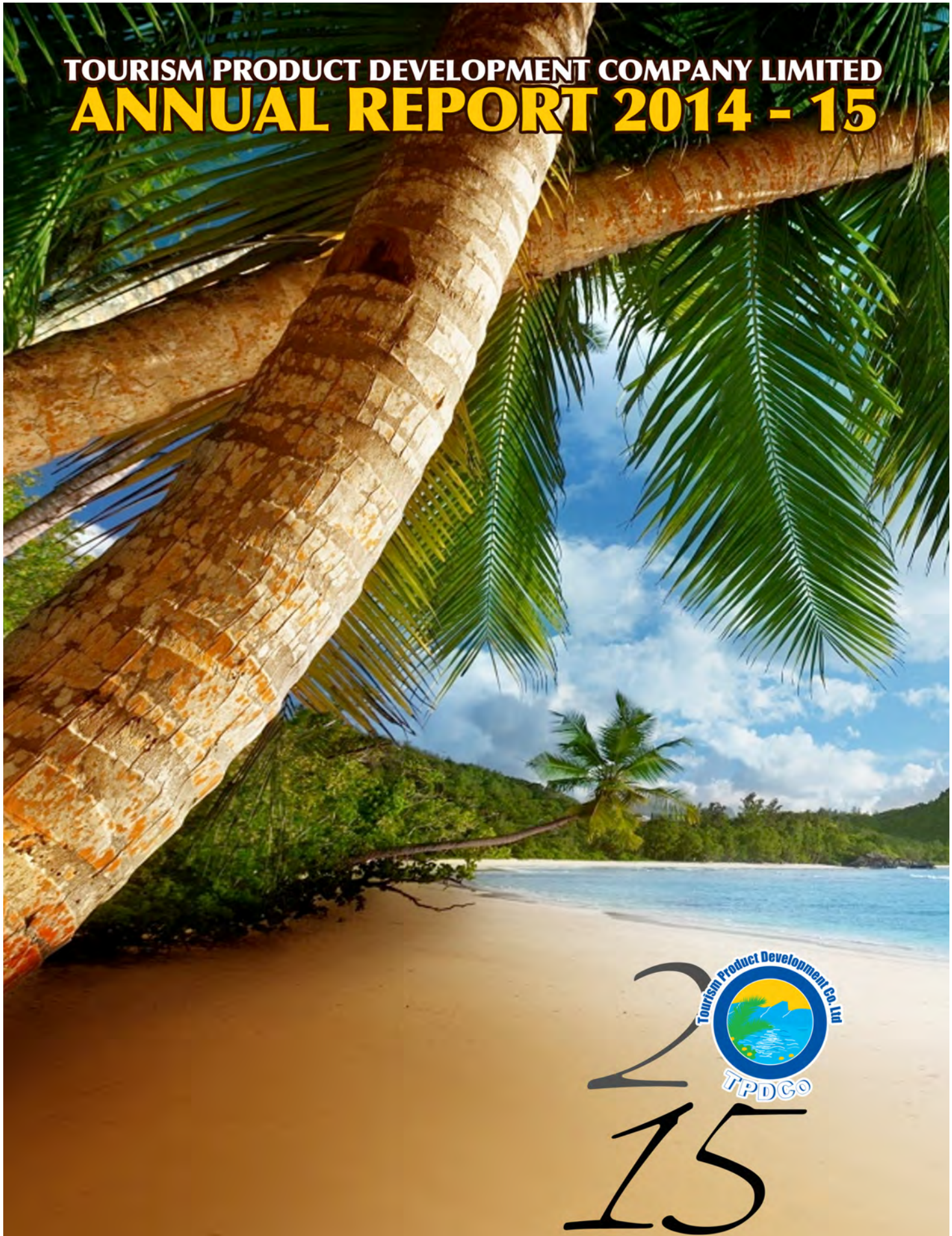


TOURISM PRODUCT DEVELOPMENT COMPANY LIMITED
ANNUAL REPORT 2014 - 15





Tranforming and enhancing the tourism product

TOURISM PRODUCT DEVELOPMENT COMPANY LIMITED

Annual Report 2014-2015

Table of Contents

The Chairman's Message	4
Executive Director's Message	6
Corporate Data	8
Financial Highlights	11
Audited Financial Statements	12
DEPARTMENT REPORTS	
Human Resources & Administration	37
Product Quality	39
Product Development	42
Attractions Development	46
Craft Development Unit	46
Tourism Training	49
Management Information Systems	51
Visitor Safety and Security	53
<i>Senior Executive Compensation</i>	55
<i>Directors Compensation</i>	57
<i>River Rafting Authority Directors Compensation</i>	58

Message from the Chairman

TPDCo - Zealously Moving Towards its Mission

The Tourism Product Development Company Ltd. during the period under review made strenuous efforts in enhancing and developing Jamaica's tourism product. Recognizing that part of the competitive advantage is in the utilization of relevant technologies, the organization embraced several initiatives including the introduction of a Records Management System, a Human Resource Management Capital System (HRMC), network infrastructure upgrades and a website re-development for improved services to both its internal and external customers. While they are all at varying stages of development, undoubtedly they will have significant impact on the organization's efficiencies.

Of significance is relocation of our offices to the Montego Bay Convention Centre which resulted in cost savings for the company. Improvements to the Mandeville office and a new office in Kingston helped to streamline the operations while providing greater comfort for the staff, our best asset.

In the area of product quality, 1817 assessments were conducted across all sub sectors over the period. The standard was met by 1330 entities. Twelve permits on gazetted rivers were issued by the River Rafting Authority and another two new operators were granted permits. TPDCo's information kiosks provided services to just over four hundred and forty five (445,000) cruise passengers in the three ports of Montego Bay, Ocho Rios and historic Falmouth; an increase of forty five thousand (45,000) passengers compared to the

2013-2014 period. There were five water sports fatalities during the period 2013-2014.

TPDCo gained recognizable traction in the craft sub-sector with the implementation of the OAS/FEMCIDE Craft Enhancement Project for producers. This saw some 100 artisans across the island being trained in five major media. The creative synergies have resulted in several new designs and products which have been deemed marketable.

During this period the Company executed 19 projects with another 22 in progress. The nineteen represented approximately \$500M in expenditure with project financing coming from the Tourism Enhancement Fund (TEF)

TPDCo managed attractions came in for some attention and the organization continues to operate them. Roaring River refurbishment was incomplete in the period and the licensing process for Rio Grande & Lovers Leap, with a view to privatizing them was on-going.

Just over 2500 persons benefitted from Team Jamaica training, 170 persons participated in skills upgrading programmes while 34 assessments were done through the Approved Training Partners (ATPs). 19 persons also benefitted from the "train the trainer" programme which will allow for a wider human resource pool to pull from, for programme delivery.

Visitor harassment continued to impact negatively on the sector resulting in the

Message from the Chairman continued

establishment of a Visitor Safety and Experience Department in TPDCo. A task force which has been established by the Minister of Tourism & Entertainment Hon. Dr. Wykeham McNeill has, during the period instituted sub committees in three major resorts. They have started to carry out the mandate of reducing anti-social behaviour and developing a sustainable visitor safety programme. Already the collaboration with private and public sector stakeholders has been meaningful.

Much has been achieved by the organization over this past year, it is through the commitment of the members of the Board who unhesitatingly give of their time and talents, through the management and staff who continue to demonstrate commitment to the ideals of the tourism industry and the many partners with whom TPDCo works to achieve the organization's objectives. TPDCo will press ahead, zealously moving towards the mission.

Sincerely,



Maxine Henry Wilson

Message from the Executive Director

The period under review was one of challenges and triumphs. TPDCo had to be agile to achieve the mandate of developing and enhancing the tourism product. The company's expenditure was just over one billion dollars (\$1B) which was made possible through government subvention and the implementation of TEF funded projects.

Our physical plants in Ocho Rios and Mandeville came in for improvements, while in Montego Bay a cost saving move to the Montego Bay Convention Centre was completed. In Kingston additional office space was acquired to facilitate the expansion and improved work flow of the team. Steps were taken to improve our records management and while the licensing department is piloting this initiative it is expected to be implemented throughout the organization.

Product Quality

Through robust partnerships with public health, tourism police liaison and the Jamaica Fire Brigade, the Product Quality Department continued to monitor industry standards and promote quality. Over the period 1817 assessments were conducted across all sub sectors. 1330 entities met the required standards.

The Tourism Entity Management System (TEMS) which will facilitate a more effective monitoring and assessment of tourism entities has made great progress and is slated for completion in the short term.

Twelve permits were issued by the River Rafting Authority to operators on gazetted rivers. Additionally two new operators were

granted permits. 221 raft captains were issued with the requisite licenses. Information kiosks in Montego Bay, Ocho Rios and Falmouth ports provided services to 445,342 day trippers.

Product Development

The Department undertook 127 projects during the year in review. At the end of the reporting period 82 were completed and the others were at various stages of completion. Notable projects and programmes completed included the Routine Maintenance of Resort Areas, Beautification and Infrastructure Upgrading Projects, Tourism Improvement Projects, TPDCo/JTB Offices at the Montego Bay Conference Centre, Harbour Street Craft Market Phase 2, Negril Police Station and a raft of improvement projects at the historic Devon House were all completed within budget.

Attractions Development

Forty three signs were erected and some 25 attractions signs were amended. In the area of heritage/community tourism Nine Miles and Braes River benefitted from technical assistance from the unit. TPDCo continued to operate Rafting on the Rio Grande and the Lovers Leap attractions while upgrading and licensing were in progress. This was with a view to privatizing the operations in the near future.

Craft Development

The unit's mandate of improving the visibility and marketability of Jamaican craft, upgrading product design and skills, researching current trends and existing

Message from the Executive Director continued

situations while ensuring compliance, were in train. The emphasis was on oversight of various craft markets, training to upgrade the human resources and licensing.

The OAS/FEMCIDE project of the Ministry of Tourism & Entertainment, Tourism Enhancement Fund & TPDCo, embarked on a series of training modules to enhance craft/business development and support human capacity building in public and private sectors. It impacted over 100 producers across the island. Work was done in five major media namely fibre, reusable materials, such as coconut shell and paper, bamboo and textiles.

Language skills training in Spanish and Russian were facilitated by TPDCo for several craft traders and an Entrepreneurial Business Skills Programme in which some 75 craft traders were internally certified by HEART Trust NTA was conducted. A craft council was approved with the objective of re-focusing on the importance of the craft sector to the tourism industry.

Training

117 Team Jamaica training programmes were delivered to 2561 participants. Through our approved training partners 34 assessments were done and 50 skills upgrading programmes delivered to 117 participants. This included Tour Guiding; Entrepreneurial Skills; Conversational Spanish and Customer Service Skills. Tourism Training also facilitated the sensitization of 869 students in the Tourism Summer Intern Programme which was again successfully staged. The Tourism Essay Competition drew participation from just under three hundred students across the island.

The Management Information Systems department focussed on initiatives to improve processes and support TPDCo's objectives. This included the Tourism Enterprise Management System (TEMS) and the Human Resource Management System (HRMS). Other projects included a network infrastructure upgrade which will bring the ministry's communication technology in line with current industry standards.

Visitor Safety & Experience

A Visitor Safety & Experience Division was established in January 2015 to develop strategies to reduce incidents of harassment and to enhance visitor safety and experience. Among the strategies to be employed is a comprehensive social intervention programme focused on tackling the cause of harassment and not merely finding solutions for the symptoms that manifest. A task force with sub-committees of key stakeholders was formed in Ocho Rios, Montego Bay & Negril. Contract carriage operators have been integrated into the Transport Authority and the Jamaica Tourist Board licensing arrangement which is as a pre-requisite for the issuance of a contract carriage license.

I take this opportunity to thank the board, management and staff and our varied partners which contributed to the successes of the organization this year, despite the challenges.

.....
Dennis Hickey



CORPORATE DATA

HEAD OFFICE KINGSTON:

The Tourism Centre, 4th Floor
64-70 Knutsford Boulevard, Kingston 5
Tel: 968-3441; 968-3626; Fax: 929-8269

MONTEGO BAY:

Block G, Montego Bay Convention Centre, Rose Hall, St. James
Tel: 979-7987; 979-7988; 940-0374; Fax: 952-2868

OCHO RIOS:

Office # 3, Ocean Village Shopping Centre, Ocho Rios
Tel: 974-2093; 974-7705; Fax: 974-2586

MANDEVILLE

Suite #5 The Ashlar, 71 Manchester Road, Mandeville, Manchester
Tel: 603-4782-3; Fax: 603-4782

WEBSITE ADDRESS:

www.tpdco.org

BANKERS:

The Bank of Nova Scotia Jamaica Limited

AUDITORS:

PricewaterhouseCoopers

ATTORNEYS-AT-LAW

Grant, Stewart, Phillip and Company, Andrea Walters

Board of Directors



Maxine Henry-Wilson



Carol Bourke



Sam James



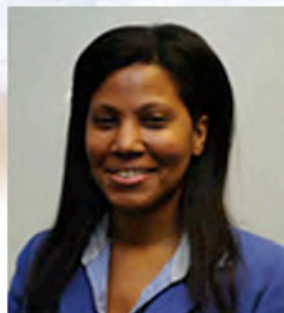
David Shields



Dr. J Anthony Hall



John Claude Wright



Nicola Madden-Greig



Vana Taylor

RESORT BOARD CHAIRPERSONS

Kingston Metropolitan
Negril
Montego Bay

- James Samuels
- Cliff Reynolds
- Evatt Bloomfield

South Coast
Portland
Ocho Rios

- Anthony Freckleton
- Marcia Lawrence
- Prof. Dr. Rosveldt Crooks

Executive Management Team



*Dennis Hickey -
Executive Director*



*Wayne Robinson -
Director, Projects*



*Paul BadreSingh -
Director, Corporate Services*



*Deanne Keating Campbell -
Director, Product Quality*



*Allasandra Chung -
Director, Attractions
Development*



*Duane Nelson -
Executive Human Resource
Manager*



*Beverly Price -
Acting Executive Tourism
Training Manager*



*Yvonne Gardner -
Chief Information
Officer*



*Paul Brissett -
Financial Controller*

FINANCIAL HIGHLIGHTS

Revenues

Total revenue for the financial year ending March 31, 2015 was \$1,083.87M representing an increase of \$338.85M or 45% above the total revenue of \$745.02M realized for the previous financial year ending March 31, 2014. The increase in total revenue is due largely to increases in project related revenues within the year.

Recurrent Expenditures

Recurrent expenditure for financial year ending March 31, 2015 was \$508.13M reflecting an increase of \$29.30m or 6% above the expenditure of \$478.83M incurred for the previous financial year. There were increased departmental and programme related activities within the period.

Capital Expenditure

Total capital expenditure for the financial year was \$571.64M reflecting an increase of \$307.45M or 116% when compared with the expenditure of \$264.19M for the previous financial year. There were more projects implemented within the period and also marginal increases in the operational costs of leased and operated properties/attractions.

Fixed Assets

The value of fixed assets acquired within the year was \$23M. Net book value increased to \$36.18M as at March 31, 2015, up from the \$21.19M value the previous year.

Conclusion

The audited financial statement reflects a net surplus of \$4.09M (after providing for doubtful debts, taxation and depreciation charges) compared to a surplus of \$2.03M recorded the previous year.

The Audited financial statements, with the related disclosures and figures presented therein, have been reviewed by management and can be relied on as reflecting a true and fair view of the state of the company's affairs as at March 31, 2015.



**Tourism Product Development
Company Limited**

**Financial Statements
31 March 2015**

Tourism Product Development Company Limited

Index

31 March 2015

	Page
Independent Auditor's Report to the Members	
Financial Statements	
Statement of comprehensive income	1
Statement of financial position	2
Statement of changes in equity	3
Statement of cash flows	4
Notes to the financial statements	5 – 21



Independent Auditor's Report

**To the Members of
Tourism Product Development Company Limited**

Report on the Financial Statements

We have audited the accompanying financial statements of Tourism Product Development Company Limited, set out on pages 1 to 21, which comprise the statement of financial position as at 31 March 2015, and the statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility 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 with the requirements of the Jamaican Companies Act, 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

PricewaterhouseCoopers, Scotiabank Centre, Duke Street, Box 372, Kingston, Jamaica
T: (876) 922 6230, F: (876) 922 7581, www.pwc.com/jm

L.A. McKnight P.E. Williams L.E. Augier A.K. Jain B.L. Scott B.J. Denning G.A. Reece P.A. Williams R.S. Nathan



Members of Tourism Product Development Company Limited
Independent Auditor's Report
Page 2

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Tourism Product Development Company Limited as at 31 March 2015, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Jamaican Companies Act.

Report on Other Legal and Regulatory Requirements

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.

A handwritten signature in black ink, appearing to read 'Privatdon Corp', written over a horizontal line.

Chartered Accountants
4 September 2015
Kingston, Jamaica

Tourism Product Development Company Limited

Statement of Comprehensive Income

Year ended 31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

	Note	2015 \$'000	2014 \$'000
Revenue		330,256	322,511
Other operating income	6	751,774	422,504
Operating expenses	7	<u>(1,078,671)</u>	<u>(743,018)</u>
Operating Surplus		3,359	1,997
Finance income	10	<u>46</u>	<u>43</u>
Surplus before Taxation		3,405	2,040
Taxation	11	<u>(12)</u>	<u>(10)</u>
Net Surplus, being Total Comprehensive Income for the Year		<u><u>3,393</u></u>	<u><u>2,030</u></u>

Tourism Product Development Company Limited


Statement of Financial Position


31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

	Note	2015 \$'000	2014 \$'000
Non-Current Asset			
Property, plant and equipment	12	36,189	21,185
Current Assets			
Receivables	13	53,400	53,819
Short term deposits	14	25,000	-
Cash and bank	14	169,361	66,816
Taxation recoverable		868	868
		248,629	121,503
Current Liabilities			
Bank overdraft	14	-	277
Payables	15	255,887	116,885
Taxation payable		5,065	5,053
		260,952	122,215
Net Current Liabilities		(12,323)	(712)
		23,866	20,473
Shareholders' Equity			
Share capital	16	1	1
Capital reserve	17	325	325
Accumulated surplus		23,540	20,147
		23,866	20,473

Approved for issue by the Board of Directors on 4 September 2015 and signed on its behalf by:


 Maxine Henry-Wilson Director


 Samuel James Director

Tourism Product Development Company Limited

Statement of Changes in Equity

Year ended 31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

	No. of Shares	Share Capital \$'000	Capital Reserve \$'000	Accumulated Surplus \$'000	Total \$'000
Balance at 1 April 2013	2	1	325	18,117	18,443
Net surplus, being total comprehensive income for the year	-	-	-	2,030	2,030
Balance at 31 March 2014	2	1	325	20,147	20,473
Net surplus, being total comprehensive income for the year	-	-	-	3,393	3,393
Balance at 31 March 2015	2	1	325	23,540	23,866

Tourism Product Development Company Limited

Statement of Cash Flows

Year ended 31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

	2015 \$'000	2014 \$'000
Cash Flows from Operating Activities		
Net surplus	3,393	2,030
Items not affecting cash:		
Taxation expense	12	10
Depreciation	7,998	9,497
Interest income	(46)	(43)
Changes in operating assets and liabilities:		
Payables	139,002	29,385
Receivables	419	8,104
Cash provided by operating activities	150,778	48,983
Tax refund	-	846
Net cash provided by operating activities	150,778	49,829
Cash Flows from Investing Activities		
Interest received	46	43
Purchase of property, plant and equipment	(23,002)	(11,903)
Cash used in investing activities	(22,956)	(11,860)
Increase in cash and cash equivalents	127,822	37,969
Cash and cash equivalents at beginning of year	66,539	28,570
CASH AND CASH EQUIVALENTS AT END OF THE YEAR (Note 14)	194,361	66,539

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(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 31 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. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and have been prepared under the historical cost convention.

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

Standards, interpretations and amendments to published standards that are not yet effective

At the date of authorisation of these financial statements, certain new standards, amendments and interpretations to existing standards have been issued which are mandatory for the Company's accounting periods beginning on or after 1 April 2015, and which the Company has not early adopted. The Company has assessed the relevance of all such new standards, interpretations and amendments, has determined that the following may be relevant to its operations, and has concluded as follows:

IFRS 9, 'Financial instruments' addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2014. It replaces the guidance in IAS 39 that relates to the classification and measurement of financial instruments. Key features are as follows:

Financial assets are required to be classified into two measurement categories: those to be measured subsequently at fair value, and those to be measured subsequently at amortised cost. The decision is to be made at initial recognition. The classification depends on the entity's business model for managing its financial instruments and the contractual cash flow characteristics of the instrument.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

2. Summary of Significant Accounting Policies (Continued)

(a) Basis of preparation (continued)

Standards, interpretations and amendments to published standards that are not yet effective (continued)

Under IFRS 9, an instrument is subsequently measured at amortised cost only if it is a debt instrument and both the objective of the entity's business model is to hold the asset to collect the contractual cash flows, and the asset's contractual cash flows represent only payments of principal and interest (that is, it has only 'basic loan features'). All other debt instruments are to be measured at fair value through profit or loss.

All equity instruments are to be measured subsequently at fair value. Equity instruments that are held for trading will be measured at fair value through profit or loss. For all other equity investments, an irrevocable election can be made at initial recognition, to recognise unrealised and realised fair value gains and losses through other comprehensive income rather than profit or loss. There is to be no recycling of fair value gains and losses to profit or loss. This election may be made on an instrument-by-instrument basis. Dividends are to be presented in profit or loss, as long as they represent a return on investment.

While adoption of IFRS 9 is mandatory from 1 January 2018, earlier adoption is permitted. The Company is considering the implications of the standard, the impact on the Company and the timing of its adoption.

IFRS 15, "Revenue from contracts with customers" deals with revenue recognition and establishes principles for reporting useful financial information to users of financial statements about the nature, amount, timing, uncertainty of revenue and cash flows arising from an entity's contract with customers. Revenue is recognised when a customer obtains control of a good or service. The standard replaces IAS 18 'Revenue' and IAS 11 'Construction contracts' and related interpretations. The standard is effective for annual periods beginning on or after 1 January 2017 and earlier adoption is permitted. The Company is considering the implications of the standard, the impact on the Company and the timing of its adoption.

There are no other new or amended standards and interpretations that are issued but not yet effective that are expected to have a significant impact on the accounting policies or financial disclosures of the Company.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

2. Summary of Significant Accounting Policies (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.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

2. Summary of Significant Accounting Policies (Continued)

(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	20%
Office furniture	10%
Motor vehicles	20%
Computer equipment	20%

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.

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.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

2. Summary of Significant Accounting Policies (Continued)

(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.

(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 Company 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.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

2. Summary of Significant Accounting Policies (Continued)

(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 no significant temporary differences 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.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

3. Financial Risk Management

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity 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 73% (2014 – 48%) 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

31 March 2015

(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:

	2015	2014
	\$'000	\$'000
Rental/lease properties	15,639	13,954
Less: Provision for credit losses	(14,908)	(8,838)
	<u>731</u>	<u>5,116</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 2015, trade receivables of \$395,000 (2014 – \$474,000) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these trade receivables was as follows:

	2015	2014
	\$'000	\$'000
31 – 60 days	<u>395</u>	<u>474</u>

Ageing analysis of trade receivables that are past due and impaired

As of 31 March 2015, trade receivables of \$14,908,000 (2014 – \$8,838,000) were impaired. The amount of the provision was \$14,908,000 (2014 – \$8,838,000). It was assessed that a portion of the receivables is expected to be recovered. The ageing of these receivables was as follows:

	2015	2014
	\$'000	\$'000
Over 90 days	<u>14,908</u>	<u>8,838</u>

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

3. Financial Risk Management (Continued)

(a) Credit risk (continued)

Movement analysis of provision for impairment of trade receivables

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

	2015 \$'000	2014 \$'000
At 1 April	8,838	638
Provision for impairment	6,070	8,317
Amounts written-off	-	(117)
At 31 March	<u>14,908</u>	<u>8,838</u>

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 companying if required;
- (ii) Optimising returns on invested cash.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

3. Financial Risk Management (Continued)

(b) Liquidity risk (continued)

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
2015				
Financial liabilities				
Payables	24,594	24,553	206,740	255,887
2014				
Bank overdraft	277	-	-	277
Payables	113,116	3,615	154	116,885
	113,393	3,615	154	117,162

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

(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 2015.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

3. Financial Risk Management (Continued)

(c) Market risk (continued)

Interest rate risk

Interest rate risk is the risk that the 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 2015.

(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. 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 statement of financial position date.

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.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

6. Other Income

	2015	2014
	\$'000	\$'000
Tourism Enhancement Fund	674,194	352,217
Foreign exchange gain	1,368	470
Income from fees and tourist attractions	<u>76,212</u>	<u>69,817</u>
	<u><u>751,774</u></u>	<u><u>422,504</u></u>

7. Expenses by Nature

Total direct, administration and other operating expenses:

	2015	2014
	\$'000	\$'000
Advertising and promotions	1,165	982
Audit fees	1,550	1,391
Bad debts	6,070	8,517
Bank charges	977	939
Beautification projects	539,220	231,933
Depreciation (Note 12)	7,998	9,497
Directors' fees	1,626	1,480
Insurance	3,507	2,818
Legal and professional fees	9,778	6,310
Office	9,231	4,642
Rental property and equipment	56,429	54,914
Repairs and maintenance	13,961	12,299
Rio Grande related expenses	27,338	25,736
Lovers Leap related expenses	6,195	6,521
Salaries and wages (Note 8)	332,460	327,553
Travelling and subsistence	16,833	18,039
Utilities	16,136	18,781
Other goods and services	<u>28,197</u>	<u>10,666</u>
	<u><u>1,078,671</u></u>	<u><u>743,018</u></u>

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

8. Staff Costs

	2015	2014
	\$'000	\$'000
Wages and salaries	207,326	200,494
Statutory contributions	12,643	12,805
Pension costs	5,609	6,140
Other	106,882	108,114
	<u>332,460</u>	<u>327,553</u>

9. Operating Lease Commitments

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

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

	2015	2014
	\$'000	\$'000
Not later than 1 year	45,549	38,945
Later than 1 year and not later than 5 years	156,726	194,725
	<u>202,275</u>	<u>233,670</u>

10. Finance Income

	2015	2014
	\$'000	\$'000
Interest income	46	43
	<u>46</u>	<u>43</u>

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

11. 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 comprise income tax at 25%:

	2015 \$'000	2014 \$'000
Current tax	12	10

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

	2015 \$'000	2014 \$'000
Surplus before tax	3,405	2,040
Tax calculated at 25%:	851	510
Adjusted for the effects of:		
Expenses not deductible for tax purposes	270,118	185,754
Income not subject to taxation	(270,957)	(186,254)
Tax charge	12	10

12. 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 2013	84,462	22,331	1,585	4,177	1,449	114,004
Additions	1,317	372	5,371	1,165	3,678	11,903
31 March 2014	85,779	22,703	6,956	5,342	5,127	125,907
Additions	1,523	868	7,524	13,049	38	23,002
31 March 2015	87,302	23,571	14,480	18,391	5,165	148,909
Depreciation -						
At 1 April 2013	78,036	15,114	1,585	312	178	95,225
Charge for the year	6,075	1,607	1,074	378	363	9,497
31 March 2014	84,111	16,721	2,659	690	541	104,722
Charge for the year	229	940	2,364	3,590	875	7,998
31 March 2015	84,340	17,661	5,023	4,280	1,416	112,720
Net Book Value -						
31 March 2015	2,962	5,910	9,457	14,111	3,749	36,189
31 March 2014	1,668	5,982	4,297	4,652	4,586	21,185

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

13. Receivables

	2015 \$'000	2014 \$'000
Trade receivables	15,639	13,954
Less: Provision for impairment	<u>(14,908)</u>	<u>(8,838)</u>
	731	5,116
Prepayments	436	4,490
Tourism Enhancement Fund	39,151	30,786
Other	<u>13,082</u>	<u>13,427</u>
	<u><u>53,400</u></u>	<u><u>53,819</u></u>

14. Cash and Cash Equivalents

	2015 \$'000	2014 \$'000
Short term deposits	25,000	-
Cash and bank	169,361	66,816
Bank overdraft	<u>-</u>	<u>(277)</u>
	<u><u>194,361</u></u>	<u><u>66,539</u></u>

Cash includes amounts held in current accounts and cash on hand which do not attract interest.

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

15. Payables

	2015 \$'000	2014 \$'000
Deferred income	140,795	-
Trade payables	39,517	43,854
Accrued charges	1,550	1,193
Contractors	21,166	14,612
Statutory payables	2,259	5,454
Other	<u>50,600</u>	<u>51,772</u>
	<u><u>255,887</u></u>	<u><u>116,885</u></u>

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

16. Share Capital

	2015 \$'000	2014 \$'000
Authorised – 100 Ordinary shares		
Issued and fully paid – 2 Ordinary shares	<u>1</u>	<u>1</u>

17. Capital Reserve

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

18. Contingencies and Other Commitments

A lawsuit was filed against the Company on February 2, 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.

19. 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 contribution, with interest.

Tourism Product Development Company Limited

Notes to the Financial Statements

31 March 2015

(expressed in Jamaican dollars unless otherwise indicated)

20. Related Party Transactions and Balances

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

	2015 \$'000	2014 \$'000
Ministry of Finance -		
Subvention fee income	<u>330,256</u>	<u>322,511</u>
Tourism Enhancement Fund -		
Subsidy income and project reimbursement	436,926	233,845
Monitoring fees	2,325	29,185
Other income	<u>234,943</u>	<u>89,187</u>
	<u>674,194</u>	<u>352,217</u>

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

	2015 \$'000	2014 \$'000
Due from Tourism Enhancement Fund	<u>39,151</u>	<u>30,786</u>

(c) Key management compensation:

	2015 \$'000	2014 \$'000
Salaries and wages	35,061	39,068
Gratuity	1,063	1,312
Other short term benefits	<u>18,839</u>	<u>16,811</u>
	<u>54,963</u>	<u>57,191</u>
Directors' emoluments -		
Fees	<u>1,626</u>	<u>1,480</u>

HUMAN RESOURCES & ADMINISTRATION

STAFF DEVELOPMENT

In a continuous bid to increase the knowledge base and skill levels of our employees the company sponsored staff from various departments to attend several training programmes, workshops and conferences. A significant amount of cross training was also done so that the staff is able to function effectively in more than one unit or department. The training programmes included, contract administration, conversational Spanish, Microsoft Projects, Crisis Management, Business Continuity and Recovery, International Tourism Conference, Dispute Resolution and Conflict management.

HUMAN CAPITAL MANAGEMENT SYSTEM

With significantly greater efficiency in mind the company started to implement its Human Capital Management System in 2014. To date we have successfully implemented the computerizing of payroll, workforce administration and leave management. The Performance Management Appraisal System is under review and its automation will commence in September 2015.

RESTRUCTURING

The comprehensive restructuring exercise aimed at enabling the company to be more responsive in the resort areas has continued.

STAFF WELLNESS

The wellness of staff facilitates their greater productivity. In this regard TPDCo has continued its wellness programme which includes among other things part sponsorship of various exercise programmes, Lunch Time Wellness talks, quarterly socials and participation in various charities in each region.

OFFICE FACILITIES MANAGEMENT

General Insurance

Tourism Product Development Company ended a three (3) year contract for general insurance with CGM Gallagher Insurance Brokers on June 15, 2014. Having tendered, TPDCo signed a new agreement with Marathon Insurance Brokers. The contract period began on June 15, 2014 and will end June 15, 2017.

Acquisition of motor vehicles:

The company acquired two (2) vehicles – a 15 seat Toyota Hiace bus and a double cabin Toyota Hilux. The company's vehicles are used by the Ministry and its agencies.

Highlights from the Regional Offices

Ocho Rios Refurbishing

The Ocho Rios office received a face lift which involved painting the office, refurbishing the kitchen cupboards and over seventy (70) office chairs. Art work was added to the walls of the Training Room and general office.

HUMAN RESOURCES & ADMINISTRATION continued

Mandeville Spruce-Up

The Mandeville office underwent a spruce-up exercise. The office received new plants and wall paintings in the Training room and general office. Twenty (20) office chairs were cleaned and one reupholstered. The air conditioning units were repaired and serviced.

Montego Bay Relocation

In December 2014, TPDCo surrendered its office space located at 18 Queens Drive and relocated to the Montego Bay Convention Centre. This has resulted in significant savings to the company.

Kingston Office Space Acquired and Redefined

Workspace for existing and incoming employees as well as general storage for files continued to be a major challenge for the Kingston office during the financial year 2014/2015. To address these issues, an additional 1,820 sq. ft. of office space was identified on the 5th floor of the Tourism Centre. This additional space was approved for rental and since March, has been used to house the Accounts and Procurement Units.

On the 4th Floor spaces were redefined to address the needs of staff members who relocated from one department to another and approximately six (6) new employees located in Kingston between the months of May 2014 and January 2015. Changes required that spaces had to be redefined for function, work flow and to ensure

adequate and comfortable work spaces for all concerned.

Office Security Reviewed:

Given an increased risk to staff and company property, the company's security policy was reviewed in July 2014 and amended. In Kingston the entrance to the office was reconfigured for greater security and the access codes changed on two doors. Two (2) security cameras were installed in the main entry ways in August 2014 and the Employee Entrance was reprogrammed to allow only exit.

Records & Information Management

With the guidance of the Jamaica Archives & Records, TPDCo has taken on the challenge of improving the management of its own records, minuting the files, establishing retention schedules, retaining only that which is needed on the files and archiving where necessary. This exercise has begun in the Licensing Unit and is on-going. It is expected that the exercise will be patterned in all other departments throughout the organization.

Asset Register and label Assets

A complete walk-through was done of all the regional offices and a list compiled of all fixed assets. The list was cross-referenced with the list received from the Accounts department, the asset codes were identified and the assets located and labelled.

PRODUCT QUALITY DEPARTMENT

The Product Quality Department as it monitors standards within the tourism sector, seeks to promote the quality of the tourism product and assist all stakeholders and partners to attain/maintain the achievement of 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 to effecting compliance with standards at a minimum cost. The report below reflects the objectives achieved over the period April 2014 to March 2015.

Quality Assurance Assessments

One thousand eight hundred and seventeen (**1,817**) assessments were conducted of the tourism sectors including accommodations, attractions, water sports operations, car rentals, bike rentals, tour operations, travel agencies, in bond shops, contract carriage operators and craft sites. Of these, **1,330** met the required standards.

Tourism Entity Management System (TEMS)

Development of the Tourism Entity Management System (TEMS) continued in December 2014 as the project was placed on hold in June to facilitate the implementation of TPDCo's Human Resources Management System. The aim of TEMS is to facilitate a more efficient and effective way to manage the monitoring and assessment of tourism entities, the processing of applications for licensing and other data on the tourism sector. The

Solutions Requirement Document (SRD) was finalized and signed in November 2014. Coding of TEMS is still in progress and is now slated for completion in June 2015.

Accommodation Standards

TPDCo in collaboration with the Bureau of Standards Jamaica (BSJ) is participating in the CARICOM Regional Organizational for Standards and Quality (CROSQ) meetings to establish Caribbean Regional Accommodation Standards. This review will continue into the next financial year.

River Rafting Authority

For the period under review, the twelve (12) Operators conducting activities on Gazetted Rivers received their Rafting Permit from the River Rafting Authority (RRA) in addition; two (2) Rafting Permits were granted to new Operators on Gazetted Rivers namely, Animal Farm and The River Bumpkin Farm Tour.

Two Hundred and Twenty-One (221) of the Two Hundred and Sixty-One (261) Raft Captains were in receipt of their Raft Captains' Licences. The outstanding Raft Captains, who are located at River Raft Limited, have not submitted their applications for renewal of their Raft Captains' Licences.

Since December 2012, the Operator of Caliche Rainforest, who operates on the Great River, has not submitted an application for a renewal of his Rafting Permit. The Authority made several

PRODUCT QUALITY DEPARTMENT *continued*

telephone calls and sent emails encouraging the Operator to submit his application. In September 2014, the Authority advised the Operator via a letter, that the Authority no longer recognises his entity as a River Rafting entity, and therefore could not conduct activities on that section of the Great River, until he has submitted his application.

The Black River Morass

In December 2014, The Authority, in collaboration with the Black River Marine Police, conducted a sensitization meeting with the fishermen conducting boat tours on the Black River. The Superintendent of the Marine Police at the time had requested this meeting so he could apprise himself of the requirements of the River Rafting Act. Subsequent to this meeting, regular

monitoring of the Black River was being conducted for the month of December, however, in January 2015, the RRA was advised that the Superintendent was assigned to another area.

Rio Grande Attractions

The Authority continues to be concerned about the increased illegal rafting taking place on the Rio Grande River. The number of Raft Captains who participate in this activity has increased over the period.

Visitor Information Programme

The following is an estimation of activities at the Information Kiosks islandwide for this reporting period April 2014 – March 2015:

A total of four hundred and twenty-eight

USAGE OF INFORMATION KIOSKS, MONTEGO BAY REGION

(HISTORIC FALMOUTH PIER) & OCHO RIOS

Regions	Number of non-residents that utilize kiosks	Number of residents that utilize information kiosks	Enquiries
Ocho Rios	30,084	364	31,930
Montego Bay & Historic Falmouth Cruise Ship Pier	409,775	3,614	413,412
Total	439,859	3,978	445,342

PRODUCT QUALITY DEPARTMENT continued

(428) vessels arrived in Jamaica during the reporting period, of which there were one million four hundred and ninety-three thousand two hundred and twenty (1,493,220) passengers and five hundred and thirty-six thousand five hundred and seventeen (536,517) crew members.

Watersports

For this reporting period there were five (5) fatalities and one (1) incident recorded as follows:

- One (1) death at Pineapple Villa, Silver Sands where a two (2) year old died in July 2014.
- A boating incident which occurred in July 2014 at Scubaquatic Arrecife operating from Grand Bahia Principe, no serious injuries.
- One (1) death at Ricks Café where a sixteen (16) year old died in August 2014.
- One (1) death at Frenchman's

Cove Hotel where a British national died in September 2014.

- One (1) death during a snorkeling excursion at Captain Kirk, Negril where a British national died in September 2014.
- One (1) death of a tourist at the World Famous Ricks Café after diving from the cliffs.

In an effort to decrease the number of Personal Water Craft (PWC) accidents in keeping with the ban on the importation of all PWCs tabled in Parliament by Minister of Tourism and Entertainment, Honourable Dr. Wykeham McNeill, effective February 10, 2014, twelve (12) meetings were held by TPDCo with personal water craft operators in Ocho Rios, Montego Bay and Negril during the period. From these meetings, the operators were asked to cease operations and that they would have an opportunity to become licensed in the future.

RIVER RAFTING AUTHORITY			
Financial Report for the Period			
April 1, 2014 to March 31, 2015.			
		Y/E March 31, 2015	Y/E March 31, 2014
Expenditure:		\$	\$
Compensation of Employee		2,868,114.92	2,603,375.79
Travel expenses & Subsistence		597,051.21	375,074.40
Rental of Property & Machinery		-	-
Other Goods & Service		392,677.43	306,932.53
	Total	3,857,843.56	3,285,382.72
Income:			
Fees Collected		426,886.00	240,881.00
Net Funding Support from TPDCo		3,430,957.56	3,044,501.72
	Total	3,857,843.56	3,285,382.72

PRODUCT DEVELOPMENT DEPARTMENT

Achievements

For the period ending March 2015, the department experienced mixed results in executing the projects under its portfolio. A highlight of the major projects undertaken is shown in the table below. Over the period, a total of 41 projects were undertaken, we were however, only able to complete 19, the others are in progress. Projects valued at \$ 579M were executed for the period resulting in management fees of \$63.3M being earned by the company.

Staffing

The department underwent some staff changes during the period, as the organization retooled with the expectation for greater effectiveness. In spite of these changes, staff members continued to work esidiouly to complete the projects.

Projects

The following table highlights some of the **major** projects undertaken during the 2014/2015 period:

Projects	Status	Budget
Kingston		
1. Trench Town Culture Yard	Completed	\$10,680,975.20
2. St Peters Anglican Church Rehabilitation Phase III	On-going	\$5,238,063.00
3. Bath Hotel and Spa Renovation	On-going	\$15,864,974.00
4. Fabrication & Installation of 18th Century Gates (Main Gate & Small Gate) at Devon House	Completed	\$3,000,000.00
5. Construction of the Entrance Fence at Devon House	Completed	\$11,100,000.00
6. Devon House- Devonshire Redesign & Reconstruction	Completed	\$13,965,629.33
7. Construction of a Multi-Purpose Facility at Devon House	Completed	\$9,500,000.00
8. Construction of a Commercial Greenhouse at Devon House	On-going	\$1,400,000.00
9. Painting of the Devon House Mansion	On-going	\$8,000,000.00

PRODUCT DEVELOPMENT DEPARTMENT continued

Montego Bay		
1. Harbour Street Craft Market (Phase 2) Construction	Completed	\$51,428,917.04 (Original Scope) \$14,900,000.00 (Follow-on Contract)
2. Old Fort Heritage Park	On-going	\$25,105,243.00
3. Montego Bay Convention Centre	Completed	\$79,720,000.00
4. Trelawny Parish Church Renovation-Phase 2	Completed	\$11,545,486.82
Negril		
5. Norman Manley Public Beach Park	On-going	\$214,270,632.00
6. Negril Police Station	On-going	\$50,440,747.95
7. Roaring River Park and Cave Attraction	Completed	\$12,317,800.00
Ocho Rios		
8. Ocho Rios Drain Cleaning	Completed	\$4,310,000.00
Portland		
9. Boston Beach Re-Development	On-going	Budget - \$15,000,000.00 Contract Sum \$14,406,256.75
South Coast		
10. Lovers' Leap Repairs Phase 2	Completed	\$11,247,000.00
11. Milk River Renovation	On-going	\$65,250,000.00
12. Black River Market	Completed	\$25,000,000.00
All Island		
13. All Island Maintenance and Beautification-Phase 2	On-going	\$293,739,775.50

ATTRACTIONS DEVELOPMENT DEPARTMENT

Signage

The installations of Forty-three (43) attraction signs were completed.

Twenty-five (25) attractions signs were amended in order to provide clearer directions.

Heritage/Community Based Tourism

Nine Miles

A proposal was prepared in collaboration with IICA, to guide the 'Nine Miles Reggae Village' in developing their product. The proposal included a detailed description of their product, as well as analyses of region, community, demand for product and economic impact. The SAGARPA and COLPOS team from Mexico (Rural Tourism experts) who visited the project assessed it as feasible. A number of agencies were identified for their inputs in ensuring the success of the projects to include RADA and the Forestry Department.

Brae's River

The Janga and Dasheen Festival was held in March 15, 2015. The festival was successful and well supported by the public.

Members of the group received training in craft using straw, and one member participated in an entrepreneurial workshop.

Attractions under TPDCo management / lease

Roaring River Park and Cave

A contract for the refurbishing of the property was awarded in 2013, which

continued into the financial year 2014/2015. A meeting was held with the community to discuss their concern regarding the pace at which the works were progressing and ultimately the time the Park would re-open. The works were not completed at the end of the financial year.

Falmouth Swamp Safari

The attraction has been experiencing noise and dust nuisance from the adjoining factory. Consultation with the relevant stakeholders to mitigate these nuisances has taken place but the matter is still unresolved as the operator has not put in place the mitigation measures recommended by the Health department and NEPA.

The Attraction continued to operate as a rescue center and provided care for animals that were in distress.

Rafting on the Rio Grande

TPDCo has been operating the facility while work to upgrade, license and sublet are in progress.

Hardwar Gap

The Rest Stop/restaurant is opened from Thursdays to Sundays.

The facility continued to be plagued by a shortage of water. The deplorable road conditions continued to be a challenge to the effective operation of the facility.

Discussions are still in progress with the Jamaica Conservation Development Trust (JCdT) regarding sourcing water from their source and a response is awaited.

Repair works were carried out on the facility

ATTRACTIONS DEVELOPMENT DEPARTMENT *continued*

to comply with the requirements of the Public Health Department to include meshing of several areas on the property.

Lovers' Leap Attraction

The attraction continues to be operated by TPDCo and is open seven (7) days per week.

Negotiations are ongoing between TPDCo and the National Land Agency for a section of the forest reserves (Bluff) and with Port Authority of Jamaica for the Lighthouse Property to be used as part of the attraction.

Work on the development of the Trail leading to the beach is ongoing. The topographic survey was completed and the design is being finalized.

Lime Cay

Monitoring of the site continued. A Site visit was conducted with various state agencies (Public Health, NEPA, Fire Department and resort Board) to complete a development proposal.

Jackson Bay

The beach is still badly eroded; however the concessionaire has indicated that he is willing to retain the site. The National Environment and Planning Agency (NEPA) is assessing and monitoring the site on a continuous basis.

Other Projects

Nature Preservation Foundation (Hope Gardens)

The Department provided technical

assistance to the Foundation in the evaluation of tenders for service providers for the amusement park area.

Resort Boards

Representatives of TPDCo was integrally involved in providing technical assistance to the Resort Boards which included direct managing of the elections of the Executives for the six (6) Resort Boards in each resort areas.



CRAFT DEVELOPMENT DEPARTMENT

The following report highlights the activities, issues, concerns and direction of the Craft Unit for the period under review 2014 – 2015.

The work of the craft unit has proceeded steadily there are ongoing projects and new exciting initiatives.

The unit works with a mandate to: improve the visibility and marketability of Jamaican craft; to upgrade product design and skills; to research current trends and existing situations and ensure business development and compliance.

Ongoing work of the unit can be categorised as follows:

- Visiting craft markets – for communication, oversight of upgrades needed for the markets to meet standards.
- Training - situational assessments to implement programmes to upgrade the human resource capacity of the craft sector in keeping with current trends e.g.: language, skills,

technology, customer service and business development training.

- Licensing – of Traders at sites to ensure that standards are clearly administered, monitored and enforced.

Special Projects:

- The OAS/FEMCIDI Programme is a special project of the Ministry of Tourism and Entertainment, the Tourism Enhancement Fund and TPDCO. It is located in the Craft Unit because it is centred on a series of training modules to enhance craft and business development and to support human capacity building in the public and private sectors. This project is funded by the OAS and has partnership support from a committee comprising the JBDC, PIOJ, JAMPRO, Edna Manley School for the Visual and Performing Arts, the IOJ, the Art and Craft Guild, and the Kingston resort board. The

CRAFT DEVELOPMENT DEPARTMENT *continued*

project began in 2014 and is scheduled to be completed in December 2015.

- In addition to training, is the Establishment of a Virtual Resource Centre –online manuals, videos, designs and general information, to capture and sustain knowledge gained on the programmes: artisan and instructor information, production methods, and to provide a platform for sharing this information.
- The virtual Resource Centre will also provide a marketing platform, by enabling producers to showcase their work and to attract orders.

Ongoing Programmes

All 14 Craft markets across the island were visited at least twice for the period, with a view to sharing information, giving support to trader's marketing initiatives, assessing physical and infrastructural developments. Meetings were also held with location Landlords, Supervisory Managers and Association Presidents.

The Unit participated in and supported the following activities:

Kingston Craft Market: *Agus' Mawnin* – A trader led art and craft exposition and craft fair.

Ocho Rios: *Fish Fry Beach Bash* at the Pearly Beach, traders wanted to raise awareness about their products, to build team cohesiveness and to positively motivate membership of the markets so they created an event to display and showcase their

products, modelled their wears and had competitions related to customer services.

Mobay Night Out: in which the traders opened the markets in the town - at night. They put together an entertainment package for the tourist HIP Strip and showcased their products in an effort to build good will and to raise morale and to improve sales.

Other initiatives were also supported:

- * Inter-agency meetings to increase safety and security operations.
- * Ministerial and other Tours with professionals to plan for infrastructural improvements.
- * Several training programmes took place across the regions involving representatives from all the markets
- * Persons were trained in language acquisition: French, Spanish, Russian and German.

Other training programmes included:

The Heart Trust NTA was contracted to deliver Entrepreneurial Business Skills Programme in which over 75 craft traders, from eight craft markets benefitted and all were internationally certified by HEART during the period January – March, 2015. From the entrepreneurial business training, participants were encouraged to form clusters to cement relationships and to create synergies for craft production and to share and apply new skills learned. Participants expressed their appreciation for

CRAFT DEVELOPMENT DEPARTMENT continued

the knowledge and skills gained at the end of each programme.

Following an island wide blitz by the Licensing Manager and the Craft Coordinator, there was an obvious increase in training and licensing of craft traders. To date over fifty percent of traders are licensed and are compliant and this number will increase as the Unit has implemented a full support service system to assist in facilitating the processes involved. Landlords and the security forces have also begun to be more stringent with their sanctions for unlicensed traders in order to prevent the spread of criminal activity.

OAS Programme

Since August, 2014 to date, five major media were identified namely: fibre, reusable materials such as coconut shell and paper; bamboo and textiles. Training workshops were set up island wide in enclaves where the materials are readily available and participants would have previous knowledge in use of them. A number of new designs and products have been developed and have proven to be marketable. The exposition which was held December 2014 got overwhelming reviews and the sponsors (OAS, TEF and TPDCO) were satisfied that the major objectives were being met.

The participants who were trained during this time have continued to produce

marketable products and have shown interests in learning more. The number of participants for the second phase of the project grew significantly and presently over 100 participants have benefitted and attended the workshops on a regular basis. This phase dealt with coconut shell, papier mache and textile, again magnificent and new marketable products, which were developed and are presently being produced.

Virtual Resource Centre

The Virtual Resource Centre is being operationalized in partnership with JBDC who are creating the platform to be populated with information from the training modules. Monthly strategy meetings are held to ensure that the site is adequately framed and relevant.

Towards the end of the period under review a Director of Craft was appointed with a view to re-focusing the Craft Unit, with very specific goals and objectives. The Craft Unit will become a fully functioning division of TPDCO with its own team of highly sensitized personnel to attend to repositioning the Craft sector according to the operational plan and major objectives of the organization.

TOURISM TRAINING DEPARTMENT

TEAM JAMAICA TRAINING:

For the fiscal year **April 2014 to March 2015**, a total of One hundred and seventeen **(117)** Team Jamaica training programmes were delivered to two thousand, five hundred and sixty-one **(2561)** registered participants.

APPROVED TRAINING PARTNERS (ATP)

Thirty-four (34) Team Jamaica Assessments were completed with six hundred and eighty six **(686)** participants. Five (5) ATPs were engaged during the year – Montego Bay, Trelawny, Hanover, Westmoreland, and Ocho Rios.

SKILLS UPGRADING:

Fifty **(50)** Skills Upgrading programmes were delivered to one thousand one hundred and seventeen **(1117)** participants. Programmes conducted were Tour Guiding; Entrepreneurial Skills (Craft); Conversational Spanish and Customer Service Skills.

One **(1)** Trainer of Trainer programme was conducted with **19** participants.

Tourism Summer Intern Programme:

Sixteen **(16)** Tourism sensitization sessions were held in all resort areas. A total of eight hundred and sixty-nine **(869)** students were involved.

TRAINING TOTALS TO DATE: 1996 – MARCH 2015

TYPE OF TRAINING	# of Programmes	# of Participants
Team Jamaica (1997-2015)	2653	55,485
Skills Upgrading (1996-2015)	962	25,195
Combined Total	3,615	80,680

Subsectors represented in training programmes:

The following tourism sub-sectors were represented in the various training programmes delivered during the period April 2014 – March 2015:

Community Groups: Team Jamaica Training and Skills upgrading programmes were delivered to representatives from various

community groups, such as from Nine Miles - St. Ann; Rastafari Indigenous Village, Bunkers Hill Cultural Xperience; Southern Trelawny Environmental Agency (STEA), Restoration Village Farm, Treasure Beach; Lions Ville

Hospitality Groups:

St. Monica's College; Community Colleges Islandwide, Luidas Vale HEART; Cedric Titus

TOURISM TRAINING DEPARTMENT continued

HEART Skills Training Centre, Beechamville
HEART, Runaway Bay HEART

Participating entities:

Some of the entities which participated in training programmes include:

Accommodations:

Sandals/Courtleigh/Knutsford Court/Grand Palladium/Iberostar/Secrets/Half Moon/Bahia Principe/Couples/Riu/Sandy Haven/Azul Sensatori/Jewels/Shirley Retreat/Jakes/Golf View/Tropics View

Educational Institutions: Community Colleges

Attractions: Island Routes, Mystic Mountain, Dolphin Cove, Kool Runnings Water Park, Dunns River Falls, Green Grotto, Chukka, Rose hall Great House, Bob Marley Museum, Montego Bay Civic Centre, Kelly Watersports, Cranbrook Flower Forest, VIP Attractions, Croydon Estate, Hampden Estate, Falmouth Historic Walking Tourism, Falmouth Cuisine Tour, Belfield Great House

Tourism Support: National Water Commission, Jamaica Public Service, Ministry of Health, Jamaica Constabulary Force, Fire Department, Tourism Courtesy Corps, Guardsman Security, Marksman Security

Transportation: JUTC; Jamaica Tours, JUTA, JCAL, Maxi, Kiuki, AMSTAR DMC, Glamour DMC, TUI, Island Routes, Caribic Vacations

Shopping: Craft Markets

The division collaborated with public and private sector organizations such as:

- Jamaica Social Investment Fund/REDI
- Community Colleges (Team Jamaica training)
- Ministry of Tourism / Jamaica Tourist Board

Work Permit meeting

- Jamaica Cultural Development Commission
- Human Employment Agency Resource Training (HEART/NTA)

Approved training Partners: Montego Bay (2), Falmouth (1); Ocho Rios (2)- St Monica's College

MANAGEMENT INFORMATION SYSTEM

For the fiscal year 2014/2015, the department focused on several initiatives to improve the 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:

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, we embarked on the implementation of a comprehensive information system - Tourism Entity Management System (TEMS).

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

This will provide real time information and alerts that will engender a greater level of efficiency and effectiveness within the department.

For the 2014/2015 period the project entered the final phase of development. The completion of phase one is anticipated for September 2015. The system will include a database (including historical information) on all entities; provide readily accessible information on all entities at a glance; provide expiry date alert to internal customers, regulatory agencies and to property operators; provide a schedule of 'inspection' date to the officers; replace the use of paper inspection forms to the electronic forms by the use of hand-held

device.

Human Resource Management Capital System (HRMC)

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 PeopleSoft platform, aimed at addressing the human resource management needs of the organization.

As a result of this initiative, the company would see improvement in the management of its human capital, through the use of an automated computerized system.

For the Fiscal year 2014/2015, the project entered its final phase. The Project is set to go live in June 2015 to deliver online pay slips, automated leave management and integration of Human Resource & Accounting functions as it relates to staff benefits.

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.

As at March 2014, the project move into the procurement phase and is expected to be concluded by September 2015. Based on the size of the project, eGov Jamaica

MANAGEMENT INFORMATION SYSTEM continued

Limited will participate in the technical evaluation process in an effort to move the project towards NCC and cabinet approval.

Network Infrastructure Upgrade

The current Information, Communication Technology (ICT) infrastructure which supports the organization, the Tourism Enhancement Fund (TEF), Ministry of Tourism and Entertainment and Jamaica Vacations was stretched and required upgrading. This was necessary as most of the systems that support the network became obsolete and were non-compliant with current industry standards.

Server hardware and software were acquired during the period 2014/2015 in preparation for the implementation of enterprise applications (E.g. TEM, HCM). Upgrading of the system will allow us to leverage the available new and emerging technologies whilst providing better service to the stakeholders and our citizenry.

Website Development

TPDCo began the process of upgrading its website to incorporate modern features to facilitate dynamic interaction with our stakeholders and to meet the current demands of the Company using social access and contemporary technical trends; also, to provide information on community-based projects/programmes and tourism entities.

The project is in the design phase with a view to go live September 2015. The upgraded website is intended to increase TPDCo's credibility globally and to provide better service to citizens, and will create an awareness of the roles, functions and activities of the organization by providing

easy access to information on the company, tourism entity status, licensing, training and affording the opportunity for feedback from the public.

Support Services

MIS continues to provide Information Technology services to the Ministry and its Agencies. Some of the support services that the Agencies were currently benefit from includes:

- Shared access to Microsoft Exchange Server including maintenance, patching, upgrading, monitoring and problem resolution.
- Managed e-mail services
- File Storage and Archiving
- Intranet Support;
- Internet Services
- Security: Anti-virus Protection, Intrusion Detection and Monitoring System;
- Consultancy

VISITOR SAFETY AND EXPERIENCE

Consequent to the engagement of an anti-harassment consultant on May 10 2014, a Visitor Safety and Experience unit was established in January 2015. The primary function of this unit is to:

- Identify the nature and scope of harassment affecting the tourism sector
- Identify hot spots within each tourist resort
- Develop strategic partnership with law enforcement agencies i.e. Jamaica Constabulary Force, Transport Authority and Tourism Courtesy Corp who have been appointed Special District Constables
- Forge partnerships with other state agencies E.g. Parish Council, National Solid Waste Management Agency and Port Authority Jamaica in resort towns
- Work collaboratively with critical stakeholders within the resort areas
- Develop strategies aimed at reducing incidents of harassment and enhancing visitor safety and experience

The report below gives an overview of the challenges and achievements for the period April 2014- March 2015 to include those during the consultation period.

Subcommittees

As a result of increased visitor harassment particularly in resort towns with cruise ship facilities a Visitor Safety and Security Taskforce was established in June 2014 by Hon. Wykeham McNeil Minister of Tourism and Entertainment. Sub committees were successfully launched in Ocho Rios, Montego Bay and Negril. The sub committees comprise of the key stakeholders and state agencies in the tourism industry appropriate to the particular resort

area. Bi weekly meetings are held to identify new and emerging harassment trends, discuss the threat they pose and identify strategic plans that are put in place to mitigate actions of harassment. The task force was mandated to convene weekly meetings to discuss/review existing policies/statutes that impact tourism as well as to:

- Assess anti- harassment initiatives in resort towns
- Identify types of harassment
- Determine the main causes of harassment
- Immediately implement anti-harassment programs starting in Ocho Rios
- Develop an effective and sustainable visitor anti-harassment program in all resort towns

Enforcement

There has been an ongoing effort to host meetings with the police management teams in all the resort areas. This has resulted in several successful operations to curtail the issue of harassment, several arrests and prosecutions were made. There were increased police patrols as well as joint patrol and briefings with the Tourism Courtesy Corp. Additional police officers were assigned to Ocho Rios to attend to security issues affecting tourism. Strategic placement of portable police 'No Vending' and 'No Parking' signs in Ocho Rios to improve the traffic flow and lessen visitor harassment by taxi operators who usually park and intercept tourists along the roadway. Police mobility in the New Kingston area has improved following the issuing of six (6) bicycles and security measures have been implemented; this has resulted in decreased criminal activities. Partnership has also been forged with the Jamaica Constabulary Force

VISITOR SAFETY AND EXPERIENCE continued

telecommunications branch in an effort to establish Closed Circuit surveillance system in the New Kingston business district. The proposal is now being given active consideration.

The Transport Authority has also come on board. The authority has fully incorporated the Jamaica Tourist Board licensing arrangements as a prerequisite for the issuance of a contract carriage license and will support police initiatives in prescribed areas.

Following the ministerial ban imposed by the Ministry of Tourism and Entertainment, a task force comprising of JCF marine personnel was formed to aggressively enforce the order. Three (3) jet skis were seized and their owners prosecuted. The Marine police continue to have a challenge with the availability of sea worthy assets to maintain sustain police presence.

Twenty (20) horses were seized and impounded in Negril following operations carried out by the police, Tourism Courtesy Corp and supported by TPDCo. Notwithstanding these efforts, the practice of illegal horse riding on the beach continues to pose a challenge.

The Tourism Courtesy Corp has made several arrests, issued summonses and citations in the resort towns. In an effort to make an objective assessment of the TCC performance a survey instrument was distributed among the stakeholders in the resort areas to gauge their perception of the effectiveness of the Tourism Courtesy Corp Officers.

Social Intervention

Discussion was initiated with the manager of Teen Challenge Jamaica in Ocho Rios; the aim was to identify drug addicts operating in resort areas and make provision for rehabilitative training where appropriate. Contact was also made with the Social Development Commission to give support to social intervention programmes to be brought on board by the unit in the future. The unit partnered with St Ann's Bay police to host a community awareness meeting in Ocho Rios among community stakeholders of the harmful effects of harassment on the tourism sector.

SENIOR EXECUTIVE COMPENSATION
Financial year April 2014 – March 2015

Position of Senior Executive	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Executive Director	8,228,505.00	nil	In receipt of a fully maintained motor vehicle	nil	Lunch – 103,022.76 Duty – 95,063.04 Clothing – 97,619.00 Laundry – 31,524.36 One off Payment - \$20,689.66	nil	8,576,423.82
Director, Corporate Services	4,457,486.04	Gratuity - 1,063,144.74 Incentive – 185,728.59	975,720.00	nil	Lunch -103,022.76 Duty – 95,063.04 Clothing – 97,619.00 Laundry – 31,524.36 Seniority (Lump sum) – 341,740.55 Seniority - 356,598.96 Retro Tranche – 150,304.11 One off Payment – 25,000.00	nil	7,882,952.15
Executive Human Resources Manager	3,160,964.04	395,120.52	975,720.00	158,048.00	Lunch – 103,022.76 Duty – 95,063.04 Clothing – 97,619.00 Laundry – 31,524.36 Seniority (Lump sum) – 252,877.21 Seniority – 379,315.68 Retro Tranche – 88,699.48 Educational Increment – 379,315.68 One off Payment – 25,000.00	nil	6,142,289.77
Director of Product Quality	3,160,964.04	263,413.67	975,720.00	158,048.00	Lunch – 103,022.76 Duty – 95,063.04 Clothing – 97,619.00 Laundry – 31,524.36 Seniority – 252,877.20 Retro Tranche – 152,161.19 One off Payment – 25,000.00	nil	5,315,413.26

SENIOR EXECUTIVE COMPENSATION
Financial year April 2014 – March 2015

Position of Senior Executive	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Director of Attractions	4,457,486.04	185,728.59	975,720.00	222,874.00	Lunch – 103,022.76 Duty – 95,063.04 Clothing – 97,619.00 Laundry – 31,524.36 Seniority (Lump sum) – 508,831.56 Seniority – 178,299.48 Retro Tranche – 98,718.28 One off Payment – 25,000.00	nil	6,979,887.11
Financial Controller	3,160,964.04	395,120.52	975,720.00	158,048.00	Lunch – 103,022.76 Duty – 95,063.04 Clothing – 97,619.00 Laundry – 31,524.36 Seniority – 252,877.20 Retro Tranche - 81,233.77 Educational Increment – 163,567.20 One off Payment – 25,000.00	nil	5,539,759.89
Chief Information Officer	3,160,964.04	nil	975,720.00	158,048.00	Lunch – 103,022.76 Duty – 95,063.04 Clothing – 97,619.00 Laundry – 31,524.36 Seniority – 252,877.20 Retro Tranche – 76,694.24 One off Payment – 25,000.00	nil	4,976,532.64
Executive Tourism Training Manager	2,528,771.88	197,072.72	975,720.00	126,438.59	Lunch – 103,022.76 Duty – 95,063.04 Clothing – 97,619.00 Laundry – 31,524.36 Seniority (Lump sum) – 165,950.75 Seniority – 165,950.64 Retro Tranche – 57,439.63 One off Payment – 25,000.00	nil	4,569,573.37

DIRECTORS COMPENSATION
Financial year April 2014 – March 2015

Position of Director	FEEES	MOTOR VEHICLE UPKEEP/TRAVELLING OR VALUE OF ASSIGNED MOTOR VEHICLE (\$)	ALL OTHER COMPENSATION INCLUDING NON- CASH BENEFITS AS APPLICABLE (\$)
Chairman	120,000.00	44,968.00	-
Director 1	184,500.00	383,732.60	-
Director 2	130,000.00	79,374.00	-
Director 3	40,000.00	23,378.00	-
Director 4	155,000.00	380,027.60	-
Director 5	95,500.00	279,748.00	-
Director 6	100,000.00	269,388.00	-
Director 7	99,000.00	33,932.00	-
Director 8	59,500.00	330.00	-
Director 9	88,000.00	144,882.20	-
Director 10	-	39,096.00	-
Director 11	30,000.00	-	-
Director 12	15,000.00	21,714.00	-
Director 13	142,000.00	230,304.20	-
Director 14	189,500.00	316,148.00	-
Director 15	177,500.00	214,441.90	-
Total	1,625,500.00	2,461,464.50	-

<u>RIVER RAFTING AUTHORITY</u>					
<u>DIRECTORS' COMPENSATION</u>					
<u>FINANCIAL YEAR APRIL 2014 TO MARCH 2015</u>					
		MOTOR VEHICLE		ALL OTHER	
		UPKEEP/ TRAVELLING		COMPENSATION	
POSITION OF DIRECTOR	FEEES (\$)	OR VALUE OF ASSIGNED MOTOR VEHICLE (\$)	HONORARIA	INCUDING NON-CASH BENEFITS AS APPLICABLE (\$)	TOTAL (\$)
Previous Board					
CHAIRMAN	66,500.00	-			66,500.00
DIRECTOR 1	38,500.00	83,538.00			122,038.00
DIRECTOR 2	22,000.00	-			22,000.00
DIRECTOR 3	22,000.00	44,642.00			66,642.00
DIRECTOR 4	38,500.00	-			38,500.00
Sub-total	187,500.00	128,180.00		-	315,680.00
Board as at March 2015					
CHAIRMAN	19,000.00	-			19,000.00
DIRECTOR 1	11,000.00	-			11,000.00
DIRECTOR 2	11,000.00	18,922.20			29,922.20
DIRECTOR 3	11,000.00	30,080.00			41,080.00
DIRECTOR 4	11,000.00	28,388.00			39,388.00
DIRECTOR 5	5,500.00	18,499.20			23,999.20
Sub-total	68,500.00	95,889.40			164,389.40
Total	256,000.00	224,069.40			480,069.40
Notes:					
- All Board members are eligible for travelling. This is paid on a reimbursable claim basis.					



www.tpdco.org