



Point Fortin Borough Corporation Marketing Plan

1) Overview and Context of the Mission

The Federation of Canadian Municipalities (FCM) is dedicated to improving the quality of life and sustainability of local communities by promoting strong, effective and accountable municipal government. Since 1987, FCM has delivered international programs to support exchanges between municipal governments in Canada and developing countries that increase their capacity to deliver relevant services to their communities.

The Federation of Canadian Municipalities (FCM), the Caribbean Forum of Local Government Ministers (CFLGM), the Caribbean Association of Local Government Authorities (CALGA) and the Commonwealth Local Government Forum (CLGF) are implementing a joint \$23 million local economic development program named the Caribbean Local Economic Development Program (CARILED). CARILED will occur over six years (2012-2017) with financial support from the Canadian International Development Agency (CIDA) and with in-kind contributions from Canadian, Caribbean, and Commonwealth partners.

The goal of CARILED is to increase sustainable economic growth benefiting men, women and youth in the Caribbean. The purpose of CARILED is to stimulate sustainable local economic development (LED) through the strengthening of effective competencies and governance capacities at the local level.

Given that local government authorities are key actors in ensuring that the local environment for LED is supportive, CARILED will work with Ministries of Local Government and relevant ministries towards supporting the partner countries' priorities for improving local level business environments through the transfer of new knowledge and tools related to LED planning, investment attraction, business retention and expansion, revenue generation, service delivery and policy change.

1.2) Mission Objectives:

Now more than ever communities must have a realistic and well-structured marketing strategy anchored in a strong local brand if they are to compete in a highly globalized environment. Place branding and marketing have become an important and necessary part of local economic development. Effective economic development marketing requires more than just having a website and brochures. It requires a thoughtfully crafted message and information that directly addresses the "needs" of a specific target audience.

The Consultant:

- Identified gaps in previous Trinidad Marketing Mission to determine approach and variances.
- Worked collaboratively with the EPC, LEDO and Regional Corporation to develop plan.
- Engage relevant stakeholders; MSMEs providing services in the facilities, business support organizations and corporation staff in order to conduct analysis.
- Prepared a comprehensive marketing plan for the selected sites; Clifton Hill Beach Facility and Mahica Oval, including recommendations for revenue generation and possible future expansions.

1.3) Mission Format and Approach:

Through a series of one-on-one meetings with relevant stakeholders, consultations with private sector, local government corporations, the MSMEs, The Ministry of Local Government, the consultant developed messaging and a marketing strategy for the Point Fortin Borough Corporation.

2) Point Fortin Borough Corporation Situation Analysis

Point Fortin is a resilient city located on the southwest peninsula of Trinidad and Tobago. Known as an industrial town, Point Fortin's main industries are extraction based with significant presence of Atlantic LNG. Recent efforts to support local economic development and local governance reform from the Central Ministry of Local Government have identified investment projects to support LED and development in Point Fortin. Revitalization of the Clifton Hill Beach area as well as investment in the Mahaica Oval have been identified as two projects with potential to support LED through the growth of MSMEs, support community development, and increase tourism.

In March 2013 CARILED retained Kadie Ward, Canadian LED and Place Branding Expert, along with Sam Weller, Municipal Finance Expert, to work with Point Fortin. Ms. Ward focused on gathering general LED data and assessing the place marketing potential for LED and MSME growth of the borough, while Mr. Weller researched municipal finance models, the finances and financial autonomy of the borough, as well as potential revenue models for the borough. Both Ward and Weller noted that both the Clifton Hill Beach Facility and Mahaica Oval were investments that had the potential to enhance LED and support MSME growth, generate revenue for the borough, and contribute to a strong place brand promoting sport, cultural, and recreation. CARILED identified the Clifton Hill/Guapo Beach Facility as a project meeting their program requirements. In October 2013 CARILED once again engaged Ms. Ward and Mr. Weller to work with the PFBC to develop a marketing and business plan for the Clifton Hill Beach Facility.

The Guapo Beach Facility was originally built by Atlantic under the project management of Habitat for Humanity as compensation to the people of Point Fortin for the damage caused to the Clifton Hill beach when Atlantic LNG laid gas lines after the LNG plant was built. The facility consisted of public washrooms, sitting areas, three concession areas, one beverage counter and a boat house. The Mayor and Council considered running the facility with Borough staff but decided it was more prudent to retain a private sector company to manage it. In June 2012, the Borough issued an RFP for "Management of Guapo Beach Facility" and selected TL Investments to manage the facility. Since assuming management, TL Investments have added additional facilities including a conference facility, additional food and beverage areas, additional concessions, a gym, and indoor spa. TL Investments is a private corporation with a business and marketing plan for the facility. As such, CARILED found it prudent that the consultant work on a marketing and branding strategy to support the PFBC as a whole as it strives to reposition itself as a site for sport, cultural, and recreational tourism, with the beach facility being an asset in the marketing and product mix.

The PFBC Municipal Investment Strategy identifies a network of community facilities and investments that would sustain the borough's well-established reputation of grooming strong sport and cultural leaders. This network includes the Clifton Hill Beach Facility, Mahaica Oval, Pan Yard redevelopment, a Performing Arts Centre, and growth of their "Borough Days" celebration. Ms. Ward worked with borough staff, TL Investments, and community stakeholders to identify the main assets that could contribute to the formation of a place brand for Point Fortin. Outlined below is the outcome of that research and a draft place branding and marketing strategy to be implemented by the PFBC.

3) Point Fortin Borough Corporation Marketing Plan Vision, Mission, Goals, Business Plan & SWOT Analysis

3) Vision: The preferred place to live, work, invest, and recreate.

3.1) Mission: The provision of good governance of the Borough of Point Fortin aimed at the improvement of the quality of life of its burgesses by providing efficient and effective service within its statutory function, to enable their social, cultural, physical, political, and economic well-being through a participatory process.

Each year the borough council highlights a theme that will guide their strategic planning and program efforts. Recent strategic themes informing the corporation investment strategy:

2011 Theme: Reigniting Community Spirit

2012 Theme: Refueling for Resurgence

2013 Theme: Revival to Transformation

Municipal Investment Strategy identifies a network of community facilities and investments that would sustain the borough’s well-established reputation of grooming strong sport and cultural leaders. The overall goals of the PFBC investments as interpreted by Consultant Kadie Ward:

3.2) Goals:

- 1) Provide catalysts for local economic development through a series of networked investments that support local sports development, sports and recreation tourism, cultural tourism, and MSME start-up and growth;
- 2) Transition “cottage” industries into a more formal business operations;
- 3) Provide facilities and services, thereby enhancing the quality of life to local citizens as well attracting tourists to the new facilities;
- 4) Support the financial autonomy of the regional corporation through revenue generation.

3.4) Main Sport, Cultural, and Recreational Asset Investments

Asset	Reach	Purpose	Status
Beach Facility	1,600 visitors/day ¹ 250 -500 hotel rooms ² - Industry executives - Locals - National tourists	- Provide community services - Support MSMEs - Attract tourism	Phase 1 of facility to open Nov. 2013. Hotel and details TBD.
Borough Days	100,000 participants ³ - Local residents - Regional residents - National tourists - International tourist	- Celebrate local culture - Engage community - Attract diaspora home - Attract tourists - Support MSMEs	Annual Event since 1989 with annual growth.

¹ TL Investments Marketing Plan. Interview with COO October 28, 2013.

² Ibid. Three-Tier pricing on rooms will be offered roughly: 50% at \$150 USD/night; 30% at \$175 USD/night; 20% at \$200 USD/night. The hotel has not been confirmed. The investor is currently negotiating with PFBC staff.

³ Interview Maylon Murray, Former Borough Days Committee Chair. October 29, 2013

Mahaica Oval	3000 seats/game ⁴ - Local residents - Regional residents	- Anchor for sports tourism - Resurgence of Pro team - Support MSMEs - Revenue generation	Phase 1 Completed. Completion TBD.
Celebrity Cemetery And National Heritage	NA – national reach - local, regional, national tourism	- Monuments to famous Trinidadians from Point Fortin - Increase national tourism: Promotion of National Heritage Sites - Support local B&B and MSMEs	Phase 1 in progress.
PFBC Visitor Centre	NA – located by market - Regional, national, and international tourists	- Facilitate information sharing - Promote local attractions & business - Generate revenue for PFBC	Phase 1 completed: building constructed. Phase 2 in progress.

3.5) Business Plan and SWOT Analysis

Point Fortin is acknowledged as one of the cultural and sporting incubators in Trinidad and Tobago. Several prominent cultural artists and sportsmen have their origin in Point Fortin and this serves to reinforce Point Fortin’s position as one of the cultural centres in the country. The focal point of cultural and sporting activity has traditionally been the Mahaica Oval and the Point Fortin Civic Centre. Its reputation in recreation came from the former Clifton Hill Beach. Formal business plans for the PFBC’s main sport, cultural and recreational assets have not been completed by the borough corporation (Clifton Hill Beach Facility, Mahaica Oval, Borough Days). CARILED Consultant, Sam Weller worked in Point Fortin October 21st – October 25th to research and draft a business plan for the Clifton Hill Beach Facility. Please refer to his report. The Clifton Hill Beach Facility is a private investment and the developer, TL Investments, has a business plan. The Mahaical Oval has a draft business plan, but sufficient cost/revenue analysis has not been done. The Borough Days formerly operated under a community led committee, but recently the PFBC absorbed planning. Funding for the Borough Days is based on sponsorship. No revenue is collected from the gate – it is free to attend. The event is meant to showcase and celebrate pan and local culture, and generate substantial business for local MSMEs.⁵ It should be noted that Borough Days consist of 21 days of various community celebrations across the borough. The Celebrity Cemetery⁶, National Heritage sites, as well as the Visitor Centre are under construction with completion in the immediate future. The CAO’s office is overseeing these projects and will be drafting operational plans.

This SWOT and business plan attempts to formalize the business planning articulated through conversations with the PFBC Mayor, CEO, relevant stakeholders, and staff. It is focused on the assets and opportunities for marketing and branding Point Fortin as a place to “live, work, invest, and recreate” and thus support the borough’s vision.

⁴ A formal Business Plan for Mahical Oval has not been complete. Their first Pro-League game brought in 3000 patrons paying \$30TT at the gate and garnered national media attention <http://www.trinidadexpress.com/sports/Civic-Revival-227001451.html>

⁵ It was noted by Mayon Murray that there are roughly 100 bars in Point Fortin and each will sell out during Borough Days. Murray also noted that permits are required to set up food stands, but hundreds of locals will set up informal concessions.

⁶ Calypso King “The Mighty Duke”, PFBC’s first Mayor Lionel Blake, PFBC Councillor Kennedy Richards will be recognized with busts and plaques noting their accomplishments. Heritage sites: Mr. Samuel Waldron (Sculptor), the first oil well in Point Fortin, and La Fortaine Dam will be marked as official heritage sites and added to the National Treasury.

3.6) SWOT Analysis

This SWOT is related to the marketing and branding of Point Fortin as a site for sport, cultural, and recreational tourism.

A basic environmental scan of the region reveals that Point Fortin has strong potential to grow its sport, cultural, and recreational tourism. Other than Port of Spain, presently there are no strong tourists destination centres along the east coast of Trinidad. The north coast offers Maracas Bay, with Queens Beach in Mayaro along the west coast. There are several small beaches along the south coast, and throughout the country, but none offer the amenities proposed at the Clifton Hill Beach Facility, nor do the communities offer an integrated set of redevelopment projects to encourage and support tourism.

Point Fortin is a coastal city in the north-central portion of the South-West Region of Trinidad. It is located 50 kms from San Fernando and 128 kms from Port of Spain, the nation’s capital. Primary means of access to Point Fortin is the Southern Main Rod and the San Fernando-Spiaria-Erin and Erin-Cap de Ville Roads. The borough boasts approximately 10kms of coastline.

<p>Strengths</p> <ul style="list-style-type: none"> - Variety of sport, culture, and recreational activities; - Reputation of Borough Days; - Marquee beach facility with little competition in the region; - Calm waters on the Gulf of Paria; - Large and loyal Diaspora who regularly come home to PF. 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Current perception as an industry town; - Transportation infrastructure; - No formal tourism planning or connection with the Central Ministry of Tourism; - Minimal hotel capacity.
<p>Opportunities</p> <ul style="list-style-type: none"> - LED diversification through Clifton Hill Beach Facility, Mahaica Oval, Heritage tourism; - Coordinated tourism marketing and planning at Central level; - Strategic partnerships for co-branding and marketing the region with the SouthWest LED project.⁷ 	<p>Threats</p> <ul style="list-style-type: none"> - Industrial growth along waterfront; - Industrial accidents from large industrial facilities – environmental degradation; - Safety and Security of tourists and foreigners.

⁷ The Southwest LED Project is funded by Atlantic LNG and the International Development Bank and is being implemented by the University of the West Indies. The program supports economic diversification incubating MSMEs in fishing, agriculture, tourism, and cottage industries.

4) Point Fortin Borough Corporation Marketing Plan PFBC Brand, Message Matrix and Campaign Outline

With the asset mapping and strategic direction of the PFBC, a comprehensive place brand and marketing strategy should be outlined to support LED and MSMEs through sport, culture, and recreational tourism. The branding and marketing plan outlined below does not represent a comprehensive strategy. In order to compete a comprehensive strategy with identified tactics, business plans for the major assets will have to be articulated. The branding and marketing plan outlined below does, however, outline recommendations for key messaging to support PFBC strategic vision and planning, as well as marketing activities that can be implemented almost immediately to begin the place branding and marketing process. In addition to complete business plans for the main sport, tourism, and recreation assets, two main questions need to be answered to support the place branding and marketing plan:

- 1) Person in charge of place branding and marketing implementation;
- 2) Place branding and marketing implementation budget.

4) Point Fortin Place Brand

Point Fortin's current logo is a colourful and energetic reflection of its local and national heritage. Red, black, and white demonstrate it's national strength and status as the first Republic Borough. The borough name is bright set against a black ring signifying the rich natural resource of the region (black gold: oil). The main image of the logo incorporates the form of a steelpan intermeshed with gears signifying the cultural and industrial/commercial activity that influence Point Fortin's and the nation's growth. A laurel of cocoa leaves, the founding economic driver of the region, represent the borough's success. Yellow lines of latitude and longitude demonstrate the borough's industrial role in the international economy. The logo effectively demonstrates that Point Fortin is of global importance with strong local culture and traditions.



4.1) Point Fortin Key Messages

Point Fortin has not articulated a clear set of key messages that communicate or support its mission, vision, and strategic direction. The message matrix below begins to highlight some key messaging for the corporation. It addresses the need to shift the perception of Point Fortin as an industrial town and begin to promote the borough as a centre for sport, culture, and recreation. Once each asset (i.e. beach facility, Mahaica Oval, etc.) is complete, it is recommended that the city define key messages for each asset. A messaging matrix identifies the main ideas you are trying to communicate and positions that theme appropriately for its various audiences. A strong messaging matrix will provide "proof" of the theme or statement being made. I have selected two main audiences for Point Fortin: internal and external. A key element to a place branding strategy is ensuring your burgesses understand your community's assets and key messages. It is just as important to "market" the borough to them as it is to external audiences. In many cases the key messaging to both audiences is the same. In some cases you must customize the messaging.

Based on conversations and research the following themes have been identified as strong positioning statements for Point Fortin. These are suggestions and can be edited at the Borough's discretion. Themes: Innovators and first movers; Sporting Greatness, Cultural Creators, Natural Industrialists.

4.2) Messaging Matrix

Theme	Key Message by target market		“Proof”
	Internal - burgesses	External	
Innovators and first movers	Many of Trinidad’s agriculture, industrial, and cultural innovations have come from our modest southern shores. We are the smallest borough with the biggest impact	Many of Trinidad’s agriculture, industrial, and cultural innovations have come from our modest southern shores. We are the smallest borough with the biggest impact.	<ul style="list-style-type: none"> - 1st Borough Day celebrations - 1st Emancipation Day Celebrations - 1st Pan players - 1st Oil well etc.
Sporting Greatness	Our borough breeds and trains the best of our nation’s athletes. We are proud of our sport heritage and continue to invest in local recreation and sporting facilities.	Point Fortin has bred and trained national football, basketball, and Netball champions. Our community makes the nation proud.	<ul style="list-style-type: none"> - List of prominent sports figures born and trained in Point Fortin. - 20 parks and recreation facilities build community, families, and champions. Mahaica Oval revitalization & resurgence of Pro-League team.
Cultural Creators	We are the rhythm of the nation. Our borough has produced some of the countries’ best artists and most memorable vibes. We move with pride.	The calm shores of the Gulf of Paria have produced some of Trinidad & Tobago’s best vibes! The Mighty Duke, Super Blue, steel pan. We are the rhythm of the nation.	<ul style="list-style-type: none"> - Oil drums and the origins of Pan - The Mighty Duke - Super Blue - Sculptor, Samuel Waldron
Natural Industrialist	We have always tilled the land and turned the soil from cocoa and sugar cane to oil. Point Fortin Burgess are naturally hard working, proud, and accomplished.	We are the smallest borough with the biggest economic impact – from our roots in agriculture to our strength in extraction industries. Our community fuels national economic prosperity.	<ul style="list-style-type: none"> - Historical significance of agriculture. - Current national and international impact of extraction industries.

4.3) Place Branding Marketing Campaigns

Place brand campaigns are designed to support business goals and objectives. In the case of the PFBC, the goals are outlined in section 3.2 of this report. A place brand marketing campaign involves identifying and planning the following:

- Target demographics, and geography
 - Internal and or external audiences the campaign aims to reach
 - Characteristics of those demographics
 - Location of those demographics
- Messaging
 - Deciding the key themes (as outlined in section 4.2 “Messaging Matrix”) the campaign aims to communicate and/or reinforce.
- Platforms
 - Determining how the campaign will be delivered: print media, online marketing, social media marketing, radio, television, event-based marketing tactics etc.
- Timeline
 - When the campaign will launch and how long it will run
- Budget
 - How much funding can be investing in the campaign
- Management
 - Staff capacity to develop and deliver the campaign including monitoring and reporting.

4.4) Place Branding Sample Marketing Campaign

Place branding campaigns can be designed to communicate something general about the borough, or designed to promote a specific aspect of the borough. As sample marketing plan is attached to this report. It is a hypothetical plan designed to promote Borough Days, one of the PFBC’s main attractions and significant support to local economic development. The plan can be edited by borough staff to fit their capacity, budget and timelines. The attached plan outlines same marketing tactics to promote the event.

Marketing Campaign for Borough Days – See attached “Borough Day Marketing Plan Template”

Target demographic for campaign:

- 1) Regional, national, and international Point Fortin residents who want to participate in a celebration of the Point Fortin culture and community.
 - a. Specifically the Point Fortin Diaspora
- 2) Trinidadian and Tobagonians wanting to experience the largest “pan on the move” and pan concert outside of Carnival.

Campaign Key Messaging:

- Point Fortin is home of cultural creators, innovators, and first movers. Borough Days showcases the local innovations and traditions coming from Point Fortin.
- Borough Days is a time to come home and reconnect with your community.
- A 21 day program of sporting tournaments, essay writing contests, and neighborhood spotlights provides activities for families and fete goers.
- We bring the best Pan Bands together in the longest moving concert to celebrate cultural innovation, music, and dance.

Campaign Marketing Platforms:

- Print Media (newspapers)
- Radio ads
- Printed flyers and postcards
- Online: Website, facebook, and relevant social media
- Free online platforms: travel websites etc. (see Attached: Borough Day Marketing Plan Template)
- Email and direct mail

Timeline:

- Printed flyers to be distributed at Carnival
- Official campaign launch (print, radio, website, etc.) 2 weeks after Carnival
- Media relations and outreach to national media to start 2 weeks before Borough Days

Budget:

- TBD by PFBC
- Ask sponsors to partner on radio and print ads
- Ask radio stations and other media to sponsor the event and promote it
- Cross-promote with other events
- Engage Ministry of Tourism to promote

Management:

- TBD by PFBC

5)PFBC Place Brand Observations and Recommendations

Point Fortin Borough Corporation has articulated a Municipal Investment Strategy that supports a network of community facilities and investments that would enhance and sustain the borough's well-established reputation of grooming strong sport and cultural leaders. As noted above, many of their assets that support this goal are in progress or near completion. PFBC has requested assistance in capacity building and knowledge transfer regarding marketing. The CEO and her team are anxious to receive recommendations for key messaging and campaign planning, which this report provides. More than this, the CEO noted that she has budget to hire a part-time Marketing Coordinator for the PFBC, but she cannot find the appropriate candidate.

It is recommended that CARILED provide technical assistance in the form of Training PFBC staff in marketing. Canadian technical support can be brought to PFBC as volunteers or consultants to teach basic marketing skills, thereby creating jobs in the PFBC.

The CEO is actively managing the development of a tourist information centre to be located beside the borough's main central market. The CEO noted that building out this facility and creating brochures, maps, and guides will be a key strategy for developing the destination tourism that the borough is hoping to achieve. Business or marketing plans for the visitor center have not been created, and the CEO recognizes the potential of the visitor centre to provide revenue through merchandise and advertising. Additionally, specific budget is not set aside for the development of such destination marketing tools.

It is recommended that CARILED provide assistance in connecting PFBC with UNDP or other potential funding sources to compete the development of their visitor and community information booth.

It is recommended that CARILED provide technical assistance in the form of business plan development, marketing plan development, and revenue forecasting for the visitor centre. Canadian technical support can be brought to the PFBC as volunteers or consultants.

Finally, the Mahaica Oval is a significant regeneration and revitalization project for the borough. With phase one completed, the PFBC is securing funding for the construction of stands and pavilion. Recent activity has noted that market appetite for such facility is strong: 3000 tickets were sold for an exhibition games where patrons had to stand. The completion of the Mahaica Oval does support community LED by providing a place for local MSMEs to sell their products and services. As mentioned above, a full business plan has not been articulated for the Oval.

It is recommended that CARILED continue to monitor the development of the Mahaica Oval and provide technical assistance as needed if the project evolves along the line of CIDA eligible projects.