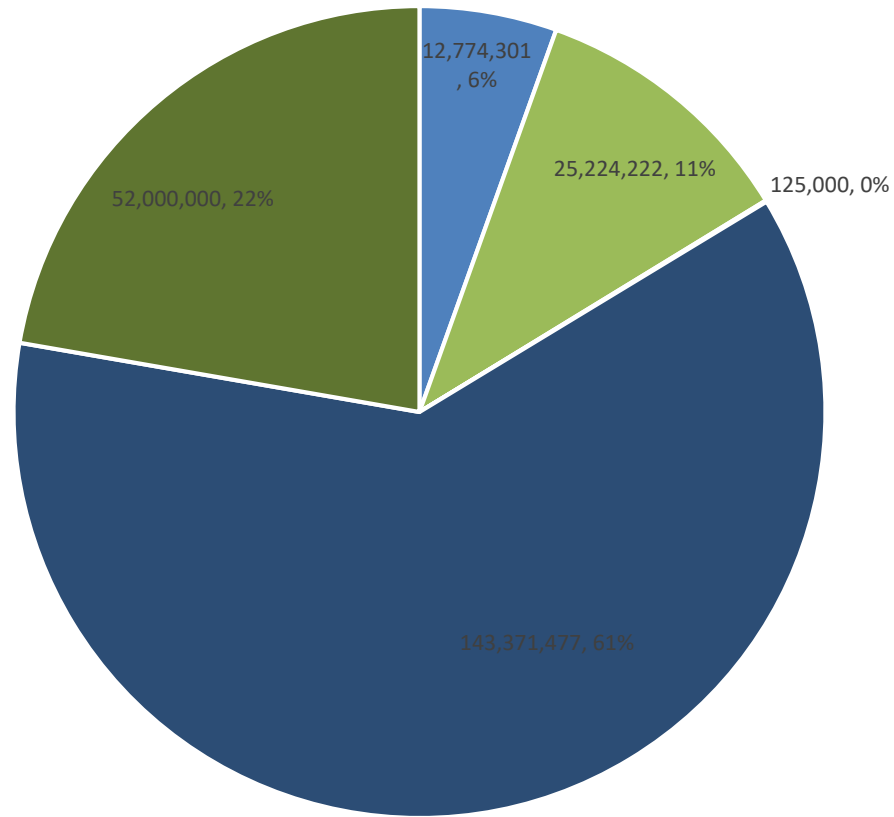
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat Brds.

2021 Revised Estimates - \$104,702,699



- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat Brds.

2022 Estimates - \$233,495,000



■ 01 Personnel Expenditure ■ 02 Goods and Services ■ 03 Minor Equipment Purchases ■ 04 Current Transfers and Subsidies ■ 06 Current Transfers to Stat Brds.

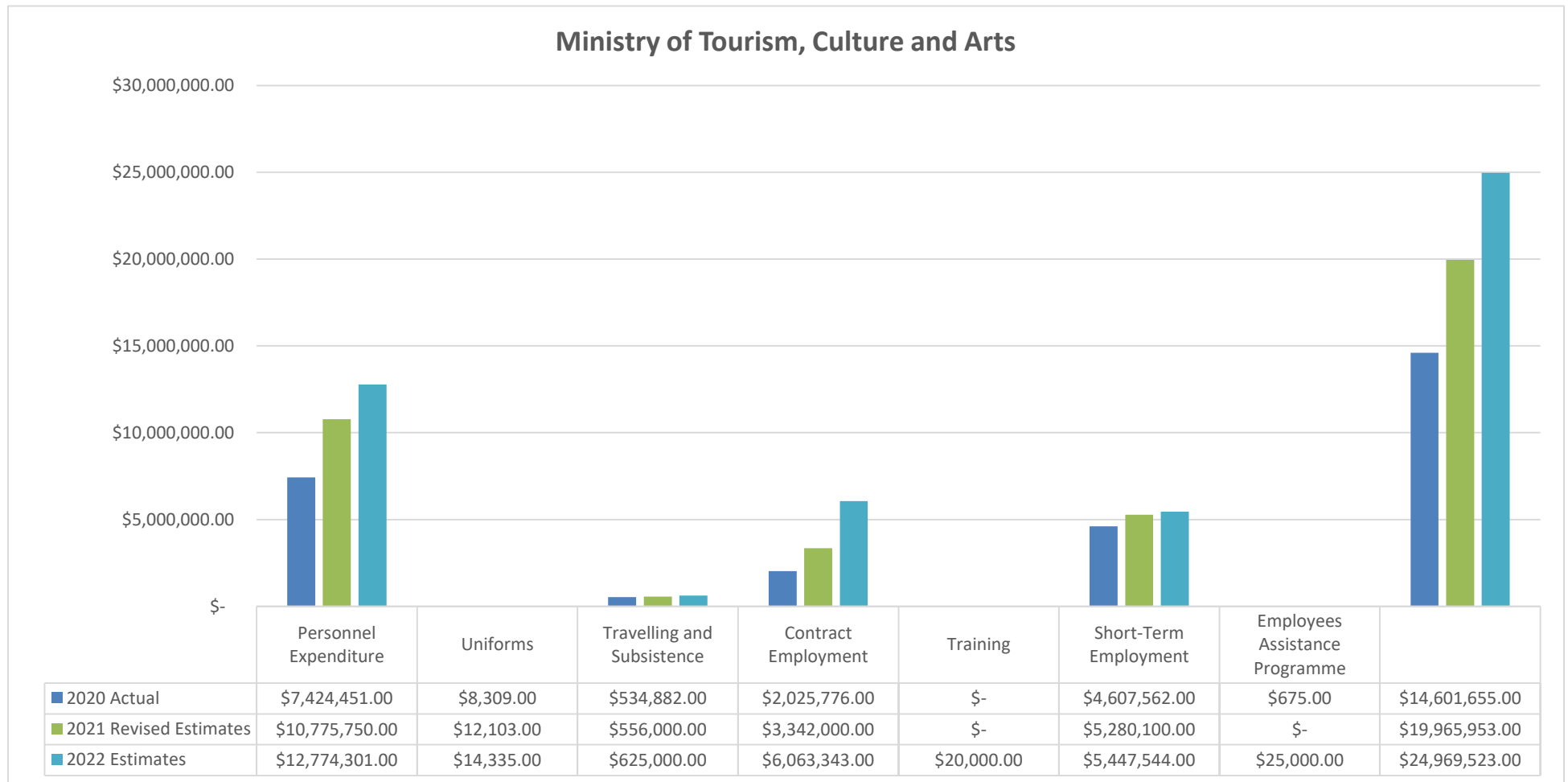
Analysis and Summary of Expenditure

Recurrent Expenditure refers to the payments for expenses, which are incurred during the day-to-day operations of the Ministry for Personnel Expenditure, Goods and Services, Minor Equipment Purchases and Current Transfers and Subsidies. Recurrent Expenditure for Fiscal Year 2021/2022 is **\$233,495,000**.

- Recurrent Expenditure (**Revised**) for Fiscal Year 2020/2021 was **\$104,702,699**. Comparing this figure with Fiscal Year 2021/2022, there is an increase of **\$128,792,301** or **123%**
- The largest portion of the allocation has frequently gone to **Sub-Head 02 Goods and Services**. However, in fiscal 2021/2022 the largest portion of allocation has gone to **Sub-head 04 Current Transfer and Subsidies.**, accounting for approximately **48%** of total funding for the Ministry for fiscal year 2021/2022 with the Ministry receiving **\$143,371,477** for its day to day operations.
- Minor Equipment Purchases received the lowest portion of the total allocation for the Ministry over the period 2016 to 2022.
- Goods and Services received the second largest portion of the allocation in fiscal 2022. Comparing 2020/2021 allocation of **\$19,543,138** to 2021/2022 allocation of **\$25,224,222**, there was an increase in the allocation by **\$5,681,084** or **29%**.

Staff and Pay¹¹

The allocation of staff expenditure for the fiscal year 2022 is **\$24,969,523**, which represents an increase of approximately 25% from the last fiscal year 2021. The following chart provides a breakdown of all expenditure related to staff from 2020-2022.



¹¹ Draft Estimates of Recurrent Expenditure for the Financial Year 2022, accessed on October 7, 2021 <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-Details-of-Recurrent-Expenditure-2022.pdf>

Analysis of Expenditures Unique to the Ministry of Tourism, Culture and the Arts¹²

Unique Expenditure refers to expenditure items incurred by the Ministry of Tourism, Culture and the Arts that may not feature in other Ministries or Departments.



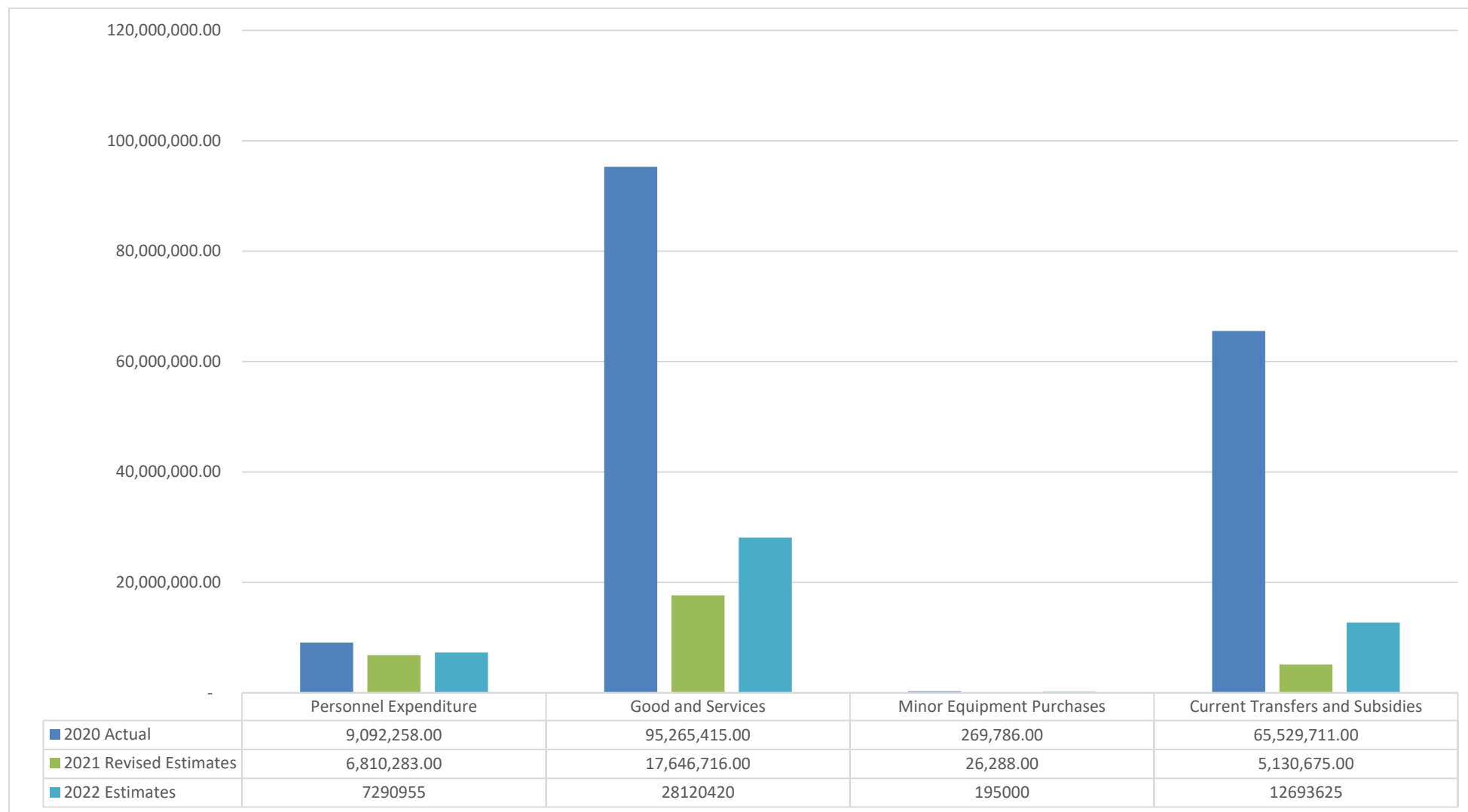
¹²Draft Estimates of Recurrent Expenditure for the Financial Year 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-Details-of-Recurrent-Expenditure-2022.pdf>

22 National Carnival Commission of Trinidad and Tobago¹³



¹³ Draft Estimates of Recurrent Expenditure for the Financial Year 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-Details-of-Recurrent-Expenditure-2022.pdf>

National Carnival Commission Summary of Expenditure for the period 2020-2022¹⁴



¹⁴ Draft Estimates of the Revenue and Expenditure of the Statutory Boards and Similar Bodies and of the Tobago House of Assembly 2022 Ministry of Finance website, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-of-the-Revenue-and-Expenditure-of-the-Statutory-Boards-and-Similar-Bodies-and-THA-for-the-Year-21.pdf>

Summary of Development Programme Expenditure for the period 2016-2022¹⁵

Development Programme is capital expenditure aimed at improving and enhancing development in different areas of Trinidad and Tobago which includes; human resources, economic and social development.

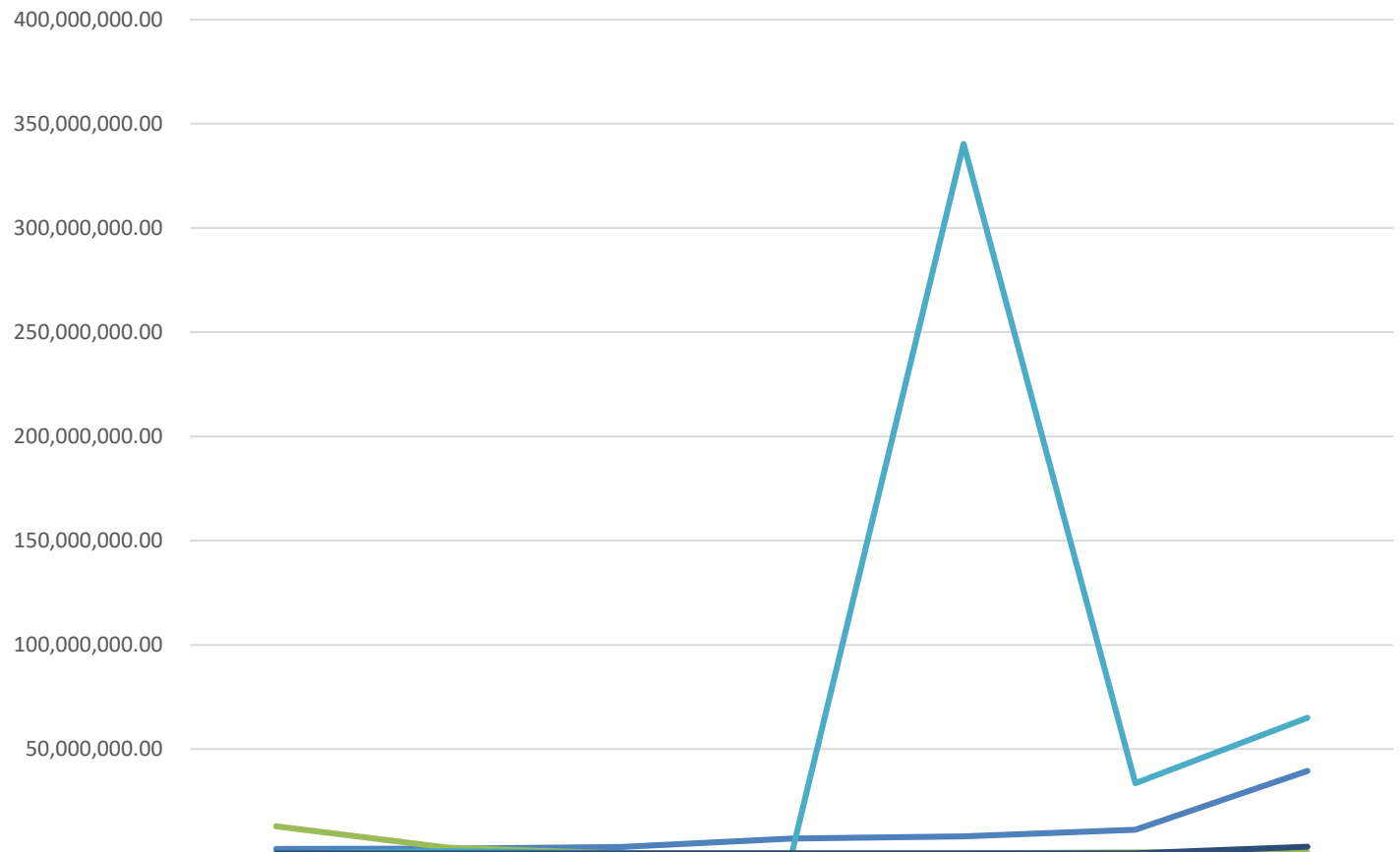
The Public Sector Investment Programme (PSIP), which represents the capital expenditure component of the National Budget, is the instrument used by Government to effect its vision and policies. It is a budgeting and strategic planning tool made up of projects and programmes, designed to realise the goals set out in the Government's overarching policy.

The allocation of \$108,134,000 for development programmes and projects for fiscal year 2021/2022 are presented in two parts as follows:

- Funds appropriated by the Parliament and disbursed directly from the Consolidated Fund 37%; and
- Funds disbursed from the Infrastructure Development Fund 63%.

¹⁵ Draft Estimates of Development Programme 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-of-Development-Programme-2022.pdf>

Ministry of Tourism, Culture and the Arts



	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Revised Estimates	2022 Estimates
— Economic Infrastructure- Consolidated Fund	2,118,876.00	2,247,195.00	3,054,226.00	7,004,502.00	8,144,876.00	11,272,300.00	39,470,000.00
— Multi-Sectoral and Other Services- Consolidated Fund	12,904,105.00	2,648,108.00	-	-	-	422,350.00	500,000.00
— Social Infrastructure- Infrastructure Development Fund	-	1,067,021.00	-	-	340,327,257.00	33,702,800.00	65,000,000.00
— Multi-Sectoral and Other Services- Infrastructure Development Fund	-	-	-	-	-	-	3,164,000.00

Public Sector Investment Programme 2021/2022 Expectations¹⁶

Tourism

In fiscal 2022, the Ministry of Tourism, Culture and the Arts (MTCA) will continue to invest in the development of policies and strategies to facilitate growth of the tourism sector and build the competitiveness of destination Trinidad and Tobago. The MTCA will also continue its efforts to strategically align and structure itself to achieve its mandate, strengthen public-private sector partnerships and monitor trends in the tourism industry. Government will provide a total of \$31 million towards the development of this sector in fiscal 2022.

Tourism Sites and Attractions Upgrade

The tourism sector, being negatively impacted by the COVID-19 pandemic, will require concerted effort to not only recover but to contribute in bolstering the nation's diversification thrust. The tourism sector has been identified by the Roadmap to Recovery Committee as a core sector in advancing the diversification of the economy and is emphasised for attention specifically, Pillar 1 Diversifying and Transforming the Economy in Tobago and in Trinidad - leveraging digitization. Policies for the recovery and growth of the sector focus on our natural environment, heritage, culture, communities, and local food, while leveraging the blue economy. Emphasis will be placed on promoting greater competitiveness in the sector locally, regionally and internationally. Activities to be undertaken are geared towards developing niche areas to give the tourism sector a competitive advantage.

In fiscal 2022, the MTCA will continue the programme to upgrade sites and attractions in collaboration with the Ministry of Agriculture, Land and Fisheries, the Ministry of Rural Development and Local Government, non-governmental organisations (NGOs) and communities throughout Trinidad, with a view to increasing visitors and revenue, towards economic development for communities and sustainability of the sites. The MTCA has also aligned its Blue Economy project in accordance with the recommendations of the Roadmap to Recovery Report. As such, the sum of \$10.6 million will be allocated for the upgrade of the following sites:

¹⁶ Public Sector Investment Programme 2022. Accessed on October 5, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Public-Sector-Investment-Programme-2022.pdf>

- Temple in the Sea;
- River Estate Water Wheel;
- Fort Abercromby Heritage Park;
- Blue Basin Waterfall;
- Galera Point Lighthouse Restoration project - phase two; and
- installation of statues in Port of Spain.

Tourism Trinidad Limited

Tourism Trinidad Limited (TTL) recently completed a three-year strategic planning exercise, whereby the organisation, together with stakeholders, charted the way forward focusing on stabilisation and recovery of the sector. TTL believes that stakeholders have a critical role to play in driving tourism growth and ensuring that the sector is well-positioned for changes in a complex and competitive global environment. As such, the organisation is committed to working with industry players to revitalise the destination's tourism economy.

The sum of \$7.0 million will be allocated to TTL for the execution of its four [4] core functions as follows:

- research, strategy and marketing – which focuses on implementing and executing initiatives, including campaigns and projects that will assist in promoting and marketing;
- destination development – which focuses on actions to positively impact visitor experience, while ensuring the ongoing development and sustainability of the tourism product;
- corporate communications and stakeholder relations – to promote technology and digital media leverage as the way forward to meet and communicate with travellers; and
- investment and business development – to develop, package and promote tourism investment opportunities to local and foreign investors as well as other targeted investment intermediaries.

Caribbean Small Tourism Enterprise Project (STEP)

Small businesses form the basis for the delivery of tourism offerings as they provide a point of direct contact between visitors to Trinidad and Tobago and various communities. The Caribbean Small Tourism Enterprise Project (STEP) seeks to engage stakeholders in the transformation of the tourism sector into a modern, vibrant, culturally unique and economically viable entity. The project enables small business owners in the tourism industry to improve their performance and profitability through selected training programmes. In fiscal 2022, the sum of \$0.5 million will be allocated for training programmes on product packaging and pricing, digital marketing and customer service.

In fiscal 2022, a sum of \$6.0 million will be allocated for the continuation of the Maracas Beach Facility Improvement Project to drive economic growth and diversification through the sustainable use and management of the country's natural capital.

Maracas Beach Facility Improvement Project

The rehabilitation and upgrade of Maracas Beach Facility aims to provide an enhanced visitor experience for both local and international visitors through high standard and upgraded amenities. These amenities include new washrooms that meet international standards, additional beach recreational facilities, safety through additional lighting and CCTV cameras and comfortable eating areas. It is expected that the improved Maracas Beach Facility will attract more visitors and improve beach revenues earned for maintenance of the facilities, while enhancing international and domestic tourism and contributing to foreign exchange earnings and savings. The completion of this project has the potential for driving economic growth and diversification through the provision of a unique tourist destination where visitors both local and foreign will experience the culinary delights in a first class beach facility. As such, in fiscal 2022, a sum of \$6.0 million will be allocated for the continuation of the Maracas Beach Facility Improvement Project for the following activities:

- construction of a craft market village;
- landscaping and drainage works;
- provision of beach lighting;

- elevated deck/eating areas for vendor booths;
- expansion of the existing car park to accommodate one hundred and fifty [150] additional spaces; and
- installation of a CCTV surveillance system;
- sports areas for football and volleyball.

Development and Implementation of a Sports Tourism Master Plan

Sport tourism as an existing economic sector has been identified by MTCA as a sector of significant potential for growth. It represents an avenue for diversification under Theme IV of the National Development Strategy of Trinidad and Tobago 2016-2030 (Vision 2030) – Building Globally Competitive Businesses. Further underscored by the Roadmap to Recovery, sport tourism has the potential to increase direct revenue and foreign exchange generation through building sport tourism, commercialisation of facilities and promote innovation through technology in order to attract foreign investment and participation of athletes from across the globe. Accordingly, the sum of \$1.0 million will be allocated in fiscal 2022 for the development of a Sports Tourism Master Plan for Trinidad and Tobago. The MTCA will engage the services of a consultant to develop the Master Plan through collaboration with other relevant Ministries and agencies, as well as other key stakeholders within the sport and tourism sectors (including the MTCA, the THA, the MSCD and their implementation agencies). The consultant will conduct a comprehensive review of all existing and previous policies, plans and strategies that have been used to guide the development of the sport tourism niche market to develop a Sports Tourism Master Plan suited to the needs of Trinidad and Tobago.

Ariapita Avenue Enhancement Project

Enhanced domestic tourism is essential for local appreciation of the country's assets and for saving foreign exchange. As a result of the global crisis, international travel has either halted in some countries or has not yet fully operationalised and this may have a lasting effect for many travellers. As such, it is imperative that local tourism products are provided for citizens who would have otherwise travelled

internationally, utilising much needed foreign exchange. An investment of \$2.0 million will be made to contribute to the development of Ariapita Avenue into a world class cultural, dining, entertainment hub for locals and visitors. The scope of works for phase one (1) includes: pedestrianisation of Ariapita Avenue; installation of electronic barriers; enhancement of Adam Smith Square as an event venue and carnival village; and installation of public washrooms and seating. It is expected that this project would contribute to the:

- overall marketability of Trinidad as a desirable tourism destination with diversified product offerings;
- promotion and development of satellite businesses such as accommodation, tour guiding, rest stops and other tourism opportunities in host communities where sites have been upgraded; and
- provision of revenue-generating sustainable tourism products for the enjoyment of local and international visitors.

Culture and the Arts

The Culture and the Arts sector continues to be recognised for its dual ability to generate revenue and promote social inclusion. The Roadmap to Recovery Committee placed great emphasis on capitalizing on our unique cultural heritage and attributes in both the national and international arenas. In this regard, Government will focus its efforts on enforcing intellectual property protection legislation, promoting positive values, developing and exporting locally created content and strengthening existing infrastructure. It is anticipated that these activities will serve to diversify the economy and transform the Culture and the Arts from an informal to a formal sector. Accordingly, a total sum of \$23.0 million will be provided in fiscal 2022 for the implementation of projects for the cultural sector.

Upgrade of Cultural and Arts Facilities

The Road to Recovery Report underscores the need for Trinidad and Tobago to capitalise on its festivals as part of the tourism industry, as festivals are a great anchor for attracting tourism. Performance spaces are generators of revenue and are places that local and international visitors alike frequent, to be submerged into the uniqueness of the nation's heritage and culture. The maintenance of the country's state-of-the art facilities is therefore critical and in keeping with Government's holistic plan for the development of performing arts and local culture in Trinidad and Tobago. In this regard, the continued development of major facilities including the

National Academy for the Performing Arts (NAPA), the Naparima Bowl, and the Southern Academy for the Performing Arts (SAPA) and Queen's Hall will be pursued in fiscal 2022.

National Academy for the Performing Arts (NAPA)

Officially opened in 2009, NAPA's majestic structure is outfitted with a 1,500 seat auditorium, a dance room, a piano room, a sound lab, a lobby and a hotel. Post construction of the facility, a number of activities have been identified to upgrade the facility through improved technology and improved safety and security for clients and patrons. As such, in fiscal 2022, funds in the sum of \$0.8 million will be allocated under the Consolidated Fund (CF) for the execution of works under three (3) categories as follows:

- safety and security:
 - fabrication/ installation of a guard booth at Chancery Lane entrance/exit;
 - installation of electronic access barriers at entrance and exit points;
 - cleaning and sealing of the overhead stage beams;
- improved client/patron experience:
 - fabrication/installation of a bar concession;
 - installation of electronic signboard;
- contractual obligation payment in the amount of \$0.339 million for the following completed works:
 - re-upholstered benches;
 - upgraded electrical panels;
 - plumbing connections;
 - work lights installed; and
 - fountain lights installed.

An allocation of \$1.0 million will also be provided under the Infrastructure Development Fund (IDF) for the conduct of audio and lighting upgrade works at NAPA as follows:

- purchase and installation of a broadcast system to allow activities occurring on stage to be viewed on monitors installed throughout the auditorium;
- purchase and installation of harmonic filters/line conditioners to protect the audio and lighting equipment from electrical surges while in use;
- purchase of audio line arrays to improve the overall sound quality in the Auditorium; and
- payment of outstanding bills totalling of \$0.4 million for upgrade works.

Naparima Bowl

The Naparima Bowl continues to contribute to the sustainability of the arts as a platform for creative expression and maintains its position as the “cultural soul of the South”. The "Bowl" features five hundred (500) seating accommodation, a well-lit and air-conditioned auditorium, a fifty (50)-foot wide stage, fourteen (14) dressing rooms and a two thousand, five hundred (2,500) seat open-air amphitheatre. The Naparima Bowl is used for cultural shows, concerts, queen shows, conferences, dance, music and art festivals. Like similar major cultural performance facilities, the facility has undergone several renovations and upgrading activities which will continue in fiscal 2022. Funds in the sum of \$3.0 million will be allocated for the acquisition of equipment and supporting software to provide clients with a higher quality of service. This will assist in creating productions of international quality by enabling recording in High Definition (HD) for events or live streaming, payper-view, delayed broadcast and commercial sales. The planned work will span three (3) phases from fiscal 2022 to 2024 and the scope of the upgrade of facilities will include the procurement and installation of the following:

- video and multimedia equipment with supporting software;
- lighting equipment;
- audio equipment and supporting software; and
- stage ramps/risers, platforms and trussing.

Government will also provide further investment in this facility in fiscal 2022 through the provision of \$2.0 million for project Redevelopment of Naparima Bowl. The scope of the project is expected to take two (2) to three (3) years for completion and will be project managed by UDeCOTT. The following works will be undertaken on the facility:

- drainage upgrades to alleviate flooding, structural upgrades, ground lighting and safety upgrades, repairs to tiered seating;
- works to the auditorium including installation of seating in for persons with disabilities, carpe replacement, stage repairs, fire suppression upgrades, seat cleaning, termite treatment, façade
- upgrades and major repairs to the roof, general cleaning and repainting of the interior and exterior of the building;
- construction of a new two (2) storey building with dressing rooms, administrative offices, library and examination room, dance studio and rehearsal room, conference room and multipurpose hall; and
- external works including upgrade of the drainage of the entire compound, car park reestablishment, lighting upgrades, minor upgrades to the courtyard and general landscaping.

Southern Academy for the Performing Arts (SAPA)

Designed to be the southern home for cultural activities, the National Academy for the Performing Arts (South) is a striking addition to the urban landscape. Since its opening in 2012, no refurbishments or upgrades were undertaken on the dressing rooms, the front of the house or the main auditorium. As such in fiscal 2002, upgrade works will be executed in these areas utilising an allocation of \$1.1 million under the CF as follows:

- refurbishment of the change rooms which will entail upgrade and refurbishment of seven (7) dressing rooms, upgrade of the storage units, repainting of walls and creation of a green room lounge;
- upgrade of the main theatre which will entail repainting of the stage area;
- upgrade of the front of house equipment which will entail replacement of the front of house speakers and installation of two (2) LED monitors in the lobby; and purchase and installation of surveillance cameras for the internal and external areas of the facility.

Additional funds in the sum of \$5.0 million will also be provided under the IDF project for SAPA to facilitate replacement of the flag at the facility, repairs to some of the water pumps in the water fountain and payment of outstanding contractual obligations.

Queen's Hall Energy Conservation Project

The electrical and heating, ventilation and air conditioning (HVAC) infrastructure at Queen's Hall have been operational for several years and are showing major signs of wear and tear associated with increased strain placed on the units due to warmer climate. The external factors such as climate change coupled with the number of years of use and outdated technology outfitted in these systems have caused units to breakdown more frequently and require continuous maintenance and servicing of parts. Post assessment of the current infrastructure, it has been ascertained that a system infrastructure upgrade of Queen's Hall's HVAC system is required as well as the integration of a building maintenance system, to work in tandem with the facility's computerised maintenance management system, in order to facilitate effective and efficient operations.

In this regard, a provision of \$1.5 million will be allocated in fiscal 2022 to facilitate the system upgrade. These works are intended to increase the efficiency and performance in terms of use of electricity and the maintenance of HVAC infrastructure with the environment controlled system, optimise the technology of the HVAC infrastructure, lower the operating cost of the HVAC infrastructure and establish savings for the facility.

Construction of the Desperadoes Pan Theatre

The Trinidad and Tobago Housing Development Corporation (HDC) leased to the Desperadoes Steel Orchestra approximately one (1) acre of State Land at 6 and 8, George Street (the George Street Land) in Port of Spain for the immediate relocation of the Steel Orchestra and the establishment of a Pan Theatre. Situated in the heart of the city, this project will provide a new home to one of Trinidad and Tobago's steelpan orchestras. The master plan and design of this 1.35-acre site includes a commercial/entertainment area, outdoor pan rehearsal area, covered spectator stands with amenities and parking facilities. The project will provide an enhanced visitor experience

for both local and international visitors. It is expected that the space will attract investment in the commercial spaces and visitors, while encouraging international and domestic tourism and contributing to foreign exchange earnings and savings.

In fiscal 2022, an allocation of \$6.0 million will be provided for the implementation of this project. The scope of works will entail the following:

- demolition of existing slabs;
- construction of a pavilion;
- construction of a storage building
- construction and outfitting of six (6) concession booths;
- construction of an administration building;
- construction of toilets;
- supply of electrical, plumbing and air conditioning services;
- construction of a paved carpark with high security fencing; and
- installation of solar lighting.

The estimated cost of the facility inclusive of the UDeCOTT's project management fees is \$14.0 million. It is envisaged that this project will positively impact domestic cultural tourism particularly in light of the COVID-19 pandemic which has negatively affected international travel.

Development of the First Peoples

Government remains committed to supporting the development of the First Peoples. As such, a leased parcel of State Land was granted to the Santa Rosa First Peoples Community, comprising twenty-five (25) acres, located at 1 ¼ mile mark, Blanchisseuse Road, Arima. This site will be purposed for the establishment of a traditional village and living museum for the Santa Rosa First Peoples Community. The aim of the village and living museum is to promote the culture and continuity within the country. The project is aligned to Vision

2030 under the Theme: Putting People First: Nurturing Our Greatest Asset and also has the potential to generate revenue and contribute to the development of skills. It will also facilitate employment generation; increased productivity and economic diversification; agriculture farming and agri- processing; eco-tourism (nature trails, plant and animal wildlife, scenic views); herbal medical tourism and community development/benefits as a direct result of the creation of this venture. The establishment of the traditional village and living museum has the potential to provide long-term cultural, ecological, financial and social benefits, not only for the immediate First Peoples community but also for the wider diaspora.

In fiscal 2022, an allocation of \$0.8 million will be provided under the Development of First Peoples to complete the development of the terms of reference and hiring of a consultant to conduct a feasibility study. Thereafter, projected preliminary work on the traditional village include the construction of a site water well, site storage, perimeter fence, main entrance and guard post.

Tourism Festivals - NEW

The Road to Recovery Report underscores the need for Trinidad and Tobago to capitalise on its festivals as part of the tourism industry, as festivals are a great anchor for attracting tourism. While the destination is always available, having a time-limited event encourages visitors to take advantage of the opportunity to visit the place during the event. Visitors have a unique chance to interact with the local community, gaining a deeper experience of the ambience, customs and local culture during festivals and events. There are as many as ten (10) national, community and religious festivals spread over the calendar year which can be attractive to local, regional and international tourists. These include Divali, Phagwa, Hosay, Tobago Heritage Festival, Tobago Blue Food Festival, Paramin Parang, Point Fortin Borough Day, La Divina Pastora (Siparia Fete) among others. To this end, the sum of \$5.0 million will be provided to develop and further leverage festivals (other than Carnival) which can build significantly greater interest in communities and the country.

Queen's Park Savannah (QPS) – Grand Stand Upgrade Project (NEW)

The National Carnival Commission (NCC) has been renting office space for the past 14 years at various locations in uptown Port of Spain and is desirous of implementing upgrade works to achieve the following objectives:

- satisfy the office accommodation needs of the NCC, by utilising the undeveloped space available at the Grand Stand of the QPS to construct offices that are purpose-built for functional workflow;
- upgrade the facilities at Grand Stand by refurbishing the flooring and roof, adding a façade for aesthetics thereby increasing both functionality and marketability;
- construct a dedicated workshop, stores / storage area and maintenance staff room;
- add revenue generation enhancements in the form of strategically located concession areas, display/exhibition space, create four (4) offices to be included in rental package as onsite office space and a restaurant and lounge;
- make the Grand Stand safer and more secure venue by installing new security wire wall fencing, turnstile entrance with metal detectors and temperature checking capabilities, increase the number of cameras, construct panic room and secure rooms;
- relinquish the need for rental properties, thereby realising an annual cost saving of \$4 million dollars, funds which could be more appropriately applied to the improvement of a property already owned by the NCC;
- construct twenty-five thousand (25,000) square feet of office space on a mezzanine level; and
- increase the rental revenue potential at the Grand Stand 100% by 2023.

Phase one (1) of the project is expected to be completed in twelve (12) months and will be provided with the amount of \$4.0 million to commence works on the following activities:

- replacement of existing timber tiers with concrete;
- façade upgrade to the Grand Stand; and
- new ground and mezzanine floor office accommodations.

Noteworthy Development Programme Estimates in 2018-2022

The table below lists the projects that have been noted due to uncharacteristic variances in estimates for funding: ¹⁷

Sub-Item Description	Projects ¹⁸	2018 Actual	2019 Actual	2020 Actual	2021 Revised Estimates	2022 Estimates
CF003-11-D019	Tourism Sites and Attractions Upgrade	\$9,000,000	\$2,782,838	\$2,296,817	\$5,851,935	\$10,578,000
CF003-011-002	Development of the National Tourism Policy (2018)	\$166,489	\$51,000	\$51,048	-	-
CF003-011-D011	Tourism Trinidad Limited	-	-	\$2,633,369	\$886,595	\$7,000,000
IDF004-13-B010	Maracas Beach Facility Improvement Project	-	-	\$3,022,007	\$2,471,122	\$6,000,000
IDF004-13-A006	Academy for the Performing Arts	\$5,669,507	\$9,993,391	-	-	\$1,000,000
IDF004-13-A21	Remedial Works to SAPA	-	\$6,573,362	-	-	\$5,000,000

¹⁷ Draft Estimates of Development Programme 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-of-Development-Programme-2022.pdf>

Status of New Projects for the Financial Year 2017-2018

The following new projects received funding in the 2017/2018 financial year¹⁹:

Sub-Item Description	Project -Item	2018 Actual	2019 Actual	2020 Actual	2021 Revised Estimates	2022 Estimates
CF003-11-D029	Consultancy for the Development of a Strategic Tourism Incentive Plan	\$200,000	\$29,217	\$83,541	-	-
CF003-11-D002	Development of the National Tourism Policy (2018)	\$300,000	\$166,489	\$51,048	-	-
CF003-11-D012	Caribbean Small Tourism Enterprises Project (STEP)	\$600,000	\$3,799	-	-	\$468,000

¹⁹ Draft Estimates of Development Programme 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-of-Development-Programme-2022.pdf>

Status of New Projects for the Financial Year 2018-2019

The following new projects that received funding in the 2018/2019 financial year²⁰:

Sub-Item Description	Project	2019 Actual	2020 Actual	2021 Revised Estimates	2022 Estimates
CF003-11-D056	IT Infrastructure Upgrade	\$474,750	\$165,780	-	-
CF003-11-D057	Operationalization of Trinidad Tourism Limited (TTL)	\$2,490,742	\$124,548	-	-
CF003-11-D058/D004	Maracas Beach Facility Management Project	\$933,311	\$742,597	\$1,373,315	\$2,000,000
CF003-11-D059	Development of a Tourism Education and Awareness Program for Destination Trinidad and Tobago	\$123,356	\$497,138	-	-
CF003-11-D060	Development of a Theatre District	-	-	-	-

²⁰ Draft Estimates of Development Programme 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-of-Development-Programme-2022.pdf>

Status of New Projects for the Financial Year 2020-2021

The following new projects that received funding in the 2020/2021 financial year²¹:

Sub-Item Description	Project	2021 Revised Estimates	2022 Estimates
CF003-11-D005	Relocation of Divisions of the Ministry of Tourism, Culture and the Arts	\$500,000	-

New Projects for the Financial Year 2021-2022

The following new projects that received funding in the 2021/2022 financial year²²:

Sub-Item Description	Project	2022 Estimates
CF003-11-D013	T&T Hotel and Guesthouse Room Stock Upgrade Incentive Project (TAUP)	\$2,000,000
CF003-11-D014	Development and Implementation of a Sport Tourism Master Plan	\$975,000
CF003-11-D015	Southern Academy for the Performing Arts (SAPA)	\$1,110,000
CF003-11-D016	Queen's Hall Energy Conservation Project	\$1,520,000

²¹ Draft Estimates of Development Programme 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-of-Development-Programme-2022.pdf>

²² Draft Estimates of Development Programme 2022, accessed on October 7, 2021: <https://www.finance.gov.tt/wp-content/uploads/2021/10/Numbered-Draft-Estimates-of-Development-Programme-2022.pdf>

Sub-Item Description	Project	2022 Estimates
CF003-11-D017	Digital Upgrade of the Tourism Sector	\$5,000,000
CF003-11-D018	Tourism Festivals	\$5,000,000
IDF004-13-B005	Naparima Bowl- Redevelopment Project	\$2,000,000
IDF004-13-B006	Queen's Park Savannah - Grand Stand Upgrade Project	\$4,000,000
IDF004-13-B007	Ariapita Avenue Enhancement Project	\$2,000,000

General Useful Information

- Ministry of Tourism, Culture and the Arts, JAMAICA: <http://www.mot.gov.jm/>
- Antigua & Barbuda Tourism Authority, ANTIGUA & BARBUDA: <http://www.antiguanice.com/v2/client.php?id=775>
- Tourism Fiji, FIJI: <http://www.fiji.travel/>
- Ministry of Tourism, Culture and the Arts, REPUBLIC OF INDONESIA: <http://www.indonesia.travel/en>
- Ministry of Culture Government of India: <https://www.indiaculture.nic.in/>
- Arts and Culture, London: <https://www.london.gov.uk/what-we-do/arts-and-culture>
- Ministry of Sport, Arts and Culture: <http://www.dac.gov.za/>