



TPDCo ANNUAL REPORT

2018 - 2019

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MESSAGE FROM THE MINISTER OF TOURISM



Honourable Edmund Bartlett, CD, MP
Minister of Tourism

Another year of success and growth has been recorded for TPDCo and by extension the tourism sector. In 2018, we welcomed some 4.3 million visitors and earned 3.3 billion US dollars, which is a record for the sector. This growth can be attributed to the unity among all the public bodies of the Ministry of Tourism. The growth experienced is also linked to the capable individuals who continue to play their part in maintaining a high-ranking sector.

We advocate for safety, security, and seamlessness, as we transition to a more diversified product with various target groups in mind. Technology is changing rapidly, and with access to information at a much faster rate, our sector continues to highlight the inclusive nature of this industry, one that goes beyond the sun, sea, and sand. There are many other aspects to tourism that we wish to explore, such as community tourism, which is mostly appealing to the eclectic and adventurous traveller. I am impressed with TPDCo's management of this area, and their increasing support for our small businesses that offer a different and enriching perspective of the island.

TPDCo has been on track for success, they have aligned themselves with our overall goals, which will ensure continued growth for the tourism sector. For this period, the organization was charged with unveiling enhanced measures for an important and much needed undertaking: the anti-harassment initiative. Following the launch of an integrated anti-harassment campaign, a security seminar was conducted with international tourism expert Dr. Peter Tarlow. This marks the beginning of robust initiatives to ensure the safety and security of both our guests and citizens alike.

The organization plays important roles, which

at times are not visible to the public. Their various services, which include licensing, projects, craft, product quality (standards) and training, all come together to create a beneficial sector for the people of Jamaica. I am particularly pleased at the continued efforts to develop partnerships with educational institutions such as the HEART/NTA in order to have a greater reach in training sector workers, as well as increased training activities, which benefited thousands of Jamaicans.

The skills provided by these training programmes are necessary to improve the well-being of not only the 120,000 direct and over 200,000 indirect employees of the tourism industry, but also extend to students and some of our vulnerable groups in society.

Tourism is indeed multifaceted, and generates a livelihood for many Jamaicans, to whom we are also indebted. I applaud TPDCo for facilitating the wellbeing of the people of this island and their vigour in implementing and executing these life changing programmes and initiatives.

.....
Honourable Edmund Bartlett, CD, MP
Minister of Tourism

MESSAGE FROM THE CHAIRMAN



Ian Dear
Chairman

TPDCo has done it yet again, and as Chairman, I am ecstatic to witness the success of the entire organization. I have seen how the dedication of this highly motivated and patriotic team has paved the way for the citizens of Jamaica to benefit from tourism. The devotion to continue the expansion and enhancement of the sector is visible based on the numerous achievements for the period 2018/2019. This goes to show that Jamaica's tourism sector is in capable hands, and this has been proven time and time again.

It is also obvious that the TPDCo team is unified in its deliverables, and all parts are functioning to ensure a wholesome industry and the development of the human resource has been a major factor in the quality of the product. The training unit, through its combined programmes, trained over 10,000 persons for the period; this signifies that our service providers have ascended to higher levels and now have a better understanding of the tourism sector and country. This, I am sure will result in greater outputs and visitor satisfaction.

The island has also seen an improvement in the development of infrastructure and community development through the Projects department. The value of the projects for the period amounted to \$715,235,675.78 and from this we have seen widespread improvements. The parish markers in particular have added much life to our resort areas and have become a popular spot to pause for photos, which in turn have been shared in the digital space. Other improvements will allow for personal and professional development of community members. Residents in some cases now have access to resource spaces and devices which will allow for easier access to information. Across

the board we have encouraged appropriate use of the spaces, as we envision that this will only reap positive rewards.

I am pleased to know that we continue to advocate for quality assurance in the sector. We remain firm in processing licenses and performing assessments, according to regulations and laws. By complying with the assessment and licensing guidelines, 54% of the licensed community tourism enterprises that the Product Development and Community Tourism department engaged, benefitted from sales/marketing bootcamps. This is an essential part of business development, and most convenient that these skills are available in-house.

The tourism sector requires a certain agility, due to its fast-paced environment. The trends are ever changing, and with the sharing of information, destinations are only a click away. We have placed ourselves in the centre of the digital space to ensure that information and programmes are accessible. We have seen an uptick in queries through digital sharing, and with that, it becomes easier to target individuals and groups for our various programmes.

The organization is moving with the times, while staying true to its mandate. For that due diligence, our contribution to the industry has been celebrated and appreciated by all who depend on tourism.

I salute the team and must express my gratitude for being part of a sector that includes passionate individuals who see its worth and continue to execute accordingly.

A handwritten signature in white ink on a blue background. The signature is stylized and appears to read 'Ian Dear'. Below the signature is a horizontal dotted line.

Ian Dear,
Chairman

MESSAGE FROM THE EXECUTIVE DIRECTOR



Dr. Andrew Spencer

Executive Director

Tourism Product Development Company Ltd.
(TPDCo)

I am elated to return once more to the TPDCo family. In my second year as Executive Director, I have had the chance to absorb the happenings of the tourism sector, and to lend my skills to the further development of this noble industry. TPDCo continues to contribute to the growth of the sector, primarily due to the highly capable team and efficient systems put in place.

This diverse group has been instrumental in administering and leading programmes that are designed to improve the lives of our deserving Jamaican people. These changes and improvements will undoubtedly impact the forthcoming generations, for what we believe will be a positive cycle of growth and change.

The organization also continues to align itself with the 5x5x5 goal created by our Honourable Minister, Edmund Bartlett. To be on par with the demands of the sector, we continue to adjust our sails, and make changes where necessary. The happenings of the times, and the characteristics of the various types of visitors who grace our shores indicate that we must continue to be flexible, alert, and agile in the delivery of our many programmes.

For the period 2018/2019, TPDCo logged an impressive number of achievements. Our training department, which attends to the human resource aspect of tourism, has seen upward movement for the past year. This crucial link in TPDCo's chain has managed to administer some two hundred Team Jamaica programmes to over five thousand participants. This training has been steadfast in its delivery and has given many service providers a chance at bigger and better opportunities within the sector.

The Product Development and Community Tourism department, which plays an instrumental role in providing business support for tourism businesses engaged 56 communities and 22 community tourism

enterprises for the period. The enterprises benefitted from much needed information on marketing, sales and use of technology; all of which are essential in this era.

Similarly, our projects department, with a spend of over seven hundred million on improvements across the island, has improved the lives of many local community members. The vast improvements and new resources will add significant value to the communities, thereby creating cleaner, safer and more efficient spaces for visitors and locals. This investment in our people is predicted to improve the outputs from these communities and allow for better opportunities and exposure.

Our Licensing and Product Quality department remain crucial in the organization's standardization process and provide two most essential services for our tourism businesses. They remain actively engaged with our stakeholders, and the numbers indicate that these partnerships and relationships remain necessary, as we seek to uphold a standard that is guided by the country's laws and regulations. For the period, the licensing unit facilitated the approval of an impressive six thousand, four hundred and sixteen (6,416) licenses by the Jamaica Tourist Board. The Product Quality unit on the other hand conducted One thousand one hundred and ninety-three (1193) quality assurance assessments.

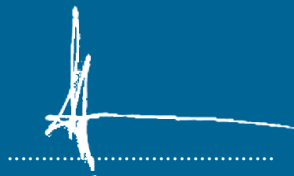
The Destination Assurance team, with support from the Destination Assurance Councils has been progressing steadily. The team, which is dispersed across all six resort areas continues to impact the lives of residents and businesses through the provision of trainings, sensitizations, and development programmes for various infrastructure in some communities. The team has benefitted from partnerships with agencies such as the HEART Trust NTA, and the municipal corporations.

In relation to the important aspect of

safety, TPDCo has ramped up its efforts to facilitate a safer and more secure destination. The organization through its partnership with the Jamaica Constabulary Force has continued to see progress with the District Constables programme. For the period, a staggering 6,130 tickets have been issued and 497 arrests made for illegal practices across the island. An Integrated Marketing Campaign has also been created to generate awareness on harassment and its potential damage to the sector.

Our craft department is also consistent in its contribution to the creative industries. For the period, 205 persons have been trained in six craft skills. Partnerships with local agencies such as the Heart Trust NTA has been secured to enhance the delivery of training programmes to local communities.

Internally, and equally important, the team has been benefitting from programmes designed to enhance the service provided to our external customers, as well as the departments within the organization. This is being undertaken through the ISO 9001 quality management certification and will form the basis on which we share and record information both internally and externally. TPDCo is on track for success. The organization through its unified efforts has seen great improvements over the period. Our combined efforts have allowed us to thrive in various areas, and most importantly, we have maintained our focus on our mandate to facilitate the maintenance, development, and enhancement of Jamaica's tourism product.



Dr. Andrew Spencer
Executive Director

BOARD OF DIRECTORS



Mr. Ian Dear



Ms. Laura Heron



Mr. Oludiad Brown



Ms. Vana Taylor



Mrs. Marilyn Burrowes



Mr. Christopher Jarrett



Mr. Robin De Lisser



Mr. Chris Whyms-Stone



Ms. Latoya Harris



Mr. Evatt Bloomfield



Mr. Michael Baugh



Mr. Tyrone Robinson



Mr. John Gourzong



Mrs. Toni Spence



Mr. Brian Wallace

EXECUTIVE MANAGEMENT TEAM



Dr. Andrew Spencer



Ms. Tova Hamilton



Mr. Julian Patrick



Mrs. Nicole Haughton-Wright



Mrs. Violet Crutchley



**Mrs. Marline
Stephenson Dalley**



**Mrs. Karen Forrester-
McPherson**



Ms. Yvonne Gardner



Mrs. Ruth Harris



Ms. Lezley Bernard



Mr. Duane Nelson



Mrs. Deanne Keating-Campbell



Mr. Charles Scarlett



Ms. Georgeia Robinson



Mr. Deron Dixon



Mr. Stephen Edwards

EXECUTIVE MANAGEMENT TEAM



Mr. Lionel Myrie



Mr. Daryl White-Wong



Ms. Antoniette Bernard



Mr. Stainton Baker



Mr. Johnnothan Bamidele



Mrs. Kenya Keddo-Laing

Carol Rose Brown, Project Coordinator – up to June 2018

Lezley Bernard, Destination Manager, Kingston – up to October 2018

FINANCIAL HIGHLIGHTS

FINANCIAL STATEMENTS

Tourism Product Development Company Limited

Financial Statements

For Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

Tourism Product Development Company Limited

Year Ended 31 March 2019

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Independent Auditor's Report

To the Members of Tourism Product Development Company Limited

Opinion

We have audited the accompanying financial statements of Tourism Product Development Company Limited (the Company), which comprise the statement of financial position as at 31 March 2019, and the statements of comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the company as at 31 March 2019, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

Responsibilities of Management and the Directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Directors are responsible for overseeing the Company's financial reporting process.

Independent Auditor's Report (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent Auditor's Report (Continued)

Report on the Additional Requirements of the Jamaican Companies Act

As required by the Jamaican Companies Act, we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been kept, so far as appears from our examination of those records, and the accompanying financial statements are in agreement therewith and give the information required by the Jamaican Companies Act, in the manner so required.



Chartered Accountants
Kingston, Jamaica

September 28, 2021

Tourism Product Development Company Limited

Statement of Comprehensive Income

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

	Note	2019 \$'000	2018 \$'000
Revenue		1,770,262	1,875,243
Other operating income	6	386,830	733,568
Operating expenses	7	<u>(1,987,527)</u>	<u>(2,441,680)</u>
Surplus before taxation		169,565	167,131
Taxation	10	<u>-</u>	<u>(11)</u>
SURPLUS, BEING TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>169,565</u>	<u>167,120</u>

Product Development Company Limited

Statement of Financial Position

As at 31 March 2019

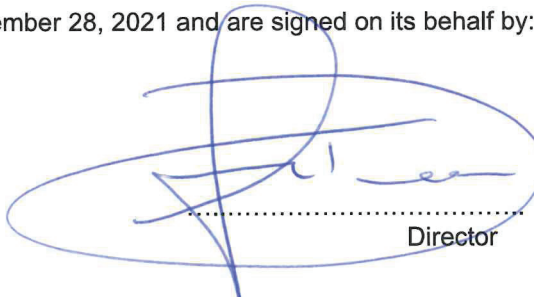
(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	2019 \$'000	2018 \$'000
Non-current assets			
Property, plant and equipment	11	76,738	55,060
Current assets			
Inventory		1,122	-
Receivables	12	72,966	66,411
Taxation recoverable		733	595
Cash and bank balances	13	416,751	365,563
		<u>491,572</u>	<u>432,569</u>
Current liabilities			
Payables and accruals	14	116,528	136,078
Taxation payable		3,128	4,769
Bank overdraft	13	-	59,704
		<u>119,656</u>	<u>200,551</u>
Net current assets		<u>371,916</u>	<u>232,018</u>
Net total assets		<u>448,654</u>	<u>287,078</u>
Shareholders' equity			
Share capital	15	1	1
Capital reserve	16	325	325
Accumulated surplus		<u>448,328</u>	<u>286,752</u>
		<u>448,654</u>	<u>287,078</u>

Approved for issue by the Board of Directors on September 28, 2021 and are signed on its behalf by:



 Director



 Director

Tourism Product Development Company Limited

Statement of Changes in Equity

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

	Number of Shares	Share capital \$'000	Capital reserve \$'000	Accumulated surplus \$'000	Total \$'000
Balances at 1 April 2017	2	1	325	111,643	111,969
Surplus being total comprehensive income for the year	-	-	-	167,120	167,120
Balances at 31 March 2018	2	1	325	278,763	279,089
Surplus being total comprehensive income for the year	-	-	-	169,565	169,565
Balances at 31 March 2019	2	1	325	448,328	448,654

Tourism Product Development Company Limited

Statement of Cash Flows

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

	Note	2019 \$'000	2018 \$'000
Cash Flows from Operating Activities			
Net surplus		169,565	167,120
Items not affecting cash resources			
Taxation expense	10	-	11
Depreciation	11	16,525	11,711
Increase allowance for doubtful debt		-	78,946
Retained earnings adjustment		(7,989)	-
Interest income	6	(458)	(45)
Changes in operating assets and liabilities:			
Inventory		(1,122)	-
Receivables		(6,555)	11,398
Payables		(19,550)	(54,274)
Cash provided by operations		150,416	214,867
Taxation paid		(1,779)	(12)
Net cash provided by operating activities		148,637	214,855
Cash Flows from investing activities			
Interest received		458	45
Purchase of property, plant and equipment		(38,203)	(29,243)
Cash used in investing activities		(37,745)	(29,198)
Increase in cash and cash equivalents		110,892	185,657
Cash and cash equivalents at the beginning of year		305,859	120,202
Cash and cash equivalents at the end of the Year	13	416,751	305,859

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

1. IDENTIFICATION AND ACTIVITIES

The Tourism Product Development Company Limited (the Company) was incorporated in Jamaica as a private company on 25 July 1975 and is owned by the Accountant General on behalf of the Government of Jamaica.

The Company's principal activities are to facilitate the development of the Jamaican tourism product, promote tourism awareness programmes, set and monitor quality standards for tourism destinations and conduct training for employees in the industry.

The Company's operations are primarily financed by cash grants from the Government against operating budgets prepared annually by the Company. Income earned from fees charged and the temporary investment of surplus funds are credited to the statement of comprehensive income.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these financial statements are set out below. The policies have been consistently applied to all the years presented.

(a) Basis of preparation

These financial statements have been prepared in accordance and comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and the relevant requirements of the Jamaican Companies Act.

These financial statements have been prepared on the historical cost basis. Historical cost is generally based on the fair value of consideration given in exchange for assets.

The preparation of financial statements in conformity with IFRSs requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the company's accounting policies. Although these estimates are based on management's best knowledge of current events and action, actual results could differ from those estimates. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 5.

2.1 New and revised standards effective for the current year

In the current year, the company has applied for the first time IFRS 9 and IFRS 15 issued by the International Accounting Standards Board (IASB), effective for annual periods beginning on or after January 1, 2018. The application of these new standards have affected amounts reported and disclosures in the current and prior period.

IFRS 9 Financial Instruments

IFRS 9 'Financial Instruments' replaces IAS 39 'Financial Instruments: Recognition and Measurement' and includes revised guidance on the classification and measurement of financial assets and liabilities, including a new expected credit loss model for calculating impairment of financial assets and the new general hedge accounting requirements. It also carries forward the guidance on recognition and derecognition of financial instruments from IAS 39.

The company has applied the transitional provisions of IFRS 9 and has elected not to restate comparatives thereby utilising the modified retrospective approach as of 1 April 2018 for all ongoing customer contracts. As a result, the comparative information is disclosed in accordance with the company's previous accounting policy under IAS 39 and is not fully comparable with the presentation for the current financial year. Restatements arising from the adoption of IFRS 9 have been recognised directly in accumulated surplus as of 1 April 2018 and are summarized below. The changes in the company's accounting policies for financial instruments are disclosed in Note 3.3.

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 **New and revised standards effective for the current year (continued)** **IFRS 9 Financial Instruments (continued)**

Details of the new requirements and the impact on the financial statements are as follows:

(a) *Classification and measurement of financial assets and financial liabilities*

IFRS 9 contains three principal classification categories for financial assets: measured at amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL). The classification of financial assets under IFRS 9 is generally based on the business model in which a financial asset is managed and its contractual cash flow characteristics. IFRS 9 eliminates the previous IAS 39 categories of held-to-maturity, loans and receivables and available for sale (AFS).

IFRS 9 largely retains the existing requirements in IAS 39 for the classification and measurement of financial liabilities.

The adoption of IFRS 9 has not had a significant effect on the company's accounting policies related to financial liabilities. There are two categories for the classification of financial liabilities: (i) Amortised cost and (ii) Fair value through Profit or Loss (FVTPL)

The following table and the accompanying notes below explain the original measurement categories under IAS 39 and the new measurement categories under IFRS 9 for each class of the company's financial assets and financial liabilities as at 1 April 2018.

The effect of adopting IFRS 9 on the carrying amounts of financial assets at 1 April 2018 relates solely to the new impairment requirements.

(a) *Classification and measurement of financial assets and financial liabilities (continued)*

	Original classification under IAS 39	New classification under IFRS 9	Original carrying amount under IAS 39 \$000	New carrying amount under IFRS 9 \$000
Financial Assets				
Trade and other receivables	Loans and receivables	Amortised cost	66,411	66,411
Cash and cash equivalents	Loans and receivables	Amortised cost	365,563	365,563
Total financial assets			431,974	431,974

(b) *Impairment of financial assets*

In relation to the impairment of financial assets, IFRS 9 requires an 'expected credit loss' (ECL) model as opposed to an 'incurred loss model' under IAS 39. The expected credit loss model requires that expected credit losses and changes in those expected credit losses to reflect changes in credit risks since the initial recognition of the financial asset, at the end of each reporting period. It is no longer necessary for a credit event to have occurred before credit losses are recognised. The new impairment model applies to financial assets measured at amortised cost, contract assets and debt investments at FVOCI, but not to investments in equity instruments. Impairment losses for

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 *New and revised standards effective for the current year (continued)* IFRS 9 Financial Instruments (continued)

(a) *Impairment of financial assets (continued)*

assets in the scope of the IFRS 9 impairment model are generally expected to increase and become more volatile also greater judgement is required due to the need to factor in forward looking information when estimating the appropriate amount of provisions.

For all trade receivables and contract assets, the company applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss. In applying this approach the company considered the probability of a default occurring over the contractual life of its trade receivables and contracts asset balances on initial recognition of those assets.

The company has identified the following financial assets as subject to the expected credit loss model.

<i>Items existing at 1 April 2018 that are subject to the impairment provisions of IFRS 9</i>	<i>Credit risk attributes at 1 April 2018</i>	<i>Increased Impairment allowance recognised on 1 April 2018 \$000'</i>
Trade and other receivables	Simplified approach applied. Assessed for lifetime ECL	None
Cash and cash equivalents	Assessed at low credit risk	None

• **IFRS 15 Revenue from Contracts with Customers**

IFRS 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaced IAS 18 *Revenue*, IAS 11 *Construction Contracts* and related interpretations. Under IFRS 15, revenue is recognised when a customer obtains control of the goods or services. It is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to the customer. Judgment is required in determining the timing of the transfer of control whether at a point in time or over time. The principles in IFRS 15 provide a more structured approach to measuring and recognising revenue. It also includes disclosure requirements to provide comprehensive information about the amount, timing and uncertainty of revenue and cash flows arising from the entity's contracts with customers.

The company has applied IFRS 15 in accordance with the modified retrospective approach with the date of initial application of 1 April 2018 and has elected not to restate comparative information in accordance with the transitional provisions. As a result, comparative information is disclosed in accordance with the company's previous accounting policy. The company has elected to apply the approach only to contracts that are not completed, that is, those for which there are unsatisfied performance obligations on initial application.

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 *New and revised standards effective for the current year (continued)* IFRS 15 Revenue from Contracts with Customers (continued)

The cumulative effect of initially applying IFRS 15 is recognised at the date of initial application as an adjustment to the opening balance of accumulated surplus, as summarised below.

Accumulated surplus		Note	Impact of adopting IFRS 15 at 1 April 2018 \$000'
Revenue			Nil
			Effective for annual Periods beginning on or after
<u>Amendments to Standards</u>			
IFRS 2	Share-based Payment:		
	- Amendments to clarify the classification and measurement of share-based payment transactions		1 January 2018
IFRS 4	- Applying IFRS 9 Financial Instruments with IFRS 4 Insurance Contracts – Amendments to IFRS 4		1 January 2018
IFRS 1 and IAS 28	Amendments arising from 2014 – 2016 Annual Improvements to IFRS		
	- Removing short- term exemptions; Clarifying certain fair value measurements		1 January 2018
IAS 40	Investment Property		
	- Amendments to clarify transfers of property to, or from, investment property		1 January 2018
IFRIC 22	Foreign Currency Transactions and Advance Consideration		1 January 2018

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

2.2 New and Revised Standards and Interpretations in issue not yet effective

At the date of authorisation of these financial statements, the following Standards and Interpretations were in issue but not effective or early adopted for the financial period being reported on:

		Effective for annual periods beginning on or after
<u>New Standards</u>		
IFRS 16	Leases	1 January 2019
IFRS 17	Insurance Contracts	1 January 2021
<u>Revised Standards</u>		
IFRS 9	Financial Instruments	
	- Amendments regarding prepayment features with negative compensation and modifications of financial liabilities	1 January 2019
IFRS 3, 11, IAS 12, 23,	Amendments arising from 2015 – 2017 Annual Improvements to IFRS	
	- Measurement of previously held interest in a joint operation (IFRS 3&11); Income tax consequences of payments on financial instruments classified as equity (IAS 12); Borrowing costs eligible for capitalisation (IAS 23)	1 January 2019
IFRS 10, IAS 28	Consolidated Financial Statements; Investment in Associates and Joint Ventures	
	- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Postponed indefinitely by IASB pending research project on equity method of accounting
IAS 19	Employee Benefits	
	-Plan Amendment, Curtailment or Settlement	1 January 2019
IAS 28	Investments in Associates and Joint Ventures	
	- Amendments regarding long –term interest in associates and joint ventures	1 January 2019
IFRS 3	Business Combinations	
	- Definition of a business	1 January 2020
IAS1, IAS 8	Presentation of Financial statements; Accounting Policies, Changes in Accounting Estimates and Errors	
	- Definition of material	1 January 2020
<u>New Interpretations</u>		
IFRIC 23	Uncertainty over Income Tax Treatments	1 January 2019
<u>Conceptual Framework of Financial Reporting</u>		1 January 2020

The company has assessed the impact of these new and revised Standards and Interpretations in issue but not yet effective and consider that the following are relevant to the operations of the company and are likely to impact amounts reported in the company's financial statements:

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 New and Revised Standard and Interpretations in issue not yet effective (Continued)

- **IFRS 16 Leases, (effective for annual periods beginning on or after 1 January 2019).** This new standard requires lessees to account for all leases under a single on-balance sheet model, subject to certain exemptions in a similar way to finance leases under IAS 17. All major leases will be accounted with new assets and liabilities being recognised in the statement of financial position. Lessees recognize a liability to pay rentals with a corresponding asset, and recognize interest expense and depreciation separately. Total lease expense will be higher in early years of a lease even if a lease has fixed regular cash rentals. The standard provides guidance on the two recognition exemptions for leases – leases of “low value” assets and short-term leases with a term of 12 months or less.

Lessor accounting is substantially the same as IAS 17 as the lessor will continue to classify leases as finance and operating leases recognising net investments in finance leases comprising lease receivables and residual assets.

The company is assessing the impact that the new standard will have on its financial statements.

- **Amendments to IFRS 9 Prepayment Features with Negative Compensation, (effective for annual periods beginning on or after 1 January 2019).**

The amendments to IFRS 9 clarify that a financial asset passes the SPPI criterion regardless of the event or circumstance that causes the early termination of the contract and irrespective of which party pays or receives reasonable compensation for the early termination of the contract. Early termination can result from a contractual term or from an event outside the control of the parties to the contract, such as a change in law or regulation leading to the early termination of the contract. The amendments are intended to apply where the prepayment amount approximates to unpaid amounts of principal and interest plus or minus an amount that reflects the change in a benchmark interest rate. The company does not expect the amendment to have any effect on its financial statements.

The IASB also clarified that the requirements in IFRS 9 for adjusting the amortised cost of a financial liability, when a modification (or exchange) does not result in derecognition, are consistent with those applied to the modification of a financial asset that does not result in derecognition. This means that the gain or loss arising on modification of a financial liability that does not result in derecognition, calculated by discounting the change in contractual cash flows at the original effective interest rate, is immediately recognised in profit or loss.

- **Annual Improvements 2015-2017 Cycle (issued in December 2017).**

IAS 23 Borrowing Costs Borrowing costs eligible for capitalisation

- The amendments clarify that an entity treats as part of general borrowings any borrowing originally made to develop a qualifying asset when substantially all of the activities necessary to prepare that asset for its intended use or sale are complete.
- An entity applies those amendments to borrowing costs incurred on or after the beginning of the annual reporting period in which the entity first applies those amendments.

The amendments are applicable for annual reporting periods beginning on or after 1 January 2019 although earlier application is permitted.

This improvement is not expected to have a significant impact on the company's financial statements.

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 New and Revised Standard and Interpretations in issue not yet effective (Continued)

- **Amendments to IAS1 and IAS 8 Definition of Material (effective for annual periods beginning on or after 1 January 2020)**

The amendment aligned the definition of 'material' across the standards and to clarify certain aspects of the definition. The new definition states that, '*Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.*' Materiality will depend on the nature or magnitude of information, or both. An entity will need to assess whether the information, either individually or in combination with other information, is material in the context of the financial statements. It explains that information is obscured if it is communicated in a way that would have a similar effect as omitting or misstating the information such as, if information regarding a material item, transaction or other event is scattered throughout the financial statements, or disclosed using a language that is vague or unclear, or if inappropriately aggregated or disaggregated. The amendments replaced the threshold 'could influence', which suggests that any potential influence of users must be considered, with 'could reasonably be expected to influence' therefore clarifying that the materiality assessment will need to take into account only reasonably expected influence on economic decisions of primary users. The IASB reference to 'primary users' instead of 'users' in the original standard helped to narrow a wide interpretation of 'users'. The amendment is applied prospectively with early application permitted if disclosed.

- **Conceptual Framework for Financial Reporting (Issued March 2018)**

The revised Conceptual Framework for Financial Reporting (the Conceptual Framework) is not a standard. Its purpose is to assist the IASB in developing standards, to help preparers develop consistent accounting policies if there is no applicable standard in place and to assist all parties to understand and interpret the standards. It sets out a comprehensive set of concepts for financial reporting, standard setting, and guidance for preparers in developing consistent accounting policies and assistance to others in their efforts to understand and interpret the standards. New concepts, clarification of important concepts, updated definitions and recognition criteria for assets and liabilities are included.

The revised framework is arranged in eight chapters and is accompanied by a Basis for Conclusions. A separate accompanying document, 'Amendments to References to the Conceptual Framework in IFRS Standards', was issued by the IASB which sets out the amendments to affected standards in order to update references to the Conceptual Framework.

The revised framework is effective immediately for the IASB and the IFRS Interpretation Committee (IC). For preparers who develop accounting policies based on the Conceptual Framework, it is effective for annual periods beginning on or after 1 January 2020.

The revised framework is not expected to have any impact on the company.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 New and Revised Standard and Interpretations in issue not yet effective (Continued)

(b) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The financial statements are presented in Jamaican dollars which is the Company's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

(c) Financial instruments

A financial instrument is any contract that gives rise to both a financial asset in one entity and a financial liability or equity of another entity.

Financial assets

The Company's financial assets comprise receivables and cash and bank balances.

Financial liabilities

The Company's financial liabilities comprise payables and bank overdraft-

The particular recognition methods adopted are disclosed in the individual policy statements associated with each item. The determination of the fair values of the Company's financial instruments is discussed in Note 3.

(d) Property, plant and equipment

Motor vehicles and certain computer equipment are shown at deemed cost, less subsequent depreciation. All other property, plant and equipment are stated at historical cost less accumulated depreciation.

Depreciation is calculated using the straight-line method at such rates that will write off the carrying value of the assets over the period of their expected useful lives as follows:

Office equipment	5 years
Office furniture	10 years
Motor vehicles	5 years
Computer equipment	5 years

Gains and losses on disposal of property, plant and equipment are determined by reference to their carrying amount and are taken into account in determining operating surplus/ (deficit). Repairs and renewals are charged to the statement of comprehensive income when the expenditure is incurred.

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(d) Property, plant and equipment (continued)

When the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

The cost of major renovations is included in the carrying amount of the asset when it is possible that future economic benefits are in excess of the originally assessed standard of performance of the existing asset that will flow to the Company. Major renovations are depreciated over the remaining useful life of the related asset.

(e) Impairment of non-current assets

Property, plant and equipment and other non-current assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount which is the higher of an asset's net selling price and value in use. For the purposes of assessing impairment, assets are grouped at the lower levels for which there are separately identifiable cash flows.

(f) Receivables

Receivables are carried at original invoice value less provision for impairment of these receivables. A provision for impairment of trade receivables is made when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the carrying amount and the recoverable amount, being the present value of expected cash flows, discounted at the market rate of interest. Bad debts are written off during the period in which they are identified.

(g) Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand, net of bank overdraft.

(h) Revenue recognition

Revenue comprises the fair value of the consideration received or receivable and is recognised in the accounting period in which the services are rendered on a time-proportionate basis. Revenue is recognised as follows:

Government grants

Government grants are recognised in the period received and are based on amounts approved by the Ministry of Finance.

Sales of services

Fees for services to the Tourism Enhancement Fund (TEF) and other fees (including licensing fees, management fees etc.) are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

Interest income

Interest income is recognised on a time-proportionate basis using the effective interest method.

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(i) Employee benefit costs

The Company participates in a defined contribution scheme. The pension scheme is funded by payments from employees and by the Company. A defined contribution scheme is one in which the Company pays fixed contributions, into a separate entity and will have no legal or constructive obligation to pay further contributions if the scheme does not hold sufficient assets to pay all employees' benefits relating to employee service in the current and prior periods.

Once the contributions have been paid, the Company has no further payment obligations. The Company's contributions to the scheme are charged to the statement of comprehensive income in the year to which they relate.

(j) Payables

Trade payables are recognised initially at fair value and are subsequently measured at amortised cost.

(k) Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made.

(l) Leases

(i) As lessee

The leases entered into by the Company are primarily operating leases. The total payments made under operating leases are charged to other operating expenses in the statement of comprehensive income on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

(ii) As lessor

Assets leased out under operating leases are included in property, plant and equipment in the statement of financial position. They are depreciated over their expected useful lives on a basis consistent with similar owned assets. Rental income is recognised on a straight-line basis over the lease term.

(m) Income taxes

Taxation expense in the statement of comprehensive income comprises current charges.

The Company is exempt from taxation on normal operating activities. Current tax charges are based on interest income and other income not exempt from taxation and are calculated at rates that have been enacted at the statement of financial position date.

Deferred taxation is not recognised in these financial statements as a result of the Company's exemption from taxation on normal operating activities and the fact that no significant temporary differences arise in respect of income subject to taxation.

(n) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares are shown in equity as a deduction, net of tax, from the proceeds.

3. FINANCIAL RISK MANAGEMENT

The Company's activities expose it to a variety of financial risks, credit risk, liquidity risk and market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk. The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance.

The Company's risk management policies are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits by means of reliable and up-to-date information systems. The Company regularly reviews its risk management policies and systems to reflect changes in markets, products and emerging best practice.

The Board of Directors is ultimately responsible for the establishment and oversight of the Company's risk management framework. The Board provides principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, and investment of excess liquidity.

Audit Committee

The Audit Committee oversees how management monitors compliance with the Company's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Audit Committee is assisted in its oversight role by the Internal Audit department which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

(a) Credit risk

The Company takes on exposure to credit risk, which is the risk that its customers, clients or counterparties will cause a financial loss for the Company by failing to discharge their contractual obligations. Credit risk is important for the Company's business; management therefore carefully manages its exposure to credit risk. Credit exposures arise principally from the Company's receivables from customers. The Company structures the levels of credit risk it undertakes by placing limits on the amount of risk accepted in relation to a single counterparty or groups of related counterparties and to industry segments.

Credit review process

Management performs ongoing analyses of the ability of borrowers and other counterparties to meet repayment obligations.

(i) Trade and other receivables

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. Management has established policies under which each customer is analysed individually for creditworthiness prior to the Company offering them this facility.

The Company establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables. The Company has a moderately high concentration of trade or other receivables credit risk, as 44% (2018: 49%) of the total receivables is due from Tourism Enhancement Fund.

(ii) Cash

Cash transactions are limited to high credit quality financial institutions. The Company has policies in place to limit the amount of exposure to any one financial institution

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

3. FINANCIAL RISK MANAGEMENT (Continued)

(a) Credit risk (continued)

Exposure to credit risk for trade receivables

The following table summarises the Company's credit exposure for trade receivables at their carrying amounts, as categorised by the customer sector:

	2019 \$'000	2018 \$'000
Rental/lease properties	80,398	75,865
Less: Provision for credit losses	(25,808)	(24,055)
	<u>54,590</u>	<u>51,800</u>

Ageing analysis of trade receivables that are past due but not impaired

Trade receivables that are less than 30 days past due are not considered impaired. As of 31 March 2019, trade receivables of \$972,833.35 (2018: \$2,623,000) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The aging analysis of these trade receivables was as follows:

	2019 \$'000	2018 \$'000
31-60 days	<u>973</u>	<u>2,623</u>

Ageing analysis of trade receivables that are past due and impaired

As of 31 March 2019, trade receivables of \$93,854,000 (2018: \$93,854,000) were impaired and an impairment provision assessed. The aging of these receivables was as follows:

	2019 \$'000	2018 \$'000
Over 90 days	<u>93,854</u>	<u>93,854</u>

Movement analysis of provision for impairment of trade receivables

The movement on the provision for impairment of trade receivables was as follows:

	2019 \$'000	2018 \$'000
At 1 April	93,854	14,908
Provision for impairment	<u>-</u>	<u>78,946</u>
At 31 March	<u>93,854</u>	<u>93,854</u>

Notes to the Financial Statements
Year Ended 31 March 2019
(Expressed in Jamaican dollars unless otherwise indicated)

3. FINANCIAL RISK MANAGEMENT (Continued)

(a) Credit risk (continued)

The creation and release of provision for impaired receivables have been included in expenses in the statement of comprehensive income. Amounts charged to the allowance account are generally written off when there is no expectation of recovering additional cash.

(b) Liquidity risk

Liquidity risk is the risk that the Company is unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions.

Liquidity risk management process

The Company's liquidity management process includes:

- (i) Monitoring future cash flows and liquidity on a daily basis. This incorporates an assessment of expected cash flows and the availability of collateral which could be used to secure the Company if required;
- (ii) Optimising returns on invested cash

Undiscounted cash flows of financial liabilities

The maturity profile of the Company's financial liabilities at year end based on contractual undiscounted payments was as follows:

	Within 1 Month \$'000	1 to 3 Months \$'000	3 to 12 Months \$'000	Total \$'000
2019				
Financial liabilities				
Bank overdraft	-	-	-	-
Payables	8,680	374	-	9,054
	<u>8,680</u>	<u>374</u>	<u>-</u>	<u>9,054</u>
2018				
Financial liabilities				
Bank overdraft	59,704	-	-	59,704
Payables	79,375	-	-	79,375
Payables	<u>139,079</u>	<u>-</u>	<u>-</u>	<u>139,079</u>

Assets available to meet all of the liabilities and to cover financial liabilities include receivables and cash balances.

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

3. FINANCIAL RISK MANAGEMENT (Continued)

(c) **Market risk**

The Company takes on exposure to market risk, which is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in foreign currency exchange rates and interest rates. Market risk exposures are measured using sensitivity analysis. There has been no change to the Company's exposure to market risks or the manner in which it manages and measures the risk.

Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities.

The Company manages its foreign exchange risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The Company has no significant exposure to currency risk at 31 March 2019 and 31 March 2018.

Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Floating rate instruments expose the Company to cash flow interest risk, whereas fixed interest rate instruments expose the Company to fair value interest risk. The Company has no significant exposure to interest rate risk at 31 March 2019 and 31 March 2018.

(d) **Capital management**

The Company's objectives when managing capital are to safeguard its ability to continue as a going concern in order to provide benefits for its stakeholders and to maintain an optimal capital structure.

There were no changes to the Company's approach to capital management during the year, and this is monitored by the Board of Directors.

The Company is not subject to externally imposed capital requirements.

4. FAIR VALUE ESTIMATION

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Market prices used to determine fair value where an active market (such as a recognized stock exchange) exists as it is the best evidence of the fair value of a financial instrument. In assessing the fair value of financial instruments, the Company uses a variety of methods and makes assumptions that are based on market conditions existing at the end of the reporting period.

The face value, less any estimated credit adjustments, for financial assets and liabilities with a maturity of less than one year are estimated to approximate their fair values. These financial assets and liabilities are cash and bank, receivables and payables.

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

(a) **Critical accounting estimates in applying the Company's accounting policies**

In the process of applying the Company's accounting policies, management has arrived at no judgements which it believes would have a significant impact on the amounts recognised in these financial statements.

(b) **Key sources of estimation uncertainty**

Management has derived no estimates for inclusion in these financial statements which it believes has a significant risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year except as follows:

(i) *Depreciable assets*

Management exercises judgement in determining whether the costs incurred can accrue significant future economic benefits to the company to enable the value to be treated as a capital expense.

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The company applies the straight-line method in an effort to arrive at these estimates from which actual results may vary.

Actual variations in estimated useful lives and residual values are reflected in profit or loss through impairment or adjusted depreciation provisions.

(ii) *Impairment of trade receivables*

The company periodically assesses the collectability of its trade receivables. Provisions are established or increased as described in Note 3. There is, however, no certainty that the company will collect the total remaining unimpaired balance, as some balances that are estimated to be collectible as at the end of the reporting period may subsequently become doubtful. Trade receivables amounted to approximately \$80.398 million at the end of the reporting period (2018: \$75.855 million) net of a provision of \$25.808 million (2018: \$24.055 million) See Note 12.

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

(Expressed in Jamaican dollars unless otherwise indicated)

6. OTHER OPERATING INCOME

	2019 \$'000	2018 \$'000
Tourism Enhancement Fund	278,650	612,520
Income from fees and tourist attractions	107,313	121,482
Interest income	458	45
Foreign exchange (loss)/gain	409	(479)
	<u>386,830</u>	<u>733,568</u>

7. EXPENSES BY NATURE

Total direct, administration and other operating expenses:

	2019 \$'000	2018 \$'000
Advertising and promotions	9,099	3,186
Audit fees	1,600	1,902
Expected credit loss allowance	-	78,946
Bank charges	2,724	3,111
Beautification projects	999,754	1,594,383
Depreciation (Note 11)	16,525	11,711
Directors' fees	1,283	1,513
Insurance	2,499	1,394
Legal and professional fees	13,704	10,445
Office expenses	45,502	22,498
Other goods and services	9,926	46,515
Rental property and equipment	76,815	72,395
Repairs and maintenance	47,539	18,350
Rio Grande related expenses	39,049	31,260
Lovers Leap related expenses	2,345	3,836
Salaries and wages (Note 8)	629,127	480,445
Travelling and subsistence	50,190	26,818
Utilities	39,846	32,972
	<u>1,987,527</u>	<u>2,441,680</u>

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

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8. STAFF COSTS

	2019 \$'000	2018 \$'000
Duty allowance	10,051	9,787
Gratuity	22,475	16,389
Laundry allowance	5,899	5,340
Meal allowance	18,062	16,566
Motor vehicle upkeep	95,061	78,237
Pension costs	7,049	7,186
Performance incentive	21,888	18,894
Statutory contributions	72,670	16,365
Uniform	8,309	13,445
Wages and salaries	343,392	294,008
Other	24,271	4,228
	<u>629,127</u>	<u>480,445</u>

9. OPERATING LEASE COMMITMENTS

The Company leases office space under various non-cancellable operating lease agreements. The lease terms are between 5 and 10 years and are renewable at the end of their term at market rate.

The future aggregate minimum lease payments under non-cancellable operating leases are as follows:

	2019 \$'000	2018 \$'000
Not later than 1 year	4,485	6,395
Subsequent to 1 year but less than 5 years	42,548	22,461
Later than 1 year and not later than 5 years	<u>170,223</u>	<u>194,512</u>
	<u>217,256</u>	<u>223,368</u>

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2019

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10. TAXATION

- (a) The Company is exempt from taxation on surpluses arising from normal operating activities.
- (b) Taxation is charged on interest and other income received during the year, adjusted for taxation purposes and comprises income tax at 25%:

	2019 \$'000	2018 \$'000
Current tax	-	11

- (c) Reconciliation of applicable tax charges to effective tax charge:

	2019 \$'000	2018 \$'000
Surplus before tax	174,421	167,131
Tax calculated at a tax rate of 25%	43,605	41,783
Net revenue not subject to tax	(43,605)	(41,772)
Tax charge	-	11

11. PROPERTY, PLANT AND EQUIPMENT

	Office Equipment \$'000	Office Furniture \$'000	Motor Vehicles \$'000	Computer Hardware \$'000	Computer Software \$'000	Total \$'000
At Cost						
At 1 April 2017	88,779	28,042	15,317	29,579	5,292	167,009
Additions	455	4,469	9,147	12,789	2,383	29,243
31 March 2018	89,234	32,511	24,464	42,368	7,675	196,252
Additions/(Disposal)	2,109	4,373	5,789	7,294	18,638	38,203
31 March 2019	91,343	36,884	30,253	49,662	26,313	234,455
Depreciation						
At 1 April 2017	84,934	19,978	8,937	12,810	2,822	129,481
Charge for the year	469	1,254	3,105	5,912	971	11,711
31 March 2018	85,403	21,232	12,042	18,722	3,793	141,192
Charge for the year	629	1,567	3,642	6,187	4,500	16,525
Disposal for the Year	-	-	-	-	-	-
31 March 2019	86,032	22,799	15,684	24,909	8,293	157,717
Net book values						
31 March 2019	5,313	14,086	14,569	24,672	18,016	76,738
31 March 2018	3,831	11,279	12,422	23,646	3,882	55,060

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2018

(Expressed in Jamaican dollars unless otherwise indicated)

12. RECEIVABLES

	2019 \$'000	2018 \$'000
Trade receivables	80,398	75,855
Less: Provision for impairment	(25,808)	(24,055)
	<u>54,590</u>	<u>51,800</u>
Tourism Enhancement Fund (Note 19)	68,047	69,799
Less: provision for impairment	(68,047)	(69,799)
	<u>-</u>	<u>-</u>
Staff loans and advances	15,811	8,643
Prepayments	2,563	2,563
Other	2	3,405
	<u>72,966</u>	<u>66,411</u>

13. CASH AND CASH EQUIVALENTS

	2019 \$'000	2018 \$'000
Cash and bank balances	416,751	365,563
Bank overdraft	-	(59,704)
	<u>416,751</u>	<u>305,859</u>

Cash includes amounts held in current accounts and cash on hand and at bank. The weighted average effective interest rates on bank accounts denominated in Jamaican dollars was 0.3% and on bank accounts denominated in United States dollars was 0.1%.

The bank overdraft results from cheques drawn at year end but not presented to the bank.

14. PAYABLES AND ACCRUALS

	2019 \$'000	2018 \$'000
Trade payables	9,062	12,207
Accrued charges	33,494	34,865
Contractor's levy, retention and deposits payable	31,163	32,756
Statutory payables	4,883	1,689
Accrued vacation	14,240	16,330
Stale dated cheques payable	23,480	21,838
Other payables	206	16,693
	<u>116,528</u>	<u>136,078</u>

Tourism Product Development Company Limited

Notes to the Financial Statements

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15. CAPITAL

	2019 \$	2018 \$
Authorised - 100 Ordinary shares - at the beginning and end of the year		
Issued and fully paid - 2 Ordinary shares – at the beginning and end of the year		
Stated capital	200	200

The stated capital is denoted as \$1,000 in the statement of financial position to recognize a balance.

16. CAPITAL RESERVE

This represents the donation of motor vehicle and computer equipment from the Planning Institute of Jamaica.

17. CONTINGENCIES AND OTHER COMMITMENTS

A lawsuit was filed against the Company on 2 February 2004 by Exterior III Constructions Ltd. a former contractor. The claim is in respect of work done on the Portland Craft Village for which final payment of \$5,894,136 was not received. The Company has filed a counter suit in response, claiming \$9,613,200 in damages, interest and costs. The matter has been dormant for several years but the Company's legal counsel, received referral from the Supreme Court for the matter to be set for mediation before 20 September 2012. To date, the lawyer has not received any written communication from the claimant's attorney regarding the schedule for the mediation.

18. PENSION SCHEME

The Company operates a defined contribution pension scheme, which is open to all permanent employees and administered by an outside agency.

The scheme is funded by employee contributions at 5% of salary with the option to voluntarily contribute an additional amount provided that their total contributions to the scheme do not exceed 20% of salary. See Note 8 for the amount recognised in the statement of comprehensive income for the year. Pension at normal retirement age is based on the amount that can be obtained from both the employer's and employees' accumulated contributions, with interest.

Tourism Product Development Company Limited

Notes to the Financial Statements

Year Ended 31 March 2018

(Expressed in Jamaican dollars unless otherwise indicated)

19. RELATED PARTY TRANSACTIONS AND BALANCES

- (a) The statement of comprehensive income includes the following transactions with government agencies:

	2019 \$'000	2018 \$'000
Ministry of Finance		
Subvention fee income	1,770,262	1,875,243
Tourism Enhancement Fund		
Subsidiary income and project reimbursement	274,805	599,990
Other income	<u>3,845</u>	<u>12,530</u>
	<u>2,048,912</u>	<u>2,487,763</u>
Bad debt provision recognised against Tourism Enhancement Fund	<u>(68,047)</u>	<u>(69,799)</u>

- (b) The statement of financial position includes the following balances with government agencies:

	2019 \$'000	2018 \$'000
Due from Tourism Enhancement Fund	<u>68,047</u>	<u>69,799</u>

The balances due from TEF of \$68.047 million was fully provided during the year and included in expenses (Note 7).

- (c) Key Management compensation

	2019 \$'000	2018 \$'000
Salaries and wages	88,845	86,010
Gratuity	7,675	5,643
Other short-term benefits	<u>42,394</u>	<u>37,832</u>
	<u>139,914</u>	<u>129,485</u>
Directors' emoluments		
Fees	<u>1,283</u>	<u>1,513</u>

PRODUCT QUALITY & TOURISM TRAINING DEPARTMENT

The Product Quality and Training Department, as it monitors standards within the tourism sector, seeks to promote the quality of the tourism product and assist all stakeholders to attain/maintain a quality tourism product. Engagement with supporting regulatory agencies such as the Public Health Department, the Tourism Liaison Police and the Jamaica Fire Brigade continued with a view to representing the concerns of the sector and effecting compliance with standards at a minimum cost. Regarding training, efforts were made to develop partnerships with educational institutions such as HEART/NTA in order to have a greater reach in training sector workers. The report below reflects the objectives achieved over the period April 2018 to March 2019.

QUALITY ASSURANCE ASSESSMENTS

One thousand one hundred and ninety-three (1193) assessments were conducted for accommodations, attractions, water sports operations, car rentals, bike rentals, tour operations, travel agencies, in bond shops, contract carriage operators and craft sites.

VISITOR INFORMATION PROGRAMME

Table 1 below shows the level of activities at the information Kiosks in Montego Bay, Falmouth, Portland and Ocho Rios for the reporting period April 2018 – March 2019.

Table 1

Regions	Number of non-residents that utilize kiosks	Number of residents that utilize information kiosks	Enquiries
Ocho Rios		46,395	54,434
Montego Bay, Harbour Street and Historic Falmouth Cruise Ship Pier	740,068	5,659	745,734
Portland		1,697	447
Total	740,068	53,751	800,615

A total of five hundred and twenty-seven (527) vessels arrived in Jamaica during the reporting period, of which there were one million eight hundred thousand seven hundred and thirty-four (1,800,734) passengers and six hundred and thirty thousand one hundred and forty one (630,141) crew members.

TRAINING

The objective of the Tourism Training Division is to design, organize and conduct training programmes which will facilitate human resource development in the tourism sector.

The Goals of the training and development programmes are:

- 1) To assist in the development of a standardized approach to tourism training and human resource development by assisting educational institutions in the design and delivery of tourism programmes e.g. Team Jamaica and Skills Upgrading through institutional strengthening.
- 2) To provide suitable access to specialized training programmes for the tourism sector via in-house, community groups and on demand training via scheduled programmes and specialized programmes. Foster Team Spirit and improve the rate of certification for skills and Team Jamaica.
- 3) To expand the reach of Team Jamaica to the sector through Approved Training Partners.

PRODUCT QUALITY & TOURISM TRAINING DEPARTMENT

ACHIEVEMENT OF THE UNIT

The achievements for the period April 2018 - March 2019 are as follows:

TEAM JAMAICA TRAINING

Two hundred and forty-three (243) Team Jamaica programmes were delivered with three thousand, five hundred and ninety-eight (3,598) participants.

SKILLS UPGRADING PROGRAMMES

A total of seventy-six (76) Skills Upgrading programmes were held with a total of two thousand six hundred and ninety-six (2696) participants.

Programmes conducted were as follows:

- Tour Guiding
- Responsible Service of Alcohol
- Customer Service
- Tourism Summer Intern Programme
- Warm Welcome

APPROVED TRAINING PARTNERS (ATPS)

Overall, a total of nineteen (19) ATPs and sixty-nine (69) Trainers were authorized to facilitate and deliver the programme as shown in the Table 3 below:

Table 2 - Authorized ATPs and Trainers

REGION	# APPROVED TRAINING PARTNERS	# TRAINERS
Kingston	4	44
South Coast	0	0
Ocho Rios	4	4
Montego Bay	10	20
Negril	1	1
Total	19	69

HIV/AIDS AWARENESS PROGRAMME

For the period One Hundred and One (101) awareness sessions conducted with Four Thousand and Eighty-seven (4,087) participants.

PRODUCT QUALITY & TOURISM TRAINING DEPARTMENT

RIVER RAFTING AUTHORITY		
FINANCIAL REPORT FOR THE PERIOD APRIL 1, 2018- March 31, 2019		
EXPENDITURE:		YE MARCH 31, 2019
COMPENSATION OF EMPLOYEE		2,860,685.26
TRAVEL EXPENSE AND SUBSISTENCE		945,169.16
RENTAL OF PROPERTY AND MACHINERY		-
OTHER GOODS AND SERVICES		729,584.29
	TOTAL	4,535,438.71
INCOME:		
FEES COLLECTED		230,150.00
NET FUNDING SUPPORT FROM TPDCo.		4,305,288.71
	TOTAL	4,535,438.71

LICENCE PROCESSING UNIT

The Licencing Processing Unit is responsible for coordinating all licensing functions on behalf of the Jamaica Tourist Board (JTB). The Unit is also responsible for generating all statistical data regarding the various tourism entities. The report below reflects the objectives achieved over the period April 2018 to March 2019.

LICENCE PROCESSING

Six thousand, four hundred and sixteen (6,416) licenses were approved by the Jamaica Tourist Board resulting in data being collated on the sector to inform and guide development.

SECTOR REPORTS

ACCOMMODATION SECTOR

As at March 31, 2019 there were one hundred and ninety-one (191) hotels operating in the sector with one hundred and forty (140) licensed.

During the year, five (5) new hotels entered the sector, Table 3 below gives details of the new properties and they are as follows:

Table 3 - New Hotels

NAME OF OPERATION	LOCATION	# OF ROOMS
Royalton Negril, Hideaway at Royalton Negril, Hotel Grand Lido Negril	Negril	573
Excellence Oyster Bay	Montego Bay	315
Legends Hotel	Negril	50
Jewel Grande Montego Bay Resort & Spa	Montego Bay	299
Mayfair Hotel	Kington	42
TOTAL		1279

In addition to the above, there were six (6) hotels that underwent name change/new owner/management for the period. They are as follows:

Table 4 - Renamed/New Management Hotels

NAME OF OPERATION	LOCATION	# OF ROOMS
Moon Palace Jamaica	Ocho Rios	731
Jewel Runaway Bay Beach & Golf Resort	Ocho Rios	266
Jewel Paradise Cove Beach Resort	Ocho Rios	255
The Jewel Dunn's River Beach Resort & Spa	Ocho Rios	250
Hilton Rose Hall Resort & Spa	Montego Bay	488
The S. Hotel (Montego Bay) Limited	Montego Bay	120
TOTAL 2080		2080

LICENCE PROCESSING UNIT

The total active hotel accommodations (licensed and unlicensed.) as at March 2019 are presented in Table 5 below:

Table 5 - Breakdown of Hotel Accommodations per Parish

REGION	# OF HOTELS	# OF ROOMS
Kingston and St. Andrew	19	1,338
St. Catherine	6	218
St. Thomas	4	95
Clarendon	4	86
Manchester	8	259
St. Elizabeth	4	110
St. Mary	7	702
St. Ann	25	5,253
Portland	9	190
St. James	36	7,907
Trelawny	7	1,271
Hanover	12	3,516
Westmoreland	50	2,911
Total	191	23,856

In addition to the above, eight (8) Non-Hotels (villas/guest houses/homestay) entered the sector adding 77 new rooms as seen below.

Table 6 - New Non-Hotels

NAME OF OPERATION	LOCATION	# OF ROOMS
Nine Miles Cultural Hangout, Irie Jamaica Donkey Ride Tour (Homestay)	Ocho Rios	10
Reefside (Villa)	Ocho Rios	8
Linga-A-While at Coral Cove (Villa)	Ocho Rios	3
Mais Oui Villa Limited	Ocho Rios	8
Strawberry Fields Together (Villa)	Ocho Rios	14
Richard Pier McNeil Harvey Trading as Elsewhere by the Sea (Villa)	Montego Bay	5
Biggs Clocktower Guest House Limited	Ocho Rios	20
Total		77

LICENCE PROCESSING UNIT

ATTRACTIONS

As at March 31, 2019, there were one hundred and seven (107) Attractions in the sector with seventy-six (76) of these operations were licensed.

Four (4) new operators that entered the sector were Caymanas Golf Club (Kingston), Joy Spence Appleton Estate Rum Experience (South Coast), Island Lux Beach Park (Negril) and Cinnamon Hill Great House (Montego Bay).

WATER SPORTS

As at March 31, 2019, there were one hundred and twenty-five (125) operators in the sector with ninety-eight (98) being licensed. During this period, eleven (11) new watersports operators entered the sector. The entities are listed below:

- Chartered Memories Limited
- Dellano Water Sports & Tours
- Fly High Parasailing Limited- Negril
- Island Lux Great Watersports – Negril
- Jamaica Boat Cruises Limited- Montego Bay
- Jamaica Nautic Sports Limited- Montego Bay
- Jamaican Tourxpert Limited- Montego Bay
- Sea Jammin- Montego Bay
- Sea Redeemed Limited- Ocho Rios
- Season's Oyster Bay Tours Limited- Montego Bay
- Trident Undersea Trekking- Montego Bay

CAR RENTAL

At the end of the reporting period, there were seventy-four (74) Car Rental operators in the sector of which forty-four (44) were licensed. One (1) new car rental operator entered the sector for the period:

- Horizon Distributors Limited/Roadmap Jamaica – Kingston

DUTY CONCESSION - CAR RENTAL OPERATORS

The Department provides secretariat support for the Duty Concession programme on behalf of the Ministry of Tourism and is responsible for monitoring the operators that received the duty concessions.

The total number of vehicles recommended for concession for the period was five hundred and thirty-eight (538). Four hundred and sixty-seven (467) for Rent-A-Car Association and Seventy-One (71) for JTB licensed Car Rental operators or Non-Members.

BIKE RENTAL

As of March 31, 2019, there were nine (9) Bike Rental operators in the sector of which none were licensed.

TOUR OPERATORS

As at March 31, 2019, there were one hundred and ninety-two (192) Domestic Tour operators of which fifty-five (55) were licensed. These include tour operators with vehicles and destination management companies. Twenty-two (22) new domestic tour operators that entered the sector for this reporting period are:

LICENCE PROCESSING UNIT

- A1 Trans-P Limited- Montego Bay
- Advenique- Montego Bay
- Attraction 2000 Onward Limited- Kingston
- Bargain Rent- A- Car T/A Avis- Kingston
- Beaches Boscobel Hotel Management Company Limited- Ocho Rios
- Caribbean Property Managers Limited T/A Bamboo Blu- Ocho Rios
- Cocoblue Travel & Tours- Kingston
- Executive Transfers Jamaica Limited- Montego Bay
- Jamaica Incom & Serv Limited- Montego Bay
- Jamaica Music Institute (JAMIN) Tours- Kingston
- Margaritaville Montego Bay – Montego Bay
- Margaritaville Ocho Rios Limited-Ocho Rios
- Marvyn's Paradise Tours- Ocho Rios
- Maxi Tours Limited- Kingston
- Mountain Vibes Limited- Negril
- Negril Auto Sales & Rental Limited- Negril
- Ras Star Tour and Taxi- Montego Bay
- Sure Path- Kingston
- The Epic Collective Limited- Montego Bay
- Trial & Trail Development Company- Kingston
- Wiltel Limited- Montego Bay
- Ya-Man Tours Limited- Kingston

TRAVEL HALT

As at March 31, 2019 there were eighty-five (85) Travel Halts of which twenty-one (21) were licensed. One (1) new Travel Halt that entered the sector for the period was SOH Spiritz of Hanover Limited, Negril.

CONTRACT CARRIAGE

Owners that operate in the sector must obtain a Contract Carriage licence from the Jamaica Tourist Board before they are eligible for a road traffic contract carriage licence. For this reporting period five thousand one hundred and seventy-eight (5,178) were licensed. Of this amount three hundred and forty-four (344) were new operators.

CRAFT MARKETS

The Department continues to conduct assessments of the craft markets in its effort to have the markets listed as Places of Interest by the Jamaica Tourist Board and to have all the vendors in the markets licensed as Craft Traders. As at March 31, 2019, nine hundred and ten (910) Craft Traders were licensed with twenty-three (23) new vendors entering the sector for the period.

PROJECTS DEPARTMENT

ACHIEVEMENTS

For the period ending March 2019 the Projects Department undertook a total of seventeen (17) projects with varying budgets and scoping included, and sixty-three (63) sub-projects. The sub-projects included the 'Spruce Up Pon Di Corner' programme which incorporated works across the length and breadth of the country. Fifteen (15) of the projects and twelve (12) of the sub-projects for Spruce Up were completed within the period, while all other projects are in various stages of progress.

The projects department comprises of a team of persons with expertise in various areas. The team adopted a multi-project per year approach in order to give more attention to projects during the planning stages. This will allow for projects to be implemented more efficiently during the execution phase and aid in the delivery of a world class product.

The following table highlights the status of the projects undertaken during the period.:

Table 6 - Projects Status

PROJECTS	STATUS	EXPENDITURE FOR THE PERIOD
1. Castleton Gardens Enhancement	Within budgetoutside schedule	\$11,896,682.59
2. Caymanas Cart Path	Within budget Outside schedule	\$20,689,425.00
3. Lyssons Beach Phase 2	Within budget Outside schedule	\$10,246,430.00
4. Lyssons Beach Signage	Within budget Outside schedule	\$165,827.34
5. ED's Office Renovation	Over budget Outside schedule	\$2,158,391.00
6. Finance & Procurement Office Renovation	Within budget Within Schedule	\$2,509,296.99
7. Rafter's Rest Office Layout	Within budget Outside schedule	\$4,146,171.31
8. Rafter's Rest Loading Dock	Within budget Outside schedule	\$3,025,183.00
9. Tourism Resort Maintenance 2018	Within Budget Within Schedule	\$499,999,771.92
10. Bull Head Mountain & Peak- Bushing	Within budgetOutside schedule	\$18,182,687.50
11. Relocation of TEF Office	Within BudgetOutside Schedule	\$27,639,298.82
12. Community Park in McIntyre Villa	Within budgetOutside schedule	\$2,725,625.00
13. Construction of Sidewalk at Cling Cling Avenue	Within budgetOutside schedule	\$3,033,428.15
14.Santa Cruz Community Centre	Over budgetOutside schedule	\$2,998,625.00
15. Old Harbour U-Drain	Over budgetOutside schedule	\$2,924,902.50
16. Knowl Community Center	Over budgetOutside schedule	\$2,999,740.00
17. Petersfield Multipurpose Court	Over budgetOutside schedule	\$2,925,000.00
18. Cosmo Garden Park Rehabilitation	Over budgetOutside schedule	\$2,862,432.30

PROJECTS DEPARTMENT

19.Airport Traffic Island	Over budgetOutside schedule	\$10,380,500.00
20.Old Fort Heritage Park & Armory	Over budgetOutside schedule	\$4,336,230.05
21.Flankers Sport Complex & Vending Stalls Phase 1	Over budgetOutside schedule	\$22,917,344.30
22.Parish Marker	Over budgetOutside schedule	\$4,770,565.00
23.Welcome to Montego Bay Experience	Over budgetOutside schedule	\$7,959,899.70
24.Negril Mini Stadium Phase 1	Over budgetOutside schedule	\$24,901,490.43
25.Marverly Community Center	Within budgetOutside schedule	\$18,840,727.88
TOTAL EXPENDITURE FOR COMPLETED PROJECTS 18/19		\$715,235,675.78

PRODUCT DEVELOPMENT & COMMUNITY TOURISM DEPARTMENT

COMMUNITY TOURISM

The Tourism Product Development Company Ltd (TPDCo) is the Ministry of Tourism's agency with the responsibility for the implementation of its Community Tourism Policy. The Community Tourism Unit, housed within TPDCo's Product Development and Community Tourism Department has embarked on a number of activities for 2018/2019, which are reported herein. 56 communities and 22 Community Tourism Enterprises (CTEs) were engaged during 2018/2019. These communities and CTEs span 13 parishes across the island, except for Manchester. 75% of communities engaged are affiliated with a Community Development Committee (CDC), or Community Based Organization (CBO). 20% of all communities engaged have active CTEs, and 54% of these CTEs are JTB-licensed. JTB-licensed CTEs benefited from Marketing and Sales Bootcamp to assist them in improving their organizations through the use of technology. TPDCo's Product Development and Community Tourism Department embarked on 56 community engagement activities comprising 38 site visits, 10 community consultations and/or beautification projects, and 5 community events supported and/or attended.

PROPERTIES

LOVERS' LEAP

Following the divestment of the property, compensation for staff was completed. There were reports of defective roofing, following which a request was received from the Concessionaire for replacing of the roof.

An air pump for the sewage system was sourced and installed, replacing the defective pump.

RAFTING ON THE RIO GRANDE

With the continuation of the rehabilitation/upgrading works:

The dock was re-done at the expense of the contractor due to substandard material /poor workmanship during the initial work carried out.

- Renovation works commenced on the Rafter's Rest office building
- Funding was sought from TEF for the Rafter's Rest sewage works
- The first phase of renovation works was carried out at Berrydale: Fencing completed, plumbing, electrical and carpentry maintenance work to the Raft Captains lounge, plumbing and electrical work to the office building
- Bamboo furnishings acquired for the Raft Captain's lounge – Berrydale
- Raft Captains outfitted with new uniforms
- New roster boards were acquired and installed at Berrydale
- A Disciplinary Committee was tabled to deal with Raft Captains' disciplinary issues to be chaired by the TPDCo Executive Human Resource Manager
- Embarkation point at Berrydale was scoped for improvement works due to low water levels.

The last report received from the Visitor Safety Unit indicated that approximately seventeen (17) Raft Captains were prosecuted for illegal rafting as these activities continued along the river. Of these, four (4) were said to been prosecuted twice within the period and one (1) captain prosecuted up to four (4) times for the breaches.

Negotiations are ongoing with a production company which is seeking to use the property during a planned production shoot in Portland during May, this includes using the grounds of Rafter's Rest as a base with access to the restrooms while shoot takes place by the bridge and its environs.

PRODUCT DEVELOPMENT & COMMUNITY TOURISM DEPARTMENT

Board approval was received and implemented for the reduction in tour fees to US\$12.00 per person for Caribbean World Vacation Tour Company.

BLUE HOLE, WHITE RIVER

In TPDCo's continued bid for tenureship, meetings were held with the National Land Agency regarding leasing of the property. A site visit was conducted on October 3, 2018 with NEPA and other relevant agencies, but with the absence of the Ministry of Health. NEPA collected water samples for testing, however the findings are yet to be discussed.

TPDCo submitted a written request for the NLA to deal with additional informal settlers, the matter of which has since been addressed. The said letter also included a request for permission for TPDCo to carry out the long outstanding survey. The NLA later completed the site work on the property and are now preparing the diagram to be sent to the TPDCo.

HOLLAND BAMBOO

Concessioning of the property was completed with the new concessionaire taking possession of the property on October 1, 2018. The Concessionaire immediately set about refurbishing the facility but was faced with defects to tile works and roof. TPDCo has since remedied the tile works as well as to replace the roof.

HARDWAR GAP

A scoping was done for rehabilitation and upgrading works, however this will be finalized and costed.

Board approval was received for the renewal of the licence with the current Concessionaire. Information was prepared for the new agreement and submitted for the input of the Legal Unit.

LIME CAY

A Board paper was submitted for application to the TEF for funding of the development of this property for recreational use. This would be in order that the property could be sub-leased and operated through a public/private partnership. The Board then requested a scope for the infrastructure works and later, discussions were had for preliminary cost and management proposal. On October 16, 2018, a site visit was conducted with some Board Members and instructions on the way forward are being awaited following this visit.

Reports were received of unauthorized events taking place on the Cay on Sundays. This was reported to the Marine Police, which was also asked to monitor the use of the property.

LYSSONS BEACH

Rehabilitation & upgrading of Phase 2 was completed, and subsequently "Spruce-up" work. Following this, a Ribbon-cutting event was held on November 15, 2018 with the Honourable Minister.

As a result of the advertisement for tender on April 21 and 24, 2018, two (2) bids were returned from which Stone Plus Ltd. was selected as the new Lessee. After due process, Stone Plus took possession of the property on December 1, 2018.

FALMOUTH SWAMP SAFARI

Based on a submission made by the Property Manager, a waiver was received from NEPA on the fees payable for the application for exemption to keep endangered species.

The current Licencee expressed his interest to renew the agreement for which a draft was prepared and continues to be in the process towards finalization.

The Property Manager has been in discussions with the NLA regarding an objection to value and awaiting the outcome of this.

RAFTING ON THE MARTHA BRAE

The new licence agreement was finalized.

JTB and TPDCo continued discussions to formulate a lease agreement for the JTB owned portion of the property being used by this attraction.

PRODUCT DEVELOPMENT & COMMUNITY TOURISM DEPARTMENT

An issue arose with the drowning of a child at the attraction. The River Rafting Authority held a meeting on August 29, 2018 on this matter.

HERITAGE/COMMUNITY BASED TOURISM

GUNBOAT BEACH

Consultations continued involving TPDCo, the NLA and Treasures Ltd. (meetings and letters) as it relates to amendments to the lease agreements and implementation date, with the NLA's final response that their position had not changed. Agreed changes in the agreement between TPDCo and Treasures Ltd. were finalized, signed and cross stamped.

JACKSON BAY

NEPA/Forestry Department engaged in talks in an effort to secure funding for a mangrove forestry development. NEPA eventually committed to take responsibility for the property contingent on TPDCo's termination of the head lease. TPDCo, however, first needs to terminate the sub-lease agreement, for which initial discussions have been held.

The exit strategy to the lease was put forward to NEPA. A presentation was later made to the NEPA Beaches Committee on February 27, 2018 and an approval is being awaited from the NEPA Board.

PORTLAND CRAFT VILLAGE

Deliberations continued between TPDCo and the The Portland Municipal Corporation (PMC), concerning tenureship of this property. Board approval was obtained for an MOU between the two entities for the formalization of management arrangements, a draft of which was submitted for the input of the Legal Unit.

Costings were submitted by the PMC for a comprehensive termite treatment and maintenance works which has been approved and purchase order forwarded to the PMC. There has also been scoping and costing for rehabilitation/upgrading works, which is awaiting addition of costing for connection to the new Port Antonio sewage network.

FOLLY ESTATE

Contractors for the NWC's Port Antonio sewage project restored the site after depositing excavated material on the property.

Costs were obtained for the fencing of the ruins, but this work was put on hold after a site visit conducted by Product Development personnel with the recommendation for major bushing to be carried out first.

Arrangements are being finalized for a production company to use the property for parking and storage during a planned

production shoot in Portland during May.

OLD OCHO RIOS COURTHOUSE

The property was put to tender via advertisements on December 4 and 8 2018, with bid opening conducted on February 5, 2019. One (1) expression of interest was received, a Tender Evaluation Committee was formed and awaiting a date for the evaluation meeting.

CONTRACT CARRIAGE PARK

On November 2, 2018, a meeting was held with the CEO of the PAJ to discuss an agreement for the Contract Carriage Park at which time the Property Manager was tasked with continue the divestment discussions with the PAJ. The PAJ requested direct lease arrangements with the NLA and while the Property Manager awaits a meeting with the NLA to discuss conditions for surrender of the lease, there have been correspondences between the NLA and the PAJ on which the Property Manager is waiting to be apprised.

MARCHING BAND CAMP

Currently we have held meetings with the Senior Music Lecturer at Sam Sharpe Teacher's College regarding implementing the Marching Band competition. Mr. Vinton has been very instrumental in coordinating several marching band competitions in the Montego Bay region. We have since received a detailed draft outlining the specific elements required for such a competition including the prizes, judges, location, musical instruments and the participating bands.

Our next step will be to visit the marching band competition being held on May 23, 2019 in Catherine Hall, Montego Bay. The intention is to gather as much information as possible from this event to finalize our proposal.

HERITAGE INVENTORY OF JAMAICA

A detailed Cultural Heritage Inventory List of Declared Heritage Sites and Monuments of Jamaica was completed that is broken down by parish and includes; the name of the site, a historical overview of the site, the address of each site and the year of declaration. The list also breaks down each site into the following categories: Natural Site, Pre-Columbian Site, Historic Site, Monument, Mixed Site and World Heritage Site. This categorization makes it easier to understand the diverse nature of historical spaces within Jamaica. The list is current based on the declarations made by the Jamaica National Heritage Trust (JNHT).

A project is being done in collaboration with the Organization of American States, the Ministry of Culture, Gender, Entertainment and Sport, the Jamaica National Heritage Trust and the Institute of Jamaica to create an inventory of heritage assets within Jamaica and a National Registry to better inform how we treat the heritage assets of Jamaica and also to inform how these sites are developed.

PRODUCT DEVELOPMENT & COMMUNITY TOURISM DEPARTMENT

DESTINATION ST. THOMAS

This project was done in collaboration with the Ministry of Tourism. The Heritage Unit supervised the research work relating to the heritage assets of the parish of St. Thomas and also reviewed the draft documents to ensure that the information presented in final document accurately reflects the information relating to the sites within the parish and the tenants of Heritage Tourism.

MEMORANDUM OF UNDERSTANDING BETWEEN TPDCO AND JNHT

A memorandum of understanding was signed between TPDCo and JNHT in order to facilitate a smoother working relationship between the two agencies for the betterment of the Jamaican people.

HERITAGE SITE RUINS ENHANCEMENT PROJECT

This project is geared towards the enhancement of heritage sites across Jamaica in an effort to aide tour operators in establishing their competitive advantage. To date a total of fifteen sites have been cleaned and cleared, making it more visible and accessible. Below is a list of sites already cleaned:

- Fort Charlotte
- Kenilworth Ruins
- The Waterwheel Ruins at Mammie Bay
- Bustamante Museum at Blenheim
- Fort Haldane
- Mountain River Cave
- Minard Great House
- Port Royal Naval Hospital
- Fort Rocky
- Stokes Hall Great House
- Edinburgh Castle
- Stewart Castle
- Colbeck Castle
- Tulloch Castle

HISTORIC MASONRY RESTORATION TRAINING PROGRAM

Mr. Oshane Robinson successfully attended and completed a training program in Historic Masonry Restoration in Pennsylvania. This training will be crucial in the way in which historical buildings are restored going forward in Jamaica.

HERITAGE ECONOMY OAS PROJECT

In 2017, at the request of the U.S. Permanent Mission, the Department of Planning and Evaluation began the coordination of the evaluation of the program “Enhancing the Framework for the Development of a Heritage Economy in the Caribbean.” Implemented by the Executive Secretariat for Integral Development, the program was designed to strengthen human and institutional capacity of OAS Member States, with

local community participation, in promoting their Cultural Heritage as a viable economic resource. Mr. Oshane Robinson was contacted by Ms Carla Sorani, Section Chief, Support to Project Management, Department of Planning and Evaluation of the Strategic Council for Organizational Development and Management for Results within the Organization of American States to conduct the final evaluation to verify the achievements recorded by the program team.

PORT ROYAL SIGNAGE PROJECT

This project was successfully completed and submitted to the TPDCo Board of Trustees.

FORT MONTEGO HERITAGE PARK DEVELOPMENT

This project was successfully completed and submitted to the TPDCo Board of Trustees.

THREE FINGER JACK MONUMENT DEVELOPMENT PROJECT

This project was successfully completed and submitted to the TPDCo Board of Trustees.

ALL ISLAND STORYBOARD PROJECT

This project is geared towards the installation of Heritage storyboards across Jamaica. There was a delay in the project implementation due to Jamaica National Heritage Trust reviewing process/ signage policy for historical sites. To date, storyboards have been installed at the Frome Workers Monument Park and Milk River Spa.

Additionally, the storyboard scripts for Spanish Town, Black River and Falmouth have been finalized and are in the final stages of design before being installed using the new guidelines established by the Jamaica National Heritage Trust (JNHT).

LIME CAY DEVELOPMENT

A site visit was convened to determine a project scope.

DEVELOPMENT ORDERS

Development Orders for the 8 parishes were reviewed by TPDCo and MOT and recommendations submitted to NEPA.

PORTMORE DEVELOPMENT

TPDCo has been meeting with LEDMAC, the Portmore Municipality and Half Moon Fisherman's Cooperation to discuss the erosion of the Hellshire Shoreline and the possibility of assisting with rehabilitation of the groynes. Further discussions are to be had.

DESTINATION ASSURANCE (DA)

The Destination Assurance Department in collaboration with the Destination Assurance Council worked assiduously over the past year in identifying the needs of the tourism industry and also monitored the progress of developmental efforts in each resort area in Jamaica. This report aims to highlight the major projects/initiatives implemented in each resort area, their impact and future initiative for each destination.

DESTINATION OCHO RIOS

For the year in review, The Ocho Rios Destination Assurance Unit partnered with the Ministry of Tourism to:

- a. Work with the contracted consultant in the development of the Ocho Rios Disaster Risk Management Plan. The plan examined the risks associated with the resort area, the adoption of measures where possible to mitigate against these risks becoming disasters and an in-depth look on how to respond in the event that they do. The plan also speaks to the development of individual plans for enterprises and the need for all categories of staff to be conversant with the plans and the associated responses. This is significant, as it places the resort area in a position where if adhered to, the impact of hazards will be significantly minimized as well as recovery time and loss of resources.
- b. The Unit was instrumental in having operators and staff of the Blue Hole Team Jamaica trained and certified. Though un-licensed, they are hosting hundreds of visitors at the location on a monthly basis and needed to have certain soft-skills in place. We have also worked with them to see how best they can bring their operation in par with the standards that are required for licensing. This ensures the physical safety of visitors and a reduction in the number of reported incidents.
- c. The logistics for a Contract Carriage Dispatch System at the Ocho Rios Cruise Terminal were worked out and some resources procured. The aim of such a system is to reduce the inequity in the distribution of work which would translate into a reduction in the incidence of harassment by some operators who feel they are being unfairly treated. The system would also result in better control and order on the Turtle River Road, which serves as the entrance and exit to the cruise terminal. In the long-term we expect complaints by cruise passengers to cruise lines and negative commentary on social media platforms to reduce significantly.
- d. A partnership was formed between the Ocho Rios DA Unit, the SDC and RADA to sensitize persons about the need to engage in proper garbage management techniques.

They were also given alternatives regarding the repurposing of plastic bottles. The objective is to have a reduction in the number of bottles littering the streets and the drains resulting in a more aesthetically pleasing environment.

- e. Funding was secured for the rehabilitation of the Claude Stewart Park in St. Mary. The park forms part of a larger project where the vision is the development of a Heritage Tour in the township. This should bring greater tourism spend into St. Mary, provide employment opportunities for locals and create backward linkages. The park is also used for civic functions and in its current state does not hold much appeal for the staging of these events. At the end of the project, the park should be one that arrests the attention of everyone using that thoroughfare and will re-ignite civic pride in the residents of St. Mary.
- f. Garbage bins were acquired and branded and placed in strategic locations in the town of Ocho Rios. This was a response to the unsightliness of the town that was created by piles of garbage that could be seen in various locations.
- g. On August 1, 2018, Cruise passengers were treated to samples of Jamaican fare and experienced Jamaican music and danced while they ate. This was done for a multiplicity of reasons. In the first instance, it was a public holiday and many business places were closed. It meant that the experience available for visitors on such a day was non-existent. Secondly, the event provided an opportunity for those persons who did not have pre-booked excursions to sample our Jamaican culture. It also provided an opportunity for the Destination to deliver on the Minister's push for a gastronomy linkage where food is fused as part of the tourism product.

DESTINATION ASSURANCE (DA)

DESTINATION MONTEGO BAY

During the period, the Montego Bay Destination Unit implemented a dispatching programme on May 15, 2018 outside the gates of the Montego Bay Pier, in order to reduce the levels of harassment and traffic congestion caused by Contract Carriage Operators on cruise ship days. Initially, there were a number of challenges with the programme which included: lack of support from the Police; drivers working with crew members to take guests outside to them; route taxis and unlicensed operators converging in the space to solicit guests; drivers converging at the gate between the Pier and the Shopping Centre soliciting guests; security guards employed to the Port Authority of Jamaica sending guests over to the Shopping Centre to illegal and unlicensed taxis whenever they indicate the need for transportation. Steps were taken to resolve some of these issues; a new Sergeant was assigned to the Tourism Liaison Unit who has recognized the challenges and has been offering greater support.

The Port Authority closed the gate between the Pier and the Shopping Centre which has prevented security guards from sending guests over and has also reduced the number of drivers who converged in that area. The programme also provides information and assistance to guests in the form of maps, brochures and phone calls.

DESTINATION FALMOUTH

Destination Assurance Falmouth undertook a series of projects for the 2018/2019 fiscal year through partnership with an external stakeholder, Trelawny Municipal Corporation, to further enhance the experience of both local residents and visitors in the historic town. These projects included the construction of an Information Kiosk, Drop Centre, along with the renovation of a public restroom. Respectively, the aforementioned projects will therefore seek to complement the current dispatching system to minimize harassment and provide ease of access to information for both residents and visitors; provide aid to homeless individuals in around the town of Falmouth and improve the conditions of the public restroom facilities that will help mitigate pollution of the streets.

PORTLAND & ST. THOMAS

- a. For the period under review the Portland and St. Thomas DA Unit executed the following programs: Development of a Walking Map of Port Antonio – A Walking Map was created to identify major points of interest within the town of Port Antonio. This was a collaborative effort between the Portland Chamber of commerce, the Portland Municipal Council, and TPDCo. The maps were made accessible to the cruise ship passengers on Port Call days at the Ken Wright Pier. The DAC was also instrumental in assisting with the circulation of the maps. The maps are a work in progress and will be edited/updated annually.
- b. Signage for the Town of Port Antonio – The DAC in partnership with the Portland Municipal Corporation procured signs for both the Musgrave Market and the Craft Village designed with the assistance of the Community Awareness Unit. The objective of this initiative was:
 - To bring awareness of the markets with the new image
 - To give directions and
 - To enhance the aesthetics of the locations.
- c. Yallahs Pan Jerk Vendors – Forty (40) aprons were procured for the Yallahs Pan Jerk Vendors through the DAC, in partnership with the St Thomas Municipal Corporation. A handing over to the vendors was done on location to the pleasant surprise and gratitude of the vendors. The intention of this venture was to ensure the practice of proper hygienic standards and to enhance the aesthetics of the area.

VISITOR SAFETY & EXPERIENCE

DISTRICT CONSTABLES (DC) PROGRAM

The DC Programme which was established in 2016 now has a cohort of 165 DCs which are deployed within the Resort areas. Strategic deployment continues, focusing on the areas below:

- Negril: West End, 7 miles Beach and Town Centre, Bloody Bay.
- Montego Bay: Gloucester Ave, Sam Sharpe Square, Town Centre, Howard Cooke and Harbour Street, Golden Triangle / Ironshore.
- Falmouth: Anglican Church, Market and Duke Street, Water Square, Sea Board and Falmouth Street and Falmouth Pier, Burwood and Blue Waters Beach (surrounding areas)
- Runaway Bay: Flavours and vicinity of Royal DeCameron Hotel.
- Ocho Rios: Town Centre, DaCosta Drive, Main Street
- Port Antonio: Musgrave Market, Errol Flynn Marina, Titchfield Hill, Shan Shy Beach, Port Antonio Craft Market, Boston, Berrydale and Rafters Rest
- Kingston: New Kingston business district
- St. Elizabeth: Treasure Beach

Over the period the DCs issued 6,130 tickets and made 497 arrests on their patrols.

During the period, a week of operational activities was carried out along the shoreline of Bahia Principe, this was done to ensure deterrence, DCs were deployed in the vicinity during the period April 10–13, 2018 and collaborated with in-house security to maintain presence. Deployment of DCs was extended to the end of April. Three (3) persons were arrested and two (2) kayaks seized. A collaborated operation with the police/DC's to issue removal notice to vendors along Burwood Beach was carried out in May. Daily patrol of the Burwood Beach area by the Jamaica Constabulary Force (JCF) and DCs continued in the month of June. This resulted in a decrease in complaints about illegal horseback riding in the area. In July, ATV training of DC personnel was conducted with Yamaha and KIG representatives.

HORSE REMOVAL PROGRAMME

Investigation was conducted to determine locations where horses were being kept at night. Horse removal operations were however limited due to a security situation in the White Hall and Red Ground areas of Negril where the horses are tethered. Consultations done with JCF to

determine an appropriate time to execute operations. Fifty (50) "NO HORSEBACK RIDING ON THE BEACH" signs were produced. Forty-five (45) 18" x 24" signs were delivered to various properties along the beach shore in Negril and five (5) 48" x 72" for the Norman Manley Boulevard. The 48" x 72" were however not erected as NWA has not issued the necessary approval to do so. The administrative fee of \$28,000 was paid to NWA to obtain approval. On receiving the approval, the signs will be erected. An Illegal Horseback Riding operation was carried out on February 10, 2019. Two (2) horses were seized in the operation, one (1) of which was discovered to be stolen. One (1) person was arrested for offering illegal horseback riding services and another charged similarly as well as for possession of stolen property.

During the year, illegal horseback riding services emerged in the Mammee Bay area of St. Ann. However, based on investigations, it was noted that the area is known to be volatile; therefore a removal operation could result in negative repercussions, unlike the operations carried out in Negril. Several discussions were had with the police in the area and suggestions were made for a meeting to be convened with the Municipal Corporation, Member of Parliament for the area and the Police to discuss creative remedies for the issue.

ANTI-HARASSMENT CAMPAIGN/ INITIATIVES AND ENHANCED EXPERIENCE

Added to the existing efforts to increase awareness of appropriate behaviours and to improve attitudes when interacting with visitors, the department in collaboration with the Community Awareness department embarked on a public education campaign dubbed 'Treat Our Visitors Right'. The anti-harassment IMC campaign was launched on the 19th of September 2018 which was geared at highlighting the benefits of a harassment free environment to further improve the tourism sector. The strategies and tactics for engagement include; print advertising, bumper stickers, visitor safety guide brochures, television and radio ads and road shows across the resort areas. The first road show was held in Negril on January 22, 2019, while planning for the second staging in Montego Bay began in March 2019. Dr. Spencer, Executive Director also conducted an interview on Smile Jamaica on TVJ highlighting the campaign on February 19, 2019. An operation was carried out on the beach at Iberostar Hotel on January 10, 2019, where 5 arrests of persons in breach of the JTB Act were made. A walk through on Jimmy Cliff Boulevard (Montego Bay Hip Strip) was collaborated and conducted by DSP Morris with various stakeholders, including the Mayor of Montego Bay. This walkthrough saw engagement with

VISITOR SAFETY & EXPERIENCE

store owners and their staff in an effort to address the importance of allowing our visitors to shop freely in a friendly and non-aggressive environment and making them aware of cultural differences and what is deemed as harassment. It was also highlighted that their current sale tactics was reported as aggressive and unpleasant by visitors and that the act of forcefully soliciting buyers is a chargeable offense. To provide safe means of crossing for visitors and citizens alike, the department lobbied with National Works Agency to install a crosswalk in the vicinity of Decameron Hotel on Gloucester Avenue Montego Bay which was established in May of the reporting year.

BUILDING NEW PARTNERSHIPS

WhatsApp Groups for Security Managers and TPDCo/VSE Department was created. Meetings were scheduled to be held quarterly in the Montego Bay and Ocho Rios Resort area and bimonthly in the Negril Resort Area. In the reporting period two (2) meetings were conducted with the security managers in the Ocho Rios Resort area, two (2) for the Montego Bay Resort area and One (1) for the Negril Resort area. JCF and Health department were engaged to carry out operations to decrease and minimize the presence of homeless and mentally challenged persons on Gloucester Ave and the Freeport areas. Various operations were carried out on Gloucester Ave. Checks with varying stakeholders revealed that there was a decrease in the number of mentally challenged /homeless persons seen on Gloucester Ave. The VSE department continued to collaborate and organize with the JCF to create an ease of access for buses transporting visitors home porting at the Montego Bay Cruise Ship Port on Mondays, Tuesdays and Saturdays. Ongoing support from the St. James Traffic division continues.

TOURISM SECURITY SEMINAR

In collaboration with the Ministry of Tourism, a Tourism Safety and Security Seminar which hosted Guest Speaker Dr. Peter Tarlow took place on January 7-9, 2019, engaging key stakeholders within the industry. The purpose of the seminar was to address security concerns that emerged during the period and an effort to educate key stakeholders in the industry of strategies to ensure safety of our visitors. The seminar was under the theme 'Safety, Security and Seamlessness', which are the pillars as enunciated by the Honourable Minister, Edmund Bartlett, MP.

OPERATIONS

JET SKI

Head of Borders Protection in charge of the Marine Police was engaged to address the issue of illegal Jet Ski services being offered in the Doctor's Cave Beach to Decameron Hotel shoreline. An operation was carried out on February 22, 2019, resulting in the seizure of one (1) Jet Ski and arrest for the illegal offence.

ILLEGAL RAFTING

A meeting was convened on February 21, 2019 with the Portland Destination Manager, JCF (including District Constables) regarding illegal rafting at Rafter's Rest. Strategies to remedy the situation were planned and fifteen (15) persons prosecuted for breaches of the River Rafting Act from the planned operations.

DATA GATHERING DOCUMENTS

Three (3) data gathering documents were created to analyse the number, levels and types of harassment faced in the industry in an effort to reduce them through analysis of measurable data.

These documents are:

- Incident Report Log
- External Request Form
- Visitor Experience Questionnaire

Data on the incident report log and the external request form will be entered by coordinators of the VSE Unit whenever information and requests are brought to their attention. Once appropriate and relevant actions are taken, said documents will be filed. The Visitor Experience Questionnaires were also established in the period and are to be printed for distribution. Hotel managers were in agreement with such document and have asked that we provide the collection box for the properties; which will be cleared and replenished quarterly by the unit.

SECURITY AUDITS

In light of several sexual harassment cases that were highlighted in local and international media which resulted in the negative backlash on the notion of safety and security in and of our accommodations and attractions;

VISITOR SAFETY & EXPERIENCE

the department embarked on conducting security audits on these properties. The aim of the audit was to ensure that these entities met the security standard required for operation. The first phase of the audit began October 29, 2018 and commenced in the week of November 30, 2018. In this phase, fifteen (15) properties were audited.

RECORDS MANAGEMENT

The second phase of the audits commenced in March of 2019 and was projected to last for nineteen (19) weeks; at the end of the reporting period the audits were at 40%.

VISITOR SAFETY AND EXPERIENCE UNIT

The department expanded to include four (4) Visitor Safety and Experience Coordinators; these coordinators were assigned to work in the various regions and were responsible for overseeing the resort towns ensuring friendly and hassle-free visitor experience with implementation of various methods, strategies and programs.

HUMAN RESOURCES DEPARTMENT

The Human Resources Department sets a lofty vision and has been striving step by step to achieve this ideal. Its mission offers focus and meaning to its multiplicity of activities aimed at enabling TPDCo to meet its objectives. The vision and mission are as follows:

VISION

The Tourism Product Development Company is admired nationally and regionally as an Employer of Choice and a model of best practice in human resource management.

MISSION

We provide quality human resources and administrative services in order to attract, develop, motivate and retain a competent workforce within a healthy work environment.

RECRUITMENT & STAFFING

Our people remain our most critical resource, and given the company's important mandate, the department ensured the required staffing was in place to provide the capacity for TPDCo to carry out its remit. Some twenty-six (26) staff members were recruited inclusive of a Project and Business Development Manager, Community Tourism Manager, four (4) Destination Managers and four (4) Visitor Safety and Experience Coordinators.

Consistent with best practice, we sought to promote from within resulting in eleven (11) members of staff being promoted, thus creating an atmosphere in which employees feel that they can be upwardly mobile.

We also provided for job enrichment by allowing twenty (20) staff members to assume acting roles and eight (8) of those persons were appointed to the positions.

ISO 9001 QUALITY MANAGEMENT CERTIFICATION

In order to be better able to consistently give quality service to our customers, TPDCo began the quest to achieve ISO 9001 Quality Management certification and through the expert guidance of a qualified consultant, were well on the way to be assessed for certification in August 2019. The exercise involved reviewing and standardizing our processes across departments with a view to achieve seamless and consistency. Meetings and workshops were held on average, twice per week and leading up to the implementation stage.

ORGANIZATION RESTRUCTURING

The ongoing restructuring exercise has seen the approval of the vast majority of positions proposed. There were a few jobs having to do with support functions which were yet to be approved. The Ministry of Finance committed to having those dealt with.

TRAINING AND DEVELOPMENT

We continue to support our people's development of skills to international standards by paying half their fees in professional certification courses, paying half of their membership fees for professional associations and sending out daily management tips from Harvard Business School.

Over twenty (20) staff attended more than fifteen (15) training and development sessions to include Supervisory Management, Facilities Management, Team Jamaica Train the Trainer, Enterprise and Risk Management, ACL Audit Foundation, Contract Administration, Customer Service and Telephone Techniques, Government Accounting, Project Management, Team Building, ISO 9001 and Sustainable Tourism Training.

We facilitated our employees in moving towards their ultimate career goals by expanding our cross training programme. In this regard sixteen (16) persons received formal cross training. The rich partnership between TPDCo and Tourism Management and Hospitality training institutions paid dividends as we maintained our experiential learning/internship programmes with students from those organizations. This contributed to our mandate to improve human capital in the tourism sector.

HUMAN RESOURCES POLICY UPDATE

The Human Resources Policy was updated and received Board approval. It was further broadened to include best practice provisions such as sexual harassment and a policy for flexible work arrangements and during the period, expanded to include the Disciplinary Policy for Public Bodies.

STAFF WELLNESS PROGRAMME

TPDCo views the wholesome development of its people as contributing to their sustained capacity to meet and exceed objectives, thus a keen attention is paid to its wellness activities.

HUMAN RESOURCES DEPARTMENT

The company continued to provide a wellness programme for its employees by subsidizing gym fees, having wholesome monthly lunch time talks which included topical issues, such as HIV sensitization, Personal safety and security advice and gadgets, a discourse on understanding PEP, the new primary school exit profile and also financial investment opportunities.

Recognising the importance of fostering healthy interpersonal relationships in the workplace, TPDCo is proud to have held, quarterly socials, children's day, participated in fun runs (including Sigma) and was part of the Planning Institute of Jamaica's (PIOJ) organized summer games for the first time. We were also fully involved in the Ministry of Tourism and its agencies event held at Christmas.

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CRAFT DEVELOPMENT DEPARTMENT



MAJOR OBJECTIVES

The major objectives for the period under review 2018-2019 were as follows:

- To improve the quality and variety, visibility and marketability of artisanal products
- To upgrade the available craft skills and designs
- To create a Data Bank of relevant information for the sector through research on current trends, skill set and availability of raw materials
- To develop and offer training and give oversight on the Craft Clusters island-wide

ACHIEVEMENT OVER THE PERIOD MARCH 2018 – APRIL 2019

To date over 205 persons including traders have been trained in six (6) different craft skills namely:

- Papier Mache' - 28 persons trained to make masks, Mobiles and decorative items
- Hardanger - 35 persons trained to make utility items – runners, pillow cases and cushions
- Tie/Dye - 45 persons taught to tie/dye their “t” shirts for sale
- Stone Painting - 48 persons taught to paint on stone painting to make decorative items -
- Hand Embroidery - 30 persons taught embroidery skills
- Basketry - 64 persons taught the craft skills in Basketry

Tourism Product Development Company Limited received high commendation for its participation and output from the communities where most of the training took place.

In December 2018, three (3) Christmas Craft Fairs were held which were very successful. There were twenty-six participants in Kingston owing to the limited space and all went well with some producers earning up to \$389,000 from sales.

CRAFT DEVELOPMENT DEPARTMENT

SURVEY CONDUCTED

A survey was conducted during the months of August to early September 2018. The survey was conducted in all resort areas. The survey revealed the following (see table below).

Table 1

VARIABLE	RATING SCALE 1-10 QUALITY	RATING SCALE 1-10 VARIETY	RATING SCALE 1-10 PRICE	RATING SCALE 1-10 PACKAG- ING
Product Offering	4.5	4.0	8.5 (OVERPRICED)	4.0
Quality of Products	4.0 - 5.5	3.8 - 5.0	8.0 (OVERPRICED)	3.0
Customer service	4.8 - 6.4			
Safety and Security	4.5			
Return visitors	5			

The survey revealed that persons were not very comfortable when shopping in the craft markets as security and safety were concerned. It was observed that many of the visitors were from England and were millennials. All indicators showed that there needed to be improvement in the product offering and that lack of security affected sales.

Our response to this fact was to offer training in high security techniques through excellent Customer Service Training. Traders were also advised that they should be more professional and discourage idlers from loitering in the craft markets. They were also sensitized that the visitors local or international were their guests, and as such they the traders were responsible for them.

CRAFT MARKET INITIATIVES

It was found that a number of the craft markets needed alternative ways to make money; the reason given was that they were not making any sale. As a result, the craft markets continued with their strategies of making money by having activities such as fish fry as was done by Ocho Rios Craft Market along with Old Market. Montego Bay continued to initiate Mo-Bay Night out along the hip strip. Many craft producers were also encouraged to participate to add variety to the product offering.

COMPLAINTS

There were numerous complaints about a lack of business and non-arrival of visitors to the craft markets. Additionally, there was concern about the state or condition of the craft markets. During the period, there was much concern about security of tenure as many traders felt threatened that the space which they occupied would be directed to alternate use.

Much effort was made to encourage the traders to practice excellent customer service and to help in keeping their environment secure, attractive and clean.

The newly developed Portland Craft Village had some concern about sewage leakage which they claim had deterred many visitors.

CRAFT DEVELOPMENT DEPARTMENT

HEART TRUST/NTA – ENTREPRENEURIAL TRAINING

To date over five hundred (500) traders were trained in Entrepreneurial Training and Business Studies. This will be ongoing as sixty-five (65) traders began the course in May 2018. Two hundred and eighty (280) traders received certificates who completed the course. Over 1,000 traders have already completed the Team Jamaica Course.

LICENSING

Effort was made to have all traders licensed and the data during the period showed some improvement in licensing as follows:

CRAFT SITE	NUMBER OF TRADERS	LICENSED TRADERS	NUMBER OF SHOPS CLOSED
Ocho Rios	624	462	2
Kingston	123	92	1
Montego Bay	479	267	2
Negril	195	107	1
Portland	43	2	
GRAND TOTAL	1,464	903	6

CONCLUSION

Improvements were seen in the operations of the craft markets despite evidence which may suggest otherwise. Traders were aware of the negative experience by visitors when they were harassed. As such effort was made to achieve far more improvement in most craft markets. Merchandizing was high in the strategic plan for 2018-2019, the traders responded by rearranging their merchandize. There were plans for continued training in areas of product development, customer service and design development.

Again, traders and artisans were encouraged to see craft production as a serious business and to apply the many lessons taught in Customer Service.

COMMUNITY AWARENESS DEPARTMENT

Over the financial year 2018-2019 the Community Awareness Department embarked on numerous projects and activities that have aided in the promotion of Jamaica's tourism product and introduced its various target groups to more of what the sector and TPDCo has to offer.

TPDCO TOURISM QUIZ

The inaugural staging of a quiz competition geared towards the promotion of the tourism product started in May 2018. Sixteen (16) Primary and Preparatory Schools across the island entered the competition which tested their knowledge of the industry. The final stages of the competition were aired on TVJ which took the quiz to the living rooms of thousands of Jamaicans. The response was phenomenal and plans were put in place to expand the competition into the next financial year to thirty-two (32) schools across the island.

For the inaugural competition, Naggo Head Primary School and Broughton Primary School were the finalists and Broughton Primary School emerged the winners. Participation was seen from across other agencies in the Ministry, namely, the Tourism Enhancement Fund (TEF) and Jamaica Tourist Board (JTB). Support from the industry allowed for the award of several prizes and surprises.

ROSE HALL MARCHING BAND

The department was charged with the task to oversee, develop and execute a community based marching band as a part of the Honourable Minister's "Spruce Up Pon di Corner" project. Band practice is held twice a week at the John Rollins Success Primary School which is free of cost to the children. Band instruments were donated by Food for the Poor through Bishop Burchell McPherson of the Roman Catholic Diocese of Montego Bay. Instruments were also purchased to supplement those that were donated. During the period, the band made steady progress with a fair turn out which we hoped to see a further increase. Challenges of inconsistency in attendance, the need for re-training and lack of community support will have to be met in the next financial year.

THE ADVENTURES OF SPRUCEY AND LIMEY

Episodes of The Adventures of Sprucey and Limey were published in the Gleaner's Children's Own throughout the year. The series was met with enthusiasm in the first semester and a request made to continue into semester two. We were successful in copyrighting the series through the Jamaica Intellectual Properties Organization (JIPO). The comic books were also used as resource materials for the Tourism Quiz. Stories were contributed by the community awareness team and interns in the department. The stories were then illustrated by a contracted illustrator.

TSIP/HOPE

TPDCo's Tourism Summer Intern Programme 2018 (TSIP) was expanded through the HOPE Programme for the second year. All sixty-three (63) Members of Parliament were invited to participate and a total of one thousand five hundred and seventy-eight (1,578) students were sensitized with the help of the Training department in the areas of customer service, tourism, security and cultural awareness and professional etiquette. Of those trained, one thousand five hundred and eighteen (1,518) were placed in jobs across the island. 150 tourism-related and service-centred entities participated in the programme.

VISITOR SAFETY & EXPERIENCE - TREAT OUR VISITORS RIGHT CAMPAIGN

The department collaborated with Visitor Safety & Experience Unit to coordinate and execute the "Treat Our Visitors Right" Campaign. The campaign was geared towards sensitizing workers in the industry on the right approach to treating and interacting with our visitors. The Community Awareness Department coordinated the production of a jingle and television commercial which aired on major radio and television stations. An advertorial was also published in newspapers on a weekly basis. The campaign was in its third round of airing at the end of the financial year. Media sponsorship of this campaign resulted in cost saving as well as increased reach on traditional media. The campaign also had a good showing on social media. There were 235,205 impressions overall and reach of 198,914 for the period under review.

COMMUNITY AWARENESS DEPARTMENT

Other tactics including pocket sized brochures aimed at visitors, bumper stickers and an initial Road Show to sensitize folks in the town of Negril was held.

During the year several events were executed among them:

RECEPTION FOR QUIZ WINNERS

The 2018 Tourism Quiz and Junior School's Challenge Quiz winners both from the resort town of Negril were both recognized. Chief host was Tourism Minister, Edmund Bartlett. The students along with their parents, coaches and principals were all in attendance, and were happy to each receive a multimedia projector as a token from TPDCo. The Minister committed to offering the top performing boy and girl from each school a high school scholarship.

YOUTH EXPO AND CAREER FAIR

The Youth Expo and Career Fair aimed to increase the awareness of youth of the importance and impact of the tourism industry; and also exposed them to a range of career options available. Fifth and Sixth Form high school students from nine (9) schools in Westmoreland and Hanover attended. Fifteen (15) exhibitors and presenters from various sectors of the tourism sector.

Pre and post evaluations were conducted to measure the impact the expo had on the students. At the end of the day students had changed their perception on the impact of tourism. When asked if every Jamaican benefited from the tourism dollar the post evaluation showed that 96% answered yes opposed to 70% in the pre evaluation. The other questions on the evaluations spoke to the economic benefit and other general knowledge of the sector. All questions showed an increase in knowledge.

TOURISM SERVICE EXCELLENCE AWARDS.

The department provided strategic communication backing for the staging of the awards at the end of the financial year. The level of exposure garnered ran into millions of dollars with much of it being sponsorship support receive through media partners. Through this initiative some nineteen individuals and organizations were given the opportunity to speak of their achievements and work in Tourism on National media ranging from radio to television and were showcased in the print media and on social platforms.

LYSSONS BEACH OPENING IN ST THOMAS

WEBSITE/SOCIAL MEDIA

TPDCo's social media presence was increased and gained more followers and friends throughout the year. The increase in numbers across platforms were as follows:

Facebook – from 1,290 April 2018 to 2,108 friends March 2019

Instagram – from 1,282 April 2018 to 2,005 followers March 2019

TPDCONNECT

The Community Awareness Department delivered on five editions of the internal magazine, TPDConnect. This captured not only the achievements and activities of the organization but celebrated staff, gave insights into gastronomic experiences, entertainment and employee HR matters among much more.

COMMUNITY AWARENESS DEPARTMENT

The Community Awareness Department was overall kept busy for the year 2018 responding with agility and alacrity to the many demands of various departments that required its services in the organization. Whether it was Craft, Product Quality & Training, Projects, Licensing or Product Development, the team responded to the calls. The objective of growing a positive brand identity across all media was attained in the various target markets and the organization's brand equity increased as a result.

MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems (MIS) department's vision is to equip the company with state-of-the-art information, communication and technology infrastructure' that will allow the company to achieve its mission of providing the tourism sector with services that surpass their expectations. The environment in which we operate requires an Information Technology infrastructure solution that is scalable, extensible, flexible and cost-effective.

For the fiscal year 2018/19, the department focused on several initiatives to improve business processes and support organizational objectives. The department's activities were project-driven to assist other departments within the company to work smarter, not harder in fulfilling the tourism mandate – to transform and enhance the product.

The following projects were undertaken:

ENTERPRISE DATA CENTRE RATIONALIZATION

Fueled by demands from our stakeholders in fulfilling our mandate under the Five Pillars of Tourism, we had to re-design our current IT infrastructure to meet those demands. Our legacy systems were not agile and scalable thus forcing us to plan a 5-year minimum expenditure and hope for the best. In addressing these limitations, we have acquired new technology that will greatly enhance our capacity while improving our reliability, performance disaster recovery, agility, and scalability.

A plethora of benefits were realized including, but not limited to;

1. Significant reduction in Data Center Costs
2. Improved Security
3. Simplified management of servers - Central Dashboard
4. Improved server performance
5. Improved Disaster Recovery capabilities
6. Significant reduction in man-hours managing and monitoring servers

TPDCo is now on track and capable of meeting our current and future demands.

MICROSOFT OFFICE 365

In continuing our efforts to modernize our services, we implemented Office 365 to meet the demands of our diverse workforce. Office 365 includes a suite of products that results in an impressive list of benefits which includes;

1. Access Anywhere, Anytime, on any device.
2. Easily communicate inside and outside of our organization
3. Email, Collaboration, and Online Meetings
4. 99.99% Uptime
5. Automatic Updating (bugs and feature updates)

Deployment of Phase II is planned for 2019 – 2020.

HUMAN RESOURCE MANAGEMENT CAPITAL SYSTEM (HRM)

In keeping with the department objective to improve the delivery of services to staff using modern technology, we identified an HRM Software built on the renowned Oracle PeopleSoft HCM platform, aimed at addressing the human resource management needs of the organization.

MANAGEMENT INFORMATION SYSTEMS

As a result of this initiative, the company would realize a significant improvement in the management of its human capital, through the use of an automated computerized system. The HR Department was now able to manage personal and job records with a world-class application and database.

For the Fiscal year 2018/19, the MIS department continued post-implementation monitoring and management of the HRM System implemented throughout the organization. Training on the use of the HCM application was conducted for new HR employees.

UNIFIED COMMUNICATION SOLUTION (UCS)

Providing a converged infrastructure where voice and data communication flow over a common transport medium across the Ministry and its agencies, ultimately, linking all PBXs together. The solution is intended to reduce call charges, including cell phone calls which would allow extension to extension dialing across the regions; providing a framework for future services including VoIP technology, i.e., Video Conferencing.

The Videoconferencing infrastructure continues to be utilized for Board/Department meetings/presentations.

SPICEWORKS HELP DESK APPLICATION

A single point of contact for: Call Management; Problem Management; Inventory Management; Web-based Asset Management and Reporting, the MIS Team initiated the implementation of a help desk application.

The unit continues to manage the Spiceworks Help Desk system that provides:

1. Single point of communication (one stop solution for IT assistance).
2. Improve customer relationship (online interaction with IT Team to monitor and track request)
3. Better problem-solving timing (minimizes the total time spent on resolving a problem).

RECORDS MANAGEMENT

The passing of the Access to Information Act in 2002, lends itself to a greater level of transparency and the need to create an environment that facilitates easy access to information. Also, granting the public a general right of access to official documents held by public authorities.

Consequently, the government mandated that all Ministries and their agencies establish a Records and Information Management (RIM) Programme aimed at efficiently and systematically controlling the creation, receipt, maintenance, use and disposition of our official records throughout their lifecycle. The portfolio which includes Access to Information was placed under MIS.

Records Inventory completed for the following departments - Kingston:

1. Destination Assurance
2. Procurement;
3. Finance
4. Product Development & Community Tourism/South Coast
5. Licence Processing Unit
6. Human Resources

MANAGEMENT INFORMATION SYSTEMS

There was a significant reduction in the number of boxes containing files occupying office spaces in the Kingston offices. The records stored at our offsite storage facilities are now properly labelled and arranged for easy retrieval.

TPDCo was selected to be part of the pilot phase for the implementation of the Records and Information Management Programme (RIM) throughout Government. Dr. Kaydene Duffus of the Office of the Cabinet made a presentation to the Executive Management team on the Records and Information Management Programme and a Project Charter signed for the 5-Month Implementation.

SAGE 300 ERP – UPGRADE AND POS IMPLEMENTATION

The Board of Directors made the decision to strengthen the IT infrastructure within the Finance/Accounting Department in order to provide better reporting outputs as well as implement Point of Sale (POS) systems across the organization and at the attractions managed by TPDCo.

The SAGE 300 application was upgraded to SAGE 300 2017.

TOURISM ENTITY MANAGEMENT SYSTEM (TEMS)

TPDCo, given its thrust to provide an improved service to the sector and to streamline its processes to be cost-effective and efficient, embarked on the implementation of a comprehensive information system.

The application is an online system enabling the Product Quality Department to electronically capture all information collected during the licensing and inspection process.

Major benefits to be derived includes real-time information and alerts, engendering a greater level of efficiency and effectiveness within the department; database (storing historical information) on all entities; readily accessible information on all entities at a glance; expiry date alert to internal customers - regulatory agencies, and property operators; generate schedule for 'inspection' date to be utilized by Product Quality Officers; replace the use of paper inspection form with electronic form by the use of hand-held device.

Post implementation is on-going and with the objective of enhancing the user experience, an app is being developed for implementation next year.

SUPPORT SERVICES

MIS continued to provide Information Technology services to the Ministry of Tourism and its Agencies. Technology refresh was undertaken with the change of equipment (computers, printers, scanners) for staff across all regions.

Agencies continue to benefit from the following services:

1. Shared access to Microsoft Exchange Server including maintenance, patching, upgrading, monitoring, and problem resolution.
2. Managed e-mail services
3. File Storage and Archiving
4. Intranet Support
5. Internet Services
6. Security: Antivirus Protection, Intrusion Detection, and Monitoring System
7. Consultancy

SENIOR EXECUTIVE COMPENSATION

FINANCIAL YEAR APRIL 2018–MARCH 2019

Name and Position	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Dr. Andrew Spencer - Executive Director	8,812,732	727,194	0	0	0	M/Vehicle	9,882,295
Tova Hamilton - Deputy Executive Director	5,421,991	0	1,543,886	0	282,919.37	0	7,247,777
Deron Dixon - Director, Corporate Services	5,028,643	0	1,157,150	0	351,083	0	6,536,876
Duane Nelson - Executive Human Resource Manager	4,092,193	0	1,542,866	473,854	342,369	0	6,400,715
Deanne Keating Campbell - Director of Product Quality	4,266,850	345,633	1,542,866	515,263	342,369,	0	7,012,982
Julian Patrick - Director, Attractions	4,221,122	0	1,542,866	0	342,369	0	6,106,357
Georgia Robinson - Financial Controller	3,316,952	0	1,542,866	504,003	3342,369	0	5,705,741
Stainton Baker - Regional Coordinator	3,473,195	106,113	1,542,866	0	342,369	0	5,464,543
Ruth Harris - Executive Tourism Training Manager	3,406,703	281,345	1,542,866	523,659	342,369	0	6,096,042
Violet Crutchley - Craft Co-ordinator	3,631,503	1,231,387	1,542,866	0	342,369		6,748,574
Karen Forrester-McPherson, Chief Audit & Risk Executive	3,929,797	599,962	1,542,876	587,482	342,369	0	6,999,487
Jonathan, Bamidele - Destination Manager South Coast	725,587	0	385,716	0	68,355	0	1,179,658

SENIOR EXECUTIVE COMPENSATION

FINANCIAL YEAR APRIL 2018–MARCH 2019

Name and Position	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Daryl Whyte-Wong - Destination Manager, Portland & St Thomas	3,191,262	0	1,541,696	0	342,369	0	5,075,327
Antonette Bernard-Destination Manager, Ocho Rios	3,335,318	229,029	1,157,159	0	342,369	0	5,064,867
Lionel Myrie -Destination Manager, Negril	3,336,319	139,013	1,157,150	0	289,919	0	4,915,402
Kenya Keddo-Laing - Destination Manager Montego Bay	3,336,319	275,300	1,157,159	0	342,369	0	5,111,139
Stephen Edwards - Director Projects	5,872,425	0	1,542,866	0	342,369	0	7,757,660
Marline Stephenson Dalley - Community Awareness Coordinator	3,702,645	151,101	1,542,866	0	342,369	0	5,738,981
Carol Rose Brown-Project Coordinator	302,202.80		111,802	0	19,816.69	0	433,821
Yvonne Gardner-Chief Information Officer	2,610,547	0	896,519	311,898	178,350	0	3,997,314
Lezley Bernard- Destination Manager, Kingston	3,040,415	0	1,096,390	0	194,720	0	4,331,525
Charles Scarlet-Director Visitor Safety	3,076,839	192,188	894,416	0	158,533	0	3,427,560
Nicole Haughton Wright- Corporate Strategist	3,807,140	314,151	813,565		326,612		5,261,468
GRAND TOTAL	126,496,111						

DIRECTORS COMPENSATION

FINANCIAL YEAR APRIL 2018–MARCH 2019

NAME OF DIRECTOR	DIRECTOR FEES	TRAVELLING/MILEAGE	TOTAL
Mr. Ian Dear	96,000.00	16,450.00	112,450.00
Mrs. Laura Heron	106,500.00	103,633.00	210,133.00
Mrs. Marilyn Burrowes	97,000.00	68,853.00	165,853.00
Ms. Vana Taylor	169,000.00	176,084.00	345,084.00
Mr. Chris Jarrett	105,000.00	140,824.00	245,824.00
Mr. Evatt Bloomfield	126,500.00	258,732.00	385,232.00
Mr. Michael Baugh	94,500.00	135,016.00	229,516.00
Mr. John Gourzong	30,000.00	37,700.00	67,700.00
Mr. Christopher Whyms-Stone	108,500.00	59,207.00	167,707.00
Mr. Robin DeLisser	55,000.00	63,450.00	118,450.00
Mr. Tyrone Robinson	36,500.00	28,999.00	65,499.00
Ms. Toni Spence	86,500.00	41,266.00	127,766.00
Mr. Brian Wallace	45,000.00	24,158.00	69,158.00
Miss Latoya Harris	43,500.00	-	43,500.00
Mr. Oluidiad Brown	84,000.00	30,362.00	114,362.00
Total	1,283,500.00	1,184,734.00	2,468,234.00

**HEAD OFFICE KINGSTON:**

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NEGRIL

NEPT Building, Norman Manley Boulevard, Negril Westmorland
Tel: 957-3962 Fax: 957-9371

OCHO RIOS:

Office # 3, Ocean Village Shopping Centre, Ocho Rios
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MANDEVILLE

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The Bank of Nova Scotia Jamaica Limited

AUDITORS:

C.R. Hylton and Company

ATTORNEYS-AT-LAW

Attorney General's Department