



Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE
Second Quarter 2006

The FCCA Caribbean Cruise Conference & Tradeshow
Cayman Islands ~ October 31 - November 3, 2006



Antigua & Barbuda



Cruising
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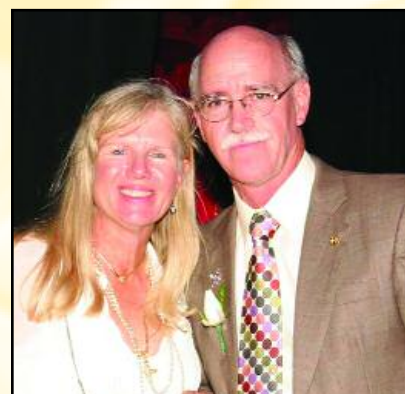
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President's Letter



Michele with Michael Ronan - Regional Vice President, Global Government & Community Relations, Royal Caribbean International & Celebrity Cruises; Chairman, FCCA Operations Committee

"In all things that are purely social we can be as separate as the fingers, yet one as the hand in all things essential to mutual progress" (Washington).

The glue binding us together can be fickle; faltering from the mending is always feasible. It's time to use our united hands to grasp what we've been yearning for: success.

It's necessary to set aside any differences or conflicts and work harmoniously with one another. We need genuine symbiosis in order to thrive as a whole. There is strength in numbers, and success comes as a result. Trials and tribulations are inevitable. No relationship is flawless, but

the solution lies in composure and understanding. Business relationships are meant to involve work, as the title suggests.

Success will follow the practice and dedication of these relations, as seen throughout the industry. The cruise industry has experienced constant growth since 1980, an annual average growth rate of 8%. Of the 100 million passengers to sail on a 2+ day cruise since 1980, 61% have generated from the past 10 years, with 37% of the passengers boarding in the last 5 years.

These figures aren't solely because cruising is being the most exciting option in the leisure travel market, though that is a factor. Synergy and homogenous fellowship have made this rise and progression possible. We pride ourselves in the partnerships we engage between Member Lines' cruise executives, and the destinations' private and public sectors.

In this publication we wish to shed some insight of the functions we perform-from the events to the community projects. You can review the State of the Industry and read about the destinations, inhabitants, and visitors. Hopefully you'll come to one realization: *one goal is simplified by the means of many.*

Respectfully yours,

Michele M. Paige

Michele M. Paige



The FCCA Platinum Country Western Ho Down



For many, venturing back into the Old West is an impossible feat, but it has become an annual occasion for FCCA Cruise Executives and Platinum Members. Once again, Seatrade week kicked off (fortunately the horses present didn't take this too literally) with a Country Western Ho Down. The event was held at the bucolic barn and household of Michele Paige, President of the Florida-Caribbean Cruise Association.

As the 150 guests intermittently arrived, each was greeted with genuine Southern hospitality, complete with an authentic and affable ambience. Many fully engaged in the environment, waltzing into the party in proper attire: cowboy hats, boots, belt buckles, and bandannas. As they entered the rural setting, they found much more than a scene filled with stunning sights and serene sounds. The party wasn't solely comprised of the band playing in the background, the enticing horses within arm's reach, or the superfluous supply of food and drinks; it was an event marked by enjoyment, exuberance, and opportunity.

As always, networking was a prevalent activity, with discussion of the events pertaining to the important week ahead. In fact, many members eagerly anticipated the arrival of others, as they were able to converse with old friends whose relationships transcended work boundaries. "The FCCA bar-

beque at Michelle's ranch was an ideal setting for all invited to mingle and interact in a very personal and relaxed environment. We are under so much pressure in our working environment to deal with time sensitive issues quickly and efficiently, having this barbeque allows all the attendees to put that aside and really get to know one another and their families," shares John Flynn, Director of Sand Dollar Sports, Cozumel, Mexico. Even those who might have been socially inept were able to take full advantage of the gathering, as features and festivities became impossible to ignore. Completing the cultural transformation became plausible for the young and old alike, with horses tacked up and raring to go. Michele and others were available to guide the magnificent creatures around the trail. Hearing a litany of hooves in the distance, it was probably presumed that one of the many horses in the area was growing near, but a slight, shrill creaking sound signified something much more exciting: a horse-drawn carriage! It presented the chance to enjoy an eloquent and scenic tour of the surrounding neighborhood. One of the most truly unique opportunity available was a real-life cow ride; however, many preferred to pet the tamed beast.



Children were welcomed to the event, and they even had an attraction designated for them--a bounce house. Of course, some seeking nostalgia might have snuck in, but the broods were able



to maintain control over it. Many of the kids also found themselves frequenting the cotton candy machine, such as Max Blum, who has probably been embedded into the vendor's memory. The wiser parents found satisfaction in the BBQ bonanza and the grilled sensations; the eclectic buffet included a variety of scrumptious food: BBQ Grilled Chicken Breast, falling-of-the-bone BBQ Ribs, seasoned Hamburgers and Veggie Burgers, New York Strip Steaks, a whole Roasted Pig, and a slew of sides.



As the sun set, casting an eerie glow over the manor, and the event progressed into the night, the participants began to settle down from their day saturated with action, fulfillment, and conversation. As the melodic music maintained, many began to suddenly remember that it was in fact a business function, and their light-hearted badinage changed topics to the vital week about to commence.



Florida-Caribbean Cruise Association



13th Annual FCCA Caribbean
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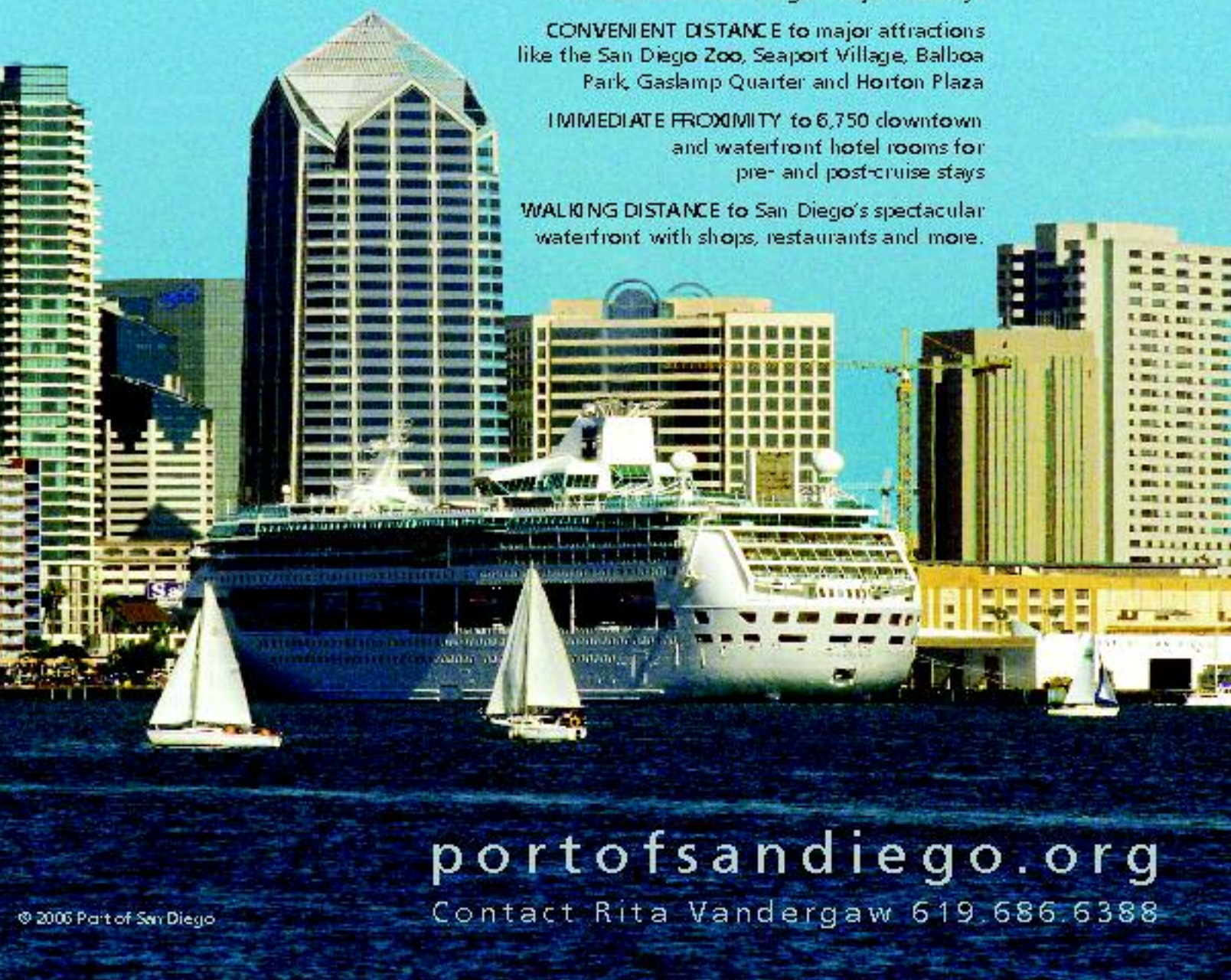
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Antigua to Launch into Freestay Caribbean Cruise Program

The Ministry of Tourism in Antigua & Barbuda, through its private sector partner Tropical Shipping, will soon be officially launching the country's involvement in the Freestay Caribbean cruise conversion program.

This program is designed to entice cruise ship passengers to return to the islands for a land-based vacation in one of the member properties.

The Freestay Caribbean, "Come back and stay in the Caribbean program capitalizes on the novelty of doubloons (or special coins). Tropical Shipping has minted over one million coins, since the program began, for the participating countries or islands, each etched with a famous landmark or logo of the island or country it represents, the Freestay Caribbean Web site address, and the US toll free number for the Ministry or Board of Tourism.

Antigua Gets More Carnival During Summer Months

Antigua & Barbuda's cruise tourism will get a needed shot in the arm with the coming on stream of an additional vessel out of the Carnival Cruises fleet. The island is now a stop for the *Destiny*, news welcomed by President of the Antigua & Barbuda Cruise Tourism Association Nathan Dundas.

The *Destiny*, which originates out of San Juan, Puerto Rico, will make year round calls to the island as of January 7th next year when it is due to make its first call.

"This is great news because it means that we will fill the vacuum we had with the summer season. This came about resulting from negotiations and discussions which have been on-going for about a year with the Carnival Corporation," Dundas stated.

Carnival Destiny, which recently underwent a multi-million dollar refurbishment program, is the largest of the *Destiny* class ships with a full capacity of 3400 passengers and over 1000 crew members.

"With the advent of the two Carnival ships during the summer, along with Royal Caribbean's *Adventure of the Seas*, next year summer 2007 promises to be so much better for all."

The *Destiny* will make 50 calls a year while the *Liberty* will make 12 calls.. This year's summer, however, is attracting only one ship



Students of the University of Aruba on the Carnival Destiny

The students and faculty of "Hospitality & Tourism Management" studies at the University of Aruba paid a visit to *Carnival Destiny* to learn more about the operations and cruise ship service to clients. Professor Duncan Dickson at the University of Central Florida teaches the HFT 4755 course and gathered with 17 students onboard the *Carnival Destiny* for a tour. The cruise industry is a significant contributor to the island's economy.

The University of Aruba students and professor were greeted by Mr. Samuel Curie – PR Manager of Aruba Cruise Tourism and also by Mr. Giovanni Raghunath – Operations Manager at S.E.L. Maduro & Sons, the local ship agent.

Chukka Caribbean Adventures and Stingray City Jamaica Announce Opening of Jamaica's Newest Attraction

Chukka Caribbean Adventures in partnership with Stingray City Jamaica announced the opening of Jamaica's newest attraction. Located on the island's famous James Bond Beach in Oracabessa, just ten miles from Ocho Rios, Stingray City Jamaica will welcome its first visitors on May 8, 2006.

Four groups a day will have an opportunity to meet the twenty-seven rays that call this beautiful peninsula home, and experienced guides will work individually with each guest to ensure an up close encounter. Animal lovers 6 years and up will be able to interact with these splendid marine creatures and touch their silky wings; while complimentary snorkeling gear will afford a clear view of their underwater passage. Guests will learn to feed the rays, do the "Stingray Shuffle" and can strike a pose with their favorite ray for a photo-op.

The Bar & Grill on the beach overlooks the crystal Caribbean Sea and guests will enjoy complimentary refreshment as they kick back and relax after their stingray encounter taking in the scenery that inspired Ian Fleming when he wrote his legendary James Bond novels.

"We have been interested in expanding our portfolio of water-based tours in Jamaica, but were also looking for a compatible partner. We found that partner in Stingray City Jamaica," says Marc Melville, co-managing director of Chukka Caribbean Adventures, "interacting with rays, in a safe environment with our experienced handlers makes this an ideal soft-adventure experience that families can enjoy together. Chukka is especially pleased to be a

part of an attraction, like our original Horseback Ride 'N Swim launched in 1983, which promotes Jamaica positively and has the potential to become an enduring favorite for all ages."

For more or information about Chukka Caribbean Adventures or to make reservations contact your travel provider, cruise line or hotel desk or visit www.chukkacaribbean.com. For more information about Stingray City Jamaica visit www.stingraycityjamaica.com.

Galveston Lands Large Cruise Ship

Port of Galveston officials said they've secured a deal to bring a cruise ship with a capacity of nearly 4,000 passengers, making it the largest cruise ship to call the island home.

The Voyager of the Seas, operated by Royal Caribbean International, will depart from Galveston weekly for Caribbean cruises from December 2007 to April 2008, officials said.

The ship holds 3,838 passengers and features an ice-skating rink, a full-size basketball court and a nine-hole miniature golf course.

The Wharves Board of Trustees, which oversees port operations, recently agreed to spend \$1.72 million to build a second loading bridge at one of its two terminals. Ships the size of the Voyager require two loading bridges.

"It's the culmination of a two-year effort by port staff to bring in increased-capacity ships," said Mike Mierzwa, deputy port director. "Royal Caribbean had requested upgrades to the (cruise) terminal before that could happen, and now it has paid off."

The Voyager will replace a smaller ship that will be moved to New Orleans, although the smaller ship will probably return to Galveston for the summer of 2008, a Royal Caribbean spokesman said.

Cruise ships first designated Galveston as a homeport in 2000. Last year, total cruise ship revenue was \$7.8 million, nearly half of the port's total revenue of about \$16.8 million.

More passengers means more revenue for the port, which is paid \$6.80 for every Royal Caribbean passenger, port officials said.

Big Apple-based ship bound for the Caribbean

Princess Cruises' new *Crown Princess* ship, launching in June, will introduce the line's first-ever round-trip Caribbean sailings from New York.

The inaugural sailing season will feature nine-day roundtrip voyages to both the eastern and western Caribbean and include Princess return to Bermuda.

Beginning June 14 and running through October 18, *Crown Princess* will offer 10 sailings on an eastern Caribbean itinerary with calls at Bermuda, San Juan, St. Thomas and a new port of call for Princess, Grand Turk in the Turks and Caicos islands.

In addition, the lineup includes five sailings on a western Caribbean itinerary with stops at another new port for Princess, Port Canaveral, Florida, as well as Grand Cayman, Ocho Rios and Grand Turk.

A New Cruise Line is Coming to Norfolk

As soon as next year, you can sail from Norfolk to Bermuda on Royal Caribbean.

The ship will offer cruises to Bermuda beginning in April of 2007 and will leave from the city's new downtown terminal, which is under construction now.

This good news comes after "Holland America" decided to pull out of Norfolk at the end of this year. Royal Caribbean will offer 15, 7-day cruises to Bermuda in 2007.

The "*Empress of the Seas*," which carries 2,000 passengers, will be the first to use the new \$36 million cruise terminal, scheduled to open in March. The ship is expected to bring in more than 50,000 passengers in a year.

It joins Carnival Cruises, which is also sailing from Norfolk. Carnival has four cruises scheduled for next year.

Norfolk city officials are not the only ones excited about now having two huge cruise lines sailing from their city. People who live in Norfolk said it will open up Norfolk to the world and help the economy.

City officials are hoping these two top cruise giants will attract others.

Cruise ship passengers would return to Jax

The majority of cruise ship passengers would consider coming back to Jacksonville for a future vacation, according to a survey conducted by the Jacksonville Port Authority.

Eighty-six percent of those surveyed would consider returning to Jacksonville. The Port Authority conducted the survey to get a better idea of the demographics of the passengers on Carnival Cruise Lines' *Celebration*, which provides year-round service from Jacksonville to Key West and the Bahamas.

Findings from the survey's data, which was compiled by Orange Park-based Ulrich Research Services:

- Most of the cruise ship passengers were from the Southeast United States, though there were passengers from every state except Montana, as well as passengers from Canada and the United Kingdom.

- Nearly a third of passengers from outside the area planned to spend time in Jacksonville either before or after the cruise, with about 20 percent planning an overnight stay in a hotel. Based on these figures, the Port Authority estimates that cruise ship passengers generate 18,000 room nights annually.

- Ninety-five percent of passengers said they would consider Jacksonville for their next cruise departure.

"This data demonstrates that Jacksonville's cruise business is drawing passengers from around the country and has the ability to contribute significantly to our local tourism industry," said Jaxport Executive Director Rick Ferrin. "We are working with local tourism officials to grow this impact as Jacksonville becomes increasingly popular as a starting point for cruise vacations."

St. Kitts on "Carnival Legend's" Itinerary in 2007

Carnival Cruise Lines has confirmed that it will be sending one of its large "*Spirit*" Class ships, the "*Carnival Legend*," to St. Kitts starting in January of 2007.

This was announced by St. Kitts and Nevis' Minister of State for Tourism, Sports & Culture, Sen. the Hon. Ricky Skerritt, on his return from a meeting with Carnival Cruise Line's Vice President for Marketing &

Planning, Terry L. Thornton.

"St. Kitts will be receiving six calls of the '*Carnival Legend*' starting in January 2007 on Monday 1st January. Additional calls will be made on Friday 2nd February; Saturday 17th February; Monday 5th March; Wednesday 21st March and Friday 6th April," said Skerritt.

He disclosed that St. Kitts will remain on the itinerary of the "*Carnival Legend*" during the 2007/2008 cruise ship season with eleven port calls beginning on Saturday 27th October, 2007.

"With a lush landscape, excellent beaches, unique heritage sights and visitor attractions, St. Kitts is emerging as one of the premier destinations in the Caribbean. We are delighted to include this magnificent island on the *Carnival Legend's* new 8-day Caribbean departures from Ft. Lauderdale beginning in January of 2007," said Carnival CEO & President Bob Dickinson.

The "*Carnival Legend*" was built in 2002 and is one of four ships in Carnival's "*Spirit*" Class. This technically advanced ship measures 88,500 gross tons, and carries 2,124 passengers and 930 crew. Sailing full, herspring 2007 deployment to St. Kitts will bring 12,744 new berths to the Federation's 2006/2007 cruise ship calendar.

Skerritt welcomed this decision by Carnival to officially add St. Kitts to its Caribbean itinerary and noted that it has come after several years of the St. Kitts Ministry of Tourism knocking on Carnival's doors.

"It is not by coincidence that the decision followed the recent visit of top Carnival Executives to St. Kitts to attend last year's FCCA conference.

Their visit to our destination, and their first hand experiences here, confirmed the excellent potential of the St. Kitts tourism product to the Carnival Cruise Line decision makers," Skerritt said.

He thanked all local tourism stakeholders for their support in attracting Carnival to St. Kitts, including the St. Christopher Air and Sea Ports Authority. "Our focus must now be to work together to make these calls enjoyable for our visitors and profitable for all concerned," said the Minister.

Panama Canal Third Set of Locks - Expansion Plan

In an official ceremony last month, the President of Panama, Mr. Martin Torrijos, made public a series of over 130 studies aimed at analyzing and defining the best option for the expansion of the Panama Canal. A proposal presented by the ACP Board to build a third set of locks, to accommodate Post Panamax ships, was also made public and will be at the center of a national debate for the coming months. This process will conclude with a referendum late in the year, for a decision to be made by the people of Panama as required in the constitution, on whether or not the country should proceed with this mega project. In essence the Proposal is to add two large locks (427m long x 55 m wide), one on each side of the Isthmus and to be constructed parallel to the existing locks. Additional work is required for deepening and widening the existing channel and approaches to the new locks. The cost of the project is estimated in over five billion U.S. dollars and the intention is for this to be recovered through canal toll charges. The enclosed document provides additional insight on the project.



Boatswain's

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C a y m a n I s l a n d s

Quench your thirst for adventure! Go ahead – take the plunge!



New for 2006, Cayman's largest and most eagerly anticipated tourist attraction - Boatswain's Beach - will open its doors. Pronounced 'Bo-suns' Beach, this one-of-a-kind, 23-acre adventure marine park promises to become one of the most exciting in the Caribbean.

The park offers visitors a unique opportunity to swim and snorkel with fish and other marine life in its 1.3 million gallon salt water lagoon. Guest can also peer into a predator tank and come nose to nose with sharks and eels. For those less adventurous, wander through the beautiful free-flight bird aviary or stroll down an historic Caymanian street complete with porch side artisans. Children and adults alike will delight in interacting with starfish, urchins and crabs at the touch pool. Everyone will enjoy the experience of the finest Caymanian cuisine at a variety of locations throughout the Park - including a full service restaurant.

For those wanting to take a little of Boatswain's Beach home, 18 shopping kiosks are located throughout the park, as well as a 3,500-square-foot Boatswain's Beach retail centre located in the reception building.

As part of the emphasis on Cayman's heritage, the historic Cayman Turtle Farm will make its new home within Boatswain's Beach. The only one of its kind in the world, the Turtle Farm is home to over 14,000 green sea turtles, ranging in size from six ounces to six hundred pounds each. Visitors can tour an actual working farm, which is both educational and entertaining, and turtles are available for guests to hold for an amazing and unique photo opportunity.

The Cayman Turtle Farm has held a long-standing tradition of releasing some of the turtles that have been bred at the Farm. This tradition was initially inspired by the Cayman Turtle Farm's commitment to both its conservation initiatives of ensuring the continuation of the species and of the on-going research that will help biologists learn more about turtle migration and nesting behavior. Visitors to the island can have the opportunity to actively participate in an annual turtle release. This is a once-in-a-lifetime experience and those interested in participating should send an email to info@boatswainsbeach.ky for more information.

The Turtle Farm breeds the green sea turtle, named for the green color of the fat deposits inside its skin. Other turtle species exhibited on the farm include the loggerhead turtle, the kemp's ridley, and the beautifully patterned hawksbill turtle.

The new expanded facilities at Boatswain's Beach will ensure visitors continue to learn more about these amazing sea creatures as well as our new additions including the predators, birds, crocodile, and other exciting creatures. The new Park will house a world-class research and educational facility that will focus on the conservation of sea turtles.

Some interesting facts and figures for turtle watchers include

- It takes 15 - 50 years for a Green Sea Turtle to reach maturity
- After several years, male turtles begin to develop longer tails
- Green Sea Turtles will hatch 60 days after the eggs are laid
- An adult Green Sea Turtle can stay under water for 12 hours while sleeping
- Only female Sea Turtles will come ashore to nest
- Male Sea Turtles rarely return to land after crawling to the sea as baby turtles
- At nesting time, females will travel thousands of miles to the beach of their birth to lay eggs
- Sea Turtles have sharp, sometimes serrated jaws, but no teeth
- Sea Turtles may live to be 100 years old
- Sea Turtles are the world's largest reptile (by weight)
- Sea Turtles can migrate thousands of miles in the course of a year

Until the new Boatswain's Beach opens in 2006, tours of the Cayman Turtle Farm continue. They are self-guided and take approximately 20 - 30 minutes to complete. The Farm is wheelchair accessible. The Farm is open seven days a week, from 8am to 5pm. Cost: Adults US\$7.50 and Children US\$4.00. The Farm is located on Northwest Point Road in West Bay just 8 miles from George Town.

Boatswain's Beach will launch its membership club in the near future providing everyone with the opportunity to receive continuous updates, discounts, travel opportunities, and many other exciting membership-only activities at the Park. For information on the club, and to receive updates and press releases on the Park, contact marshaebanks@boatswainsbeach.ky.

For more details on the Cayman Turtle Farm, visit www.turtle.ky
For more details on Boatswain's Beach, visit www.boatswainsbeach.ky



State of the Industry 2006

The numbers are in, and a bet on the cruise industry pays out. Another prosperous year is behind us, and the future is very promising. The consistency has clearly continued in 2005, along with chances of further improvement for the current year. The cruise industry proves to once again be a safe bet. The commitment and care of the customer is their primary concern, which is coupled with the copious opportunities of pleasure and adventure. The combination is once again effective.

According to the Cruise Lines International Association (CLIA) 2006 Market Profile Study, conducted by TNS Travel & Transport Group, the success is once again supported. Over 51 million current vacationers have previously cruised, which represents 17% of the total U.S. population. This shows there has been a constant annual growth, and there is still a bright future. The cruise industry has supported an average annual growth of more than 8% since 1980. The year of 2005 saw a cruise passenger market totaling 11.2 million, with 9.71 million from North America. This represents a 6.9% increase over the 10.46 million carried in 2004. Predictions tell an unprecedented tale of 11.7 million passengers in 2006!

The cruise product is eclectic, offering any amenity one can

desire. The industry's dedication for customer satisfaction is seen and delivered through the extensive market and consumer research. Cruise lines have adequately adapted and transformed their products to meet the evolving market by means of new U.S. embarkation ports, new itineraries, exciting on-shore excursions, and even new vessels. This effort has not gone unnoticed, as seen with the new passenger profile.

Today's cruisers are younger and more affluent than ever. The CLIA study found that the average age of all cruise vacationers fell to 49. The average income checked in at a whopping \$104,000. This can be expected with the highest percentage of extremely satisfied customers, at 45%. Eighty-two percent of cruisers gave the industry high marks, expressing that they were "very" and "extremely" satisfied with their vacation. The study showed the superior value of cruising; 65 % of the respondents believed it to offer a high value for their money.

Through attaining feedback such as this, the industry enables itself to meet the needs of the passengers. The cruise of the future will offer perfect scores across the board, but the present doesn't have much more preparing to do. Cruises offer a different reality for most, providing a luxurious setting and gourmet meals, along with diversified destinations that will

engage, excite and ease your mind, body and soul. In fact, 63% expressed their satisfaction. But it isn't particularly hard to find a suitable location, considering the plethora and progression of ports. One is hard pressed to find an itinerary that doesn't interest them. The destinations and ports of call have made this possible through hard work, dedication and faith in the industry. They make it accommodating for the passenger and know that gaining their interest makes it possible to receive returning stay-over visit. They offer simultaneous serenity and exuberance, and the passengers are able to immerse themselves in the setting without worry. The saved money from airfare, due to the new U.S. embarkation ports, also allows for the loose spending inhibitions.

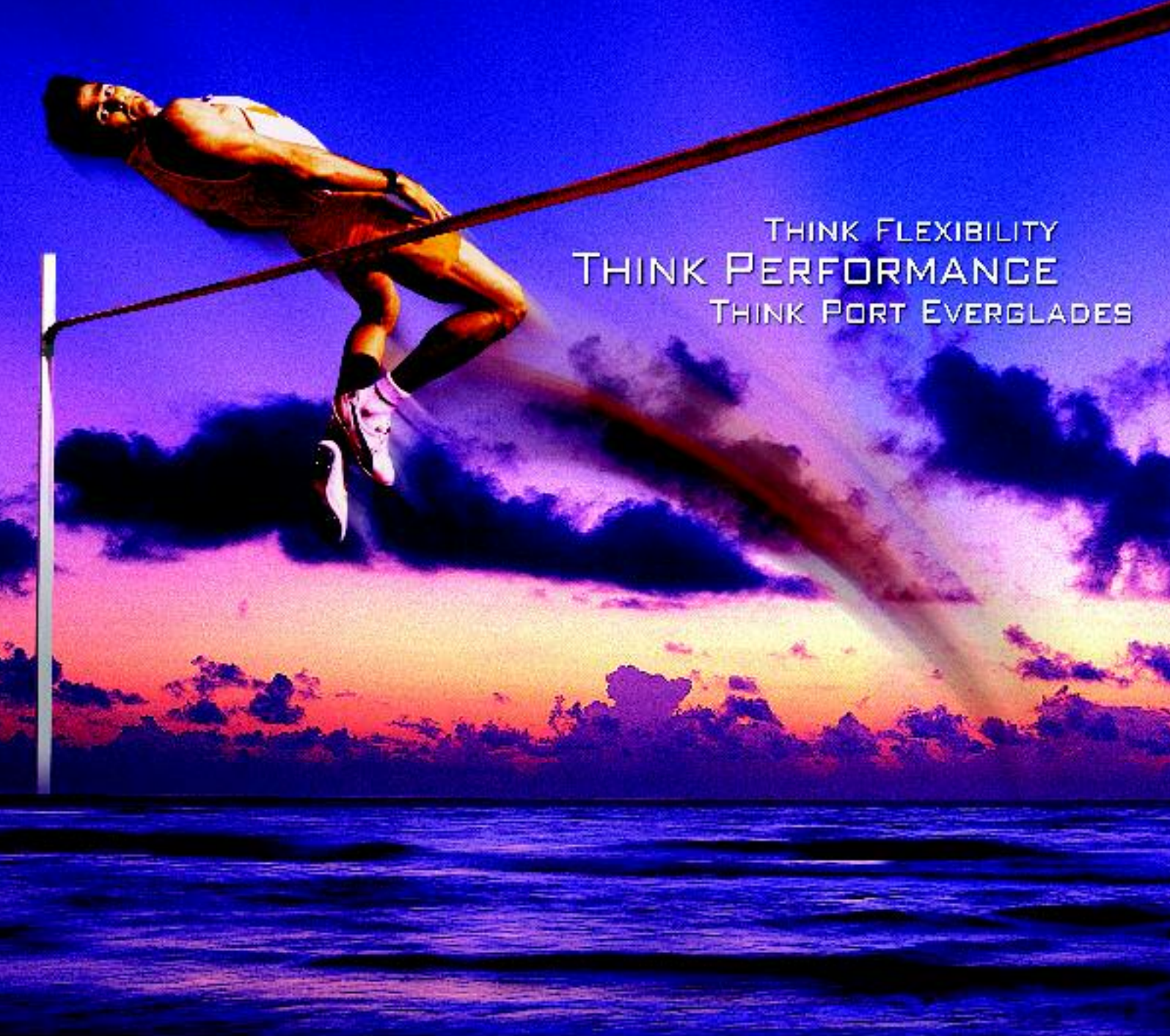
With progression and improvement comes change and innovation, something the cruise industry has excelled in. Cruising is now about choices, flexibility and value. It's about finding and fulfilling the cruiser's needs, wants and everything in between. Constant forward thinking and innovation allow the cruise industry to grow with its dynamic market. More amenities and options onboard draw in a more diverse market. Passengers can eagerly anticipate a day at sea, especially when it's spent mountain climbing, ice skating or watching a movie and eating complimentary room service. Ships will even be having bowling allies, auto-leveling pool tables and more incorporated into their new fleet.

Family time is a rare commodity, but cruisers are able to make the most out of it. Families can engage in bonding as

they enjoy the features together, or they can separate and experience all the ships have to offer. Children under the age of 18 can participate in the youth activities that will actually make them want to grant you some personal time and space. What to do with it is boundless, from the spa and gym to cooking demonstrations. It's possible to go grab a bite to eat at a sushi bar or Italian trattorias. Even technology is within arm's reach while in the middle of the ocean. Internet access is made available for your own computer or one of the ship's in the computer lounge.

There's a reason that many passengers believe cruises pamper them; cruises deliver an unparalleled customer satisfaction, scoring a 90% approval rate. They can enjoy the feature rich ships and the cultural rich destinations. Many will eventually return to the destinations to get a full taste, as over 85% of cruise passengers think that cruising is an important vehicle for sampling destination areas, and almost 50% expect to return for a different type of vacation.

The future is definitely upon us; choices and options are constantly increasing. Soon enough the passenger might complain that there is too much to do and too little time. But the future is promising and imminent. Progression and advancement will continue across the industry. The predicted 48 million passengers accumulating over the next 3 years will be greeted by 22 new ships; ready to please anyone that may find themselves on board. There is a still potential for destinations to attract these ships to their shores!



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2006 WORLD CRUISE TOURISM SUMMIT SEATRADE CRUISE SHIPPING CONVENTION



The streets of South Beach were buzzing this year as Seatrade saw record numbers of attendees and exhibitors at the 2006 Seatrade Cruise Shipping Convention from March 13 – 17 at the Miami Beach Convention Center. The exhibition floor was comprised of 1,000 companies, destinations and suppliers from around the globe. The Convention hosted over an estimated 10,000 people for the three-day exhibition and four-day conference.

The week's events kicked off with the World Cruise Tourism Summit on Monday, March 13. Created in collaboration with the Florida-Caribbean Cruise Association (FCCA) and the International Council of Cruise Lines (ICCL), a series of round-table sessions, where participants had the opportunity to discuss a range of key objectives with leading industry experts on workshops, included:

Effective Strategies In Competing For High Ticket Consumer Discretionary Spending...Cruise Lines... Destinations... Resorts, moderated by Terry Thornton, VP, Market Planning, Carnival Cruise Lines.

Europe: As A Destination & A Source Market, moderated by Christopher Hayman, Managing Director, Seatrade.

FCCA Operations Highlights - moderated by Michael Ronan, Regional Vice President, Government & Community Relations, Royal Caribbean Cruises, Ltd.

Cruise Development in Asia, moderated by Christopher Hayman, Managing Director, Seatrade.

On Tuesday, the exhibition officially opened with the State of the Industry Debate, Andy Stuart, Chairman, Cruise Lines International Association (CLIA), noted the industry had a prosperous year, carrying 11.2 million passengers at 103% occupancy. Nine ships ordered in 2005 representing a \$5.6 billion investment, and the six new ships that debuted last year added a 4.5% net capacity increase.

Discussions also turned to rising fuel costs and its effect on the individual lines. All the lines agreed that itinerary planning, speed reduction and purchasing patterns are being looked at to offset the rising fuel costs. Alternatives to improving the way ships are run by using less fuel is one of the options on the table.

Talks turned to "How big is too big", with the recent announcement of Royal Caribbean International's 222,000 gross-ton mega ship due in 2009. CLIA estimates 11.7 million passengers to cruise in 2006, representing a 500,000 passenger increase over 2005. The industry will welcome at least 25 new builds through 2009, which is more than a \$14.3 billion investment in new tonnage. "We're in the premium market, so we have to ask how big can we grow and not be able to deliver what we stand for?", said Stein Kruse, President and CEO of Holland America Line.

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Partnership is Key to Attracting Consumers' High-ticket Discretionary Dollars

By Terry L. Dale, President & CEO - Cruise Lines International Association



Empowered by the Internet and instant electronic communications, today's consumers are the ultimate free agents. Regardless of economic class, today's purchasers desire the goods, services and travel experiences previously reserved for the affluent.

As a result, hotels, resorts and cruise lines are not just competing amongst themselves for consumers' discretionary dollars, but also with high-end luxury purchases ranging from flat-screen TVs to high-performance cars to major home renovations.

At the same time, the Internet has made consumers more knowledgeable than at any time in history. Contemporary consumers are better able to compare features and benefits with unprecedented speed and efficiency, creating empowered buyers with significantly higher expectations.

Increasingly, travel and tourism organizations recognize that effective partnerships provide all parties with the scope of services necessary to satisfy today's travelers. Indeed, to succeed in the fast-approaching marketplace of tomorrow, travel and tourism operators, including cruise lines, must continue to create meaningful and productive partnership with land-based tourism entities, from hotels and resort properties to government and local and regional entrepreneurial organizations.

CLIA and its member cruise lines already support such partnerships in the Caribbean. It is no surprise that year after year, the newest, largest and most feature-filled of CLIA's member-line ships head for the Caribbean, the number one cruise region. CLIA-member lines have focused their efforts on creating innovative, guest-gratifying new ships to serve the region, as well as on supporting the hard work and dedicated efforts the 16,700 CLIA-member travel agencies who sell the overwhelming majority of cruise vacations.

But today's empowered vacationers demand more from their cruise vacations than passenger-pleasing ships and sun-splashed beach days. As a result, the CLIA-member lines and the Florida-Caribbean Cruise Association (FCCA) have worked in partnership to create more dynamic sightseeing and tour options. Today's cruisers can swim with string rays,

explore islands by four-wheel jeep, discover the depths of the ocean by Atlantis submarine, ride horseback on the beach or river-tube through underground lakes.

In fact, the successful relationship that has developed between the Caribbean and the cruise industry really would not have been possible without the efforts of the FCCA, which has played a pivotal role in bringing Caribbean tourism, government and destination officials together with the cruise lines together to create initiatives that support cruise tourism growth and create opportunities for local and regional suppliers.

FCCA has also sponsored diverse programs that address issues as diverse as enabling ships to remain in port for longer stays to helping Caribbean destinations develop new tours and attractions for visitors.

The cruise industry's partnership initiatives are also evident in the role CLIA plays in supporting cruise-selling travel agencies, and in turn the role CLIA's member agencies play in promoting and selling Caribbean cruise vacations.

For more than 30 years, CLIA has served as the bond between travel agents who sell cruise vacations and the cruise lines, supporting retailers through a classroom curriculum and travel agent certification program that is today recognized as the travel industry's gold standard for cruise sales and product educational training.

CLIA member agencies also have the opportunity to take advantage of a wide range of promotional and marketing support including manuals, instructional guides and CDs, and electronic information - all designed to help agencies sell more cruises, more profitably. CLIA also employs a variety of communications and promotional strategies to spread the positive benefits of cruise vacationing and the experienced and knowledgeable professionals at CLIA-member travel agencies.

In the 30 years that CLIA served the travel agency distribution, many of the valued colleagues who have long supported the cruise industry and the travel agent distribution system has requested that CLIA establish membership category specifically for organizations including port authorities, tourism boards, convention and visitors bureaus, technology and GDS companies; and other travel agency services providers.

In another partnership initiative, CLIA is launching a new Allied Membership Program to provide allied organizations and companies with a dynamic link to CLIA's nearly 17,000 member

travel agencies and 20 member cruise lines, creating an effective partnership based on mutual communication and support.

CLIA requires that companies eligible for Allied Membership be engaged in providing information, products or services of interest to travel agents and must be supportive of the cruise industry. In return, Allied Membership provides member organizations with a direct connection to CLIA's travel agency community and cruise lines, with an array of positive benefits.

- Allied Membership benefits include:
- Promotion of news, sales and opportunities and more via a new Allied News Center on CLIA's Web site at www.cruising.org.
 - Access to CLIA's member travel agencies through e-newsletters and advisory communications
 - Registration at CLIA's cruise3sixty conference with a variety of allied member rates

Allied members also receive CLIA publications, market research, and statistics and reference materials, and are authorized to display the CLIA logo on their Web sites, business cards and promotional materials, as well as member-only pricing on exhibition space and workshops at CLIA's annual cruise3sixty conference.

CLIA's nearly 16,700 travel agencies are your ambassadors to the consumer. By joining CLIA through Allied Membership, you are linking with this powerful network to expand you organization's reach and communicate its message more efficiently and effectively.

Once again, CLIA would like to recognize the FCCA for the superlative work it continues to support the cruise industry in the Caribbean. We at CLIA look forward to many years of working with the FCCA and all of its Caribbean partners – and to growing cruise tourism to the region in 2006 and the years to come.

Radisson Seven Seas Cruises Becomes Regent Seven Seas Cruises



(Left to right) Mark Conroy, President - Carlson Cruises Worldwide, Marilyn Carlson Nelson, Chairman and CEO - Carlson, Jay Witzel, President and CEO - Carlson Hotels Worldwide and CEO - Carlson Cruises Worldwide

Previously acknowledged as Radisson Seven Seas Cruises, Regent Seven Seas Cruises isn't just changing a name; they're undergoing a transformation. They're not planning on perpetuating the same; it's a whole new creation. As Jay Witzel stated, "...the line is evolving naturally to its next logical step." This progression is clearly prospected, as they are planning much more than developments for the line alone.

Although imminent improvement includes upgrading the suite design, décor, amenities, and technology, along with the inception of the innovative new product offerings and services, Witzel laid out his vivid vision. The line proves to be doing much more than evolving, they seem to be joining the progression with synergy and symbiosis. The unifying theme will be given the name of **The Regent Experience**.

This new Regent Travel Concierge program will permit passengers to personalize their vacation; it gives the tools to

customize their trips based on their personal interests and preferences. Through the collaboration between Travel & Leisure magazine and Fodor's, Regent Seven Seas will offer exclusive access to "insider tips" and insight to the worldwide destinations visited by the luxury fleet. Tours and hotel arrangements can even be pre-booked; land loving guests have the option of selecting eclectic adventures—either as an extension to the cruise or a journey upon itself.

This flexibility and customer orientated service has been a constant concept, and, as Witzel stated, "Some things will not change." But change isn't all bad, as seen with the operation commencing over the next 18 months. Regent Seven Seas will be undergoing a multi-million dollar investment to upgrade the fleet's furnishings throughout the entire vessel; from the private accommodations to the public areas, the all perceived senses will witness advancement. Comfort will be coupled with visual appeasement, as down comforters and pure Egyptian cotton percale Anichini linens with satin-stitch embroidery will accompany new mattresses, along with matching plush bedding and cashmere throws. Tantamount technological innovation will also be seen with the installation of flat screen TVs, DVD players, and even Bose iPod stereo systems. But the customer is never out of reach, as the Internet and phone calls are more accessible and convenient than ever.

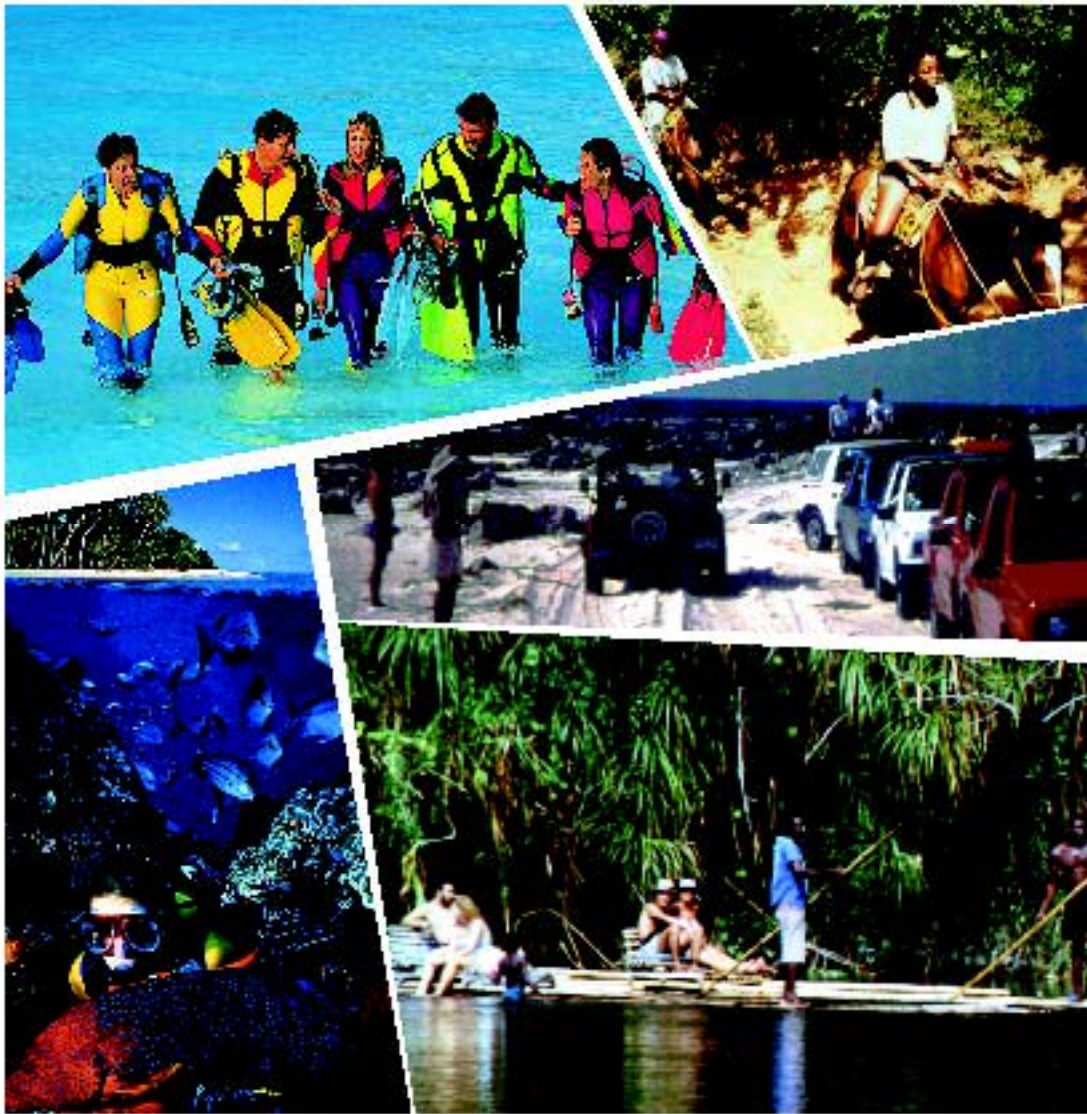
The tradition of luxury and comfort shall continue among the world's only all-balcony suite vessels and the intimately small and mid-sized ships. The award-winning cuisine, celebrated itineraries to over 300 ports, and affable ambience will prove to the passengers why this line has been commended as one of the world's best fleets.



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The FCCA 12th Annual Gala Dinner Extravaganza



The reception is part of the dinner, which allows for a great opportunity to mingle with the network of people who are representing the industry.

It's great to see how a dinner like this brings all of the key-players (suppliers, destinations representatives, cruise line representatives) together to celebrate."

The conversation was also pleasant, peaceful and progressive for Casandra Hibbert, General Manager, Marketing of Boatswain Beach, Cayman Islands, "The recent FCCA Gala Dinner was a great opportunity for socializing as well as providing the stage for collaboration of partnerships and networking between cruise executives and Caribbean leaders. The entertainment, food, and good conversation proved to make this one of the most successful yet!"

Rick Murrell, President and CEO of Tropical Shipping, elucidates on how it isn't just the ease of conversation, but also the significance of the networking partners present at the event, "Each year there are very few events where one can meet so many influential people involved in the cruise industry in such a short amount of time. The Gala dinner is one which consistently provides that opportunity. It was wonderful to revisit with so many in the industry and make new friends."

Progression of Caribbean companies has always been important, and the FCCA is glad to present them with the opportunities to advance their business amongst some of the industry's top players, but that isn't the sole goal of the Gala. Perhaps more importantly is the impact of the fundraising done by the FCCA Foundation, which benefits and assists over 37 countries through their programs and efforts.

Though the event accumulated more than \$200,000 for the Foundation, the money raising efforts would have been futile if it wasn't for the donations. Park West exemplified magnanimity by providing the FCCA with over 50 pieces of exquisite artwork for the silent auction. The FCCA also needs to thank the other generous contributors: Diamonds International, Aruba Ports Authority, De Palm Tours, S.E.L. Maduro & Sons Aruba, Pelican Adventures Aruba, Gemani Jewelers Aruba, Miami Heat, Colon 2000, Panama, Steiner Transocean, West End Publishing, Tommy Bahama, and Cunard Cruise Line.

Thanks to these charitable companies, items such as a

The Gala has been the FCCA's keynote event in the past. The 2006 event once again brought satisfaction to the predictions. The turnout, venue and functions were top notch, incorporating many new aspects which even the most dated of members could appreciate.

As more than 500 cruise industry participants and cruise executives ventured to the American Airlines Arena in Miami, Florida, many were prepared based on precedents. As Jorge Solano, Carnival Cruise Lines' Cruise Director, stepped on the stage to present comedian Al Ernest, the predecessors and newcomers alike would feel the environment engaging them.

"I always look forward to the Gala evening as it provides us all an opportunity to chat openly and exchange thoughts with other conference attendees. The FCCA Gala is a great place to meet and get to talk with those who care." Rick Sasso, President & CEO of MSC Cruises (USA) Inc., was one to feel this atmosphere. The FCCA long ago learned about the positive reactions to an open and comfortable setting.

As the comic stepped off the stage, leaving the attendants with an ice breaker and jocular mood, a gourmet meal found its way to them. In addition to the scrumptious food, the dinner allowed networking opportunities between the hosts and table guests. Bert Swets, Director, Purchasing & Logistics - Disney Cruise Line, highlights some of the advantages:

"It gives us the opportunity to meet people, discuss business and mix it in with some fun and entertainment.



www.f-cca.com

Tanzanite and Diamond ring, The Lady Diana Necklace, four Playoff tickets, and much more were available for auction at amazing prices. *"Well done! The Gala was a spectacular success. We are incredibly proud of the FCCA's fund-raising efforts. This was a great gathering of industry partners and top cruise executive joining in the spirit of sharing their ideas and sense of commitment,"* Cesar Lizarraga, Director Marketing and Sales for Puerto Costa Maya, Mexico.

The fund-raising, festivities, and networking were all possible because of the Miami Heat's efforts. Besides donating Playoff tickets and memorabilia, their presence was indeed a present. Cunard Line's 6-day *Queen Mary* Cruise was up for raffle, and the Miami Heat Dancers were on hand selling the raffle tickets. Though many of the participants desired conversation with executives, they were also able to talk to Miami Heat's Wayne Simien, who was available for chatting and pictures during the cocktail reception.

Jukka Ikonen, CEO of Sea it Finland summarizes his experience well, *"My purpose in the Gala was to meet and talk with*

some of the power players in Florida Cruise industry. I was surprised with the simplicity of this task. I spent the evenings with key people and enjoyed the relaxed setting and nice conversations. The feeling during the Gala was completely different from the Cruise Shipping exhibitions. At the Gala, people were enjoying art, good food and music. It almost seemed as if they weren't doing business. In general, all business is done between the people. This event provided me with the opportunity to have good experiences with these people, making it easier to talk about business in the future. I can't find any reason to keep me out of Gala Dinner 2007."

Though no Heat game was being played and there was no audience in attendance, exuberance was felt throughout the arena. There was no battle between superstars; but harmony and companionship reigned free. Networking and communication were simple and abundant. Spirits were higher than Dwayne Wade could ever jump. The 2006 Gala wasn't just a business function, it was a symbiotic event for the benefit and progression of all aspects of the industry and the countries involved.

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The FCCA Caribbean Cruise Conference and Tradeshow Cayman Islands ~ October 31 - November 3, 2006

As the dust still settles in St. Kitts, it becomes time to yet again mark the calendar for the annual FCCA Caribbean Cruise Conference and Trade Show. This year the event will finally be reaching the Cayman Islands, which was meant to happen in 2004, but moved to Barbados due to the catastrophic nature of Hurricane Ivan.

St. Kitts showcased the possibilities of a year of planning, since the 11th annual Conference was moved just three weeks prior to the event. The thirteenth event will see planning to an even further extent, as much of the work has already been accomplished.



One-on-one workshop at the FCCA Caribbean Cruise Conference and Tradeshow.

From October 31-November 3, 2006, the Conference's business sessions, social functions and trade show will again provide a superb forum to cruise industry partners for the exchange of information, sharing of ideas and cultivation of valuable business relationships. This networking can bind the industry, offering opportunities to all participants. The past success will be used as a stepping-stone in order to once again improve the Conference. A better forum for communication would provide even stronger relationships between the participants, which the FCCA has focused on fostering and forging.

Other benefits will include:

- The opportunity to increase your cruise industry contact base: dozens of cruise executives from the Operations, Purchasing, Marketing and Shore Excursion areas will be in attendance and committed to work with you.
- Gain insight on what the Cruise Lines are looking for in terms of shore excursions, products, services, and ports of call.
- Establish a clear vision that will map the road to success in your dealings with the Cruise Lines.
- Save time, effort, and money- this is the only event where

the top decision makers from the 12 FCCA Member Cruise Lines come together for three entire days.

In today's market, it must be stressed that all sectors incorporated with cruise tourism, from shore excursion providers to government officials, need to be aware of the latest changes in a constantly growing industry. There's a continual evolution in the market place, so keeping updated is essential to be successful in such a dynamic industry.

Besides gaining access to 1,200 cruise industry partners and 100 executives, on information of the latest trends available. This is done not just through the conversations with influential members of the industry, but also through the workshops in place. The Conference offers a number of round-table discussions led by an impressive roster of experts and guest speakers who are specialists in marketing, sourcing, shore excursions and operations. These workshops range from an introduction to the industry and learning how to thrive in it to converting cruisers into land-based vacationers. No matter what role you serve in the industry, you'll find help in one of the topics. However, if you don't fare well in a group atmosphere, you'll probably enjoy the informal one-on-one meetings with cruise executives. But pre-registration is required.



Micky Arison, Chairman & CEO - Carnival Corporation, Chairman - FCCA, takes a picture with FCCA Tradeshow participants.

Engage yourself in the ambiance of Grand Cayman; feel relaxed as you converse with some of the key players in the industry; enjoy a golf tournament with colleagues or the trade show and cocktail parties. You have the chance to build business relationships and friendships at the same time.

There are a plethora of opportunities and advantages presented at the Conference, which would make sense considering how many attendants can prosper from the event. Ports, destinations, cruise and tourism agencies, tour operators, attractions, suppliers, and ship agents should all consider joining us in Grand Cayman from October 31-November 3, 2006.

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The FCCA Platinum Membership... A Partnership Towards the Future

When entering a relationship, mutual strength is vital. One of the partners has to be able to survive on their own in the absence of the other, but when conjoined, the partnership becomes impenetrable. The FCCA recognizes the existence of the Caribbean to the cruise industry and seeks cooperative relationships with each destination. We have a commitment to develop bilateral partnerships in order to maximize the cruise tourism benefits.

When most companies decide to enter a relationship with the FCCA, it isn't as a last resort; they aren't preoccupied with filing for bankruptcy. But they are seeking the partnership in order to fortify their structure, like Appleton Estate Rum. After the cessation of the train tour, they looked toward a new means of transportation and tourism: the cruise industry. Judy Schoenbein, General Manager of the Appleton Estate Rum Tour tells of how and why she sought partnership, "meeting Michele Paige through a mutual friend, my first 'lesson' in the business, was that I was to become a member of the FCCA, to which I immediately obliged, and attending my first FCCA Conference in Barbados, I soon discovered that names such as Brendan Corrigan, Mico Cascais, Mathew Samms, Mike Ronan, Giora Israel (and many more) were people whose names were synonymous with great importance in the world of cruise shipping, and it was important that I got to know them." In their first year of Associate Membership, the Appleton Rum Estate saw a 5% growth rate. Though they were satisfied with the gain, they grasped for true progression in the

form of Platinum Membership. "However, the need to get closer to the 'runnings' (as we say in Jamaica) or better yet the 'heart' of things, the 'engine' of the cruise industry, was beginning to be felt, and wanting to get to know the decision makers better, it was time to take the next step and become 'Platinum' members. And why; well, there is no other business like it; it is unique and growing by leaps and bounds; I wanted to be in the heartbeat of the industry; I wanted to get to know these fine men and women better, really know them; I wanted to increase business for Appleton; I wanted to make the final commitment. I was 'engaged', and now I wanted to be 'married', and I was willing to pay the price." The advantages were first seen in the form of convenience, through increased networking, the access to true partnerships and the feeling of importance in the industry. The open doors then lead to a 39% annual increase in visitors.

Assisting tour operators permits the advancement of the destination through increased tourism, which any tour operator will quickly learn at FCCA's Conference workshops. We don't just want to peddle past success stories; we want you to create your own. Your betterment will help your destination, which is FCCA's main goal.

Though many are just looking to increase their success, some take on FCCA's partnership from the initial start up. Mobile's port is an example of this, which knew that the benefits would surpass any investor. "If it were not for our FCCA Platinum Membership and the frequent contact

it affords with senior cruise and port executives, we would still be trying to obtain our first ship... We also operate from a new, highly modern cruise terminal. It would not be the most efficient and guest friendly terminal in the U.S. if it were not for our FCCA affiliation. During the design phase we were able, as a result of our FCCA contacts, to visit eight different terminals and learn first hand how to best design our facility. We also share valuable cruise industry information with one another on a continuing basis... we enjoy the benefits of a fine FCCA program and staff. They are helpful, efficient, knowledgeable and personable--the best investment a cruise partner could make," explains Al St. Clair, Director of the Mobile Alabama Cruise Center.

Gary LaGrange, CEO, Port of New Orleans, sheds some insight to one of FCCA's functions, "Through its research and training programs the FCCA assists the destination ports in the Caribbean with the development of the facilities and infrastructure which they require to adequately support the cruise industry. Without these destination ports, the homeports would be empty. In 1990, the only destination ports available from the U.S. Gulf homeports were Cozumel, Cancun, Grand Cayman and Jamaica. Today there are nine developed cruise destinations in the Western Caribbean, some with multiple berths, that have relied on the expertise of the FCCA and its member cruise lines. All of these ports are thriving today and bringing much needed foreign investment and spending into their developing economies."



When you join the FCCA family, you aren't just associating with a business partner; you have a friend that will stand by you through the thick and thin. The Port of New Orleans was on its rise to an unprecedented million passengers when the catastrophic Hurricane Katrina hit, which left nearly 30% of their employees homeless. The FCCA, which engages in numerous charitable projects, helped nearly 100 of them to put a roof back over their heads.

"The FCCA has made a good name for itself within and outside of the cruise community, offering its members the opportunity to avail themselves of the various functions of the unique organization that not only deals with the business aspects of the industry but also gets involved in the social aspects of the nations within which it functions," LaGrange also shares. The FCCA helps give back to the communities that support it through the charitable programs and organizations implemented. Perhaps it's our charitable nature or no-profit viewpoint, but any success that reciprocates back to the country is more important than solely monetary gain.

"And the Number One reason to join the FCCA is the invaluable relationships that one is able to form and nurture with others in the industry. The FCCA offers to its members that unique opportunity to meet the key people in the industry in an informal atmosphere and to forge lasting relationships that are imperative in today's competitive business world," tells LaGrange.

Whatever your reason for using the FCCA, you can find assistance. The FCCA provide methods to increase tourism, which is cyclical and eventually improves the country as a whole.

Gary LaGrange, Platinum Member - Port of New Orleans, talks about his membership.

One of the good things about being one of the last speakers in a forum such as this is that all the points on the subject have been thoroughly presented and all I have to do is highlight a few of those points (or, as Luis Ajamil called them, blinding statements of the obvious) and then sit down.

But, you may be asking yourself this question: what is a good Louisiana port doing in an organization called the Florida-Caribbean Cruise Association? The answer is multi-faceted, almost like a David Letterman top ten list. Let's take them one by one:

Reason number 10 - Michele asked us to join. This is probably number one. Need I continue?

Reason number 9 - Louisiana is relatively close to Florida.

Reason number 8 - New Orleans is similar to the Caribbean in culture, cuisine, tradition, habit, religion and weather. We like to call ourselves the gateway to the Caribbean.

Reason number 7 - The FCCA is well respected within and outside of the cruise community, offering its members the opportunity to avail themselves of this various functions of the unique organization that not only deals with the business aspects of the industry but also gets involved in the social aspects of the nations within which it functions. It allows the cruise industry to give back to the communities that support it.

Reason number 6 - The meetings and conferences of the FCCA all occur in exotic locales, like Barbados, St. Kitts, Cayman Islands, and New Orleans. In contrast, my cargo marketing group get to go to Moline, Illinois and Davenport, Iowa, and the Quad Cities. These exotic venues actually affords the members the opportunity to see other facilities and realize how others support the industry.

Reason number 5 - The people that attend these meetings and conferences are the movers and shakers in the industry, and it affords one the opportunity to have meaningful dialogue with the very people that make decisions for the cruise lines and to meet with similar companies to exchange ideas and discuss uniform approaches to the support infrastructure so vital to the industry.

Reason number 4 - Entry to the engineering and design expertise of the member lines and associate members to assist in the design and construction of new facilities. This allows the industry to deal with the regulatory bodies with one voice to ensure that uniform requirements are issued in all ports.

Reason number 3 - The work of the FCCA Foundation which supports some 20 different charitable organizations within its constituency that adds to the social fabric of the community and assists various worthwhile causes. We in New Orleans know first hand the support of the FCCA - as everyone knows, the central gulf coast of the United States, which includes New Orleans, was devastated by hurricane Katrina on August 29, 2005. Billed as the largest natural disaster in the history of the United States, Katrina wreaked havoc on about 98,000 square miles, an area larger than the United Kingdom. Approximately 30% of the employees of the Port of New Orleans lost everything they owned, as their homes were under 12 feet of water for anywhere from twelve to 24 days. Our management immediately set about the task of assisting these vital employees by raising donations from other employees less affected, and from other ports and support groups. I made one call to Michele Paige, and without hesitation the answer was yes. Within days the donation from FCCA arrived, and it was a welcomed and hefty addition to the fund. We were able to assist our employees with housing, re-location costs, food and clothing. I am happy to report that as of January 1, 2006, all of our employees that returned were either in rented apartments, in FEMA trailers or returned to their own homes, thanks in large part to the assistance from the FCCA.

Reason number 2 - Development of the destination ports through research and training. Without the destination ports, we homeports would have no where to send the cruises, so it is vital that the destination ports continue to expand and improve their appeal to the traveling public, and through the guidance and leadership of the FCCA these destination ports are delivering the class product that entices the American public to return again and again on the cruise ships that sail from the Port of New Orleans and other homeports. For instance, in 1990 the only ports available from New Orleans, Galveston or Mobile on a seven day cruise were Cozumel, Cancun, Grand Cayman and Jamaica. Today we have nine developed cruise destinations in the western Caribbean, some with multiple berths, that have relied on the expertise of the FCCA and its member cruise lines. All of these ports are thriving today and bringing much needed foreign investment and spending into their economies.

And, the number one reason to join the FCCA is the invaluable relationships that one is able to form and nurture with others in the industry. The FCCA offers to its members that unique opportunity to meet the key people in the industry in an informal atmosphere and to forge lasting relationships that are imperative in today's business world.

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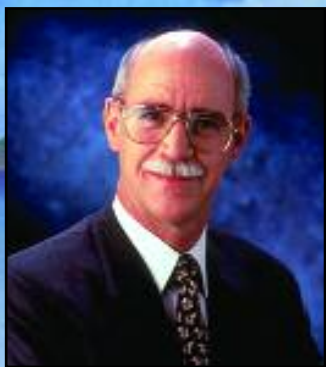
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By Michael Ronan - Regional Vice President,
Global Government & Community Relations,
Royal Caribbean International/Celebrity Cruises

Southern Cone Cruising... Opportunities and Challenges

First of all, what is the Southern Cone? This is the name applied by the local cruise suppliers and ports to the cruises that cover itineraries from Buenos Aires, Argentina, around the tip of South America and up to Valparaiso, Chile. Different variations of this pattern will include the Falkland Islands (Malvinas as far as Argentina is concerned) and the Chilean Fjords. A separate but smaller group of cruises actually travel south to Antarctica or focus on the Chilean Fjord and extreme southern ports. The latter of these have operated quite successfully by Chilean companies with 100-200 passenger vessels. Last but not least, there are the Around - the - World cruises and the post panamax circumnavigations like the *Queen Mary 2*.

As can be understood, the prime season for these cruises is from mid November through mid March, which takes advantage of the Southern hemisphere's summer season. For some of the larger companies this cruising area has provided a home for at least one vessel per season for some years. Appealing to an older, more traveled audience, the 13-15 day cruises have provided a nice alternative to Transcanal, Australia/New Zealand and South Pacific options. Though most itineraries incorporate the same ports, the limited traffic has been able to operate quite efficiently and receive good service for its guests, though port and operating costs have been higher than other cruising regions.

As we come off the 2005-2006 South America Season and look ahead a season or two, events are changing the face of this market. As the cruise industry has recovered from the events of 2001 and the overall impact on travel, combined with the ongoing incorporation of more panamax and post panamax vessels into members' fleets, the region has seen an increase in the number of lines, vessels and departures per season. This in an environment where there has been little interaction on an overall industry level with the ports, leaving the planning of facilities and organization of future services to the individual lines, the ports, the tour operators and port agents. This is now beginning to manifest itself in unexpected port conflicts, more tendering, reduced passenger satisfaction, and lack of a clear path for future growth. Combined with all this, the entry of the larger vessels has further pushed the costs up as many of the port fees are based on GRT or NRT, with no limits.

Fundamentally, the normal itineraries use Buenos Aires as one home port and Valparaiso, Chile as the other. Ships generally visit the same ports of call along the itinerary between the home ports. The result is that if you start the season on the same day, probably a Saturday or Sunday, as another ship in the same homeport, it is likely you'll be with that ship every day all season. The issue entails more ships, more possible overlaps, more congestion and resulting impact on product and passenger satisfaction, along with less than optimal

opportunities for the destination to benefit from the ships' arrivals. Add to this the fact that most of the ports have a limited number of berths that can accommodate today's panamax and post panamax ships due to their length and draft.

Facing these challenges, how do we go about addressing the issues and opening the market to continued growth?

The solution sounds simple enough. Work with the ports to be sure that future berthing requests are processed in such a way that the overlap is avoided or diminished, and all will benefit. This should also result in better financial planning as the port suppliers will have more complete knowledge of future growth and can factor in projected costs. The problem is there is no advance berthing confirmation system in most of the ports, including the home ports. Both Argentina and Chile continue to operate the ports on the system of "advice". This translates to them accepting a notice of arrival of a ship no less than three days prior to arrival at a port. Quite acceptable for cargo, but this does not work for cruise operations.

A few years ago, the ports themselves began to realize that overall planning was needed and would benefit all concerned. In an effort to achieve this, a port organization called Surcruise was created some five years ago. The most frequented ports in Chile, Argentina and Uruguay became founding members, and the association reached out to the cruise industry. One event was coordinated in Buenos Aires with Seatrade in 2001. Subsequent attempts have been made to conduct Surcruise/Industry meetings annually at the Miami Seatrade conference. To date, the Association has not been able to consolidate all the necessary elements in the ports and countries to achieve changes in the procedures or regulations. The Chilean ports, which are a federal system, have their own lines of communication while the Argentina ports that are provincial entities have no over-

sight body making it necessary to deal with each separately. Combine this with private terminal operators and service suppliers, like Hydrovia in Argentina, and it makes for a significant challenge.

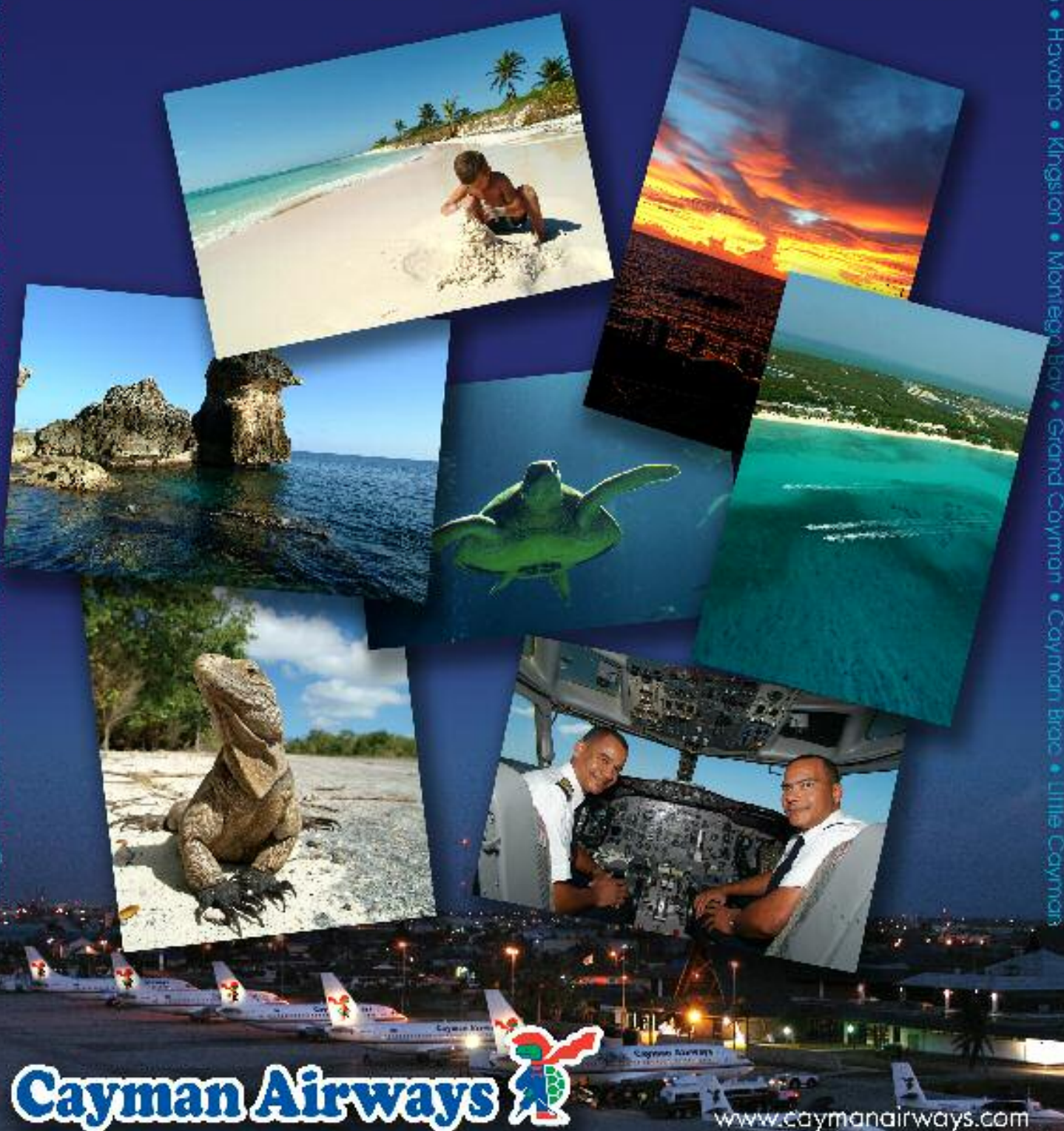
Helping now to address the challenge in Argentina is the Minister of Tourism, who understands the broader value of the cruise segment to their economy and marketing efforts.

As with most emerging cruise regions, the basic issues are the same, and the potential solutions equally known; but in this case are a bit more challenging. It will be necessary for each major line or corporation to solidify its own particular operation base while hopefully reaching out to the other lines to consolidate efforts on common issues. Consolidated call data information and relative economic impact on ports/states/countries will be necessary to convey the message to authorities. Competing agents, tour operators and suppliers will need to be encouraged to work together for the overall benefit of the industry as well as their own businesses and the communities they support. Given the limited number of lines, ships and passengers, the lines will be challenged to dedicate the resources to the region to contribute their experience, global industry knowledge and support to local organizations. They will also have to decide how best to support Surcruise as a regional body, which may be the only way to bring all key players to the table.

As has been noted before, the opportunities for growth of the South American market are clearly apparent, but the corresponding challenges to achieve them will require a consolidated industry effort together with the local and regional public and the ever important private sector. Check back after the next season to see how we are doing.

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Cayman Islands Participates in FCCA Service Excellence and Taxi Pride Training Workshops



As Adam Ceserano, of Florida-Caribbean Cruise Association, boarded his flight, he couldn't help but get a slightly subdued sense of anticipation. Though he had frequently engaged in the business function which was to imminently commence, he couldn't help but think of the impact his training would have on the Cayman Islands. Though the Cayman Islands was an experienced and popular tourism destination, his own information would significantly affect the industry as a whole.

As the eclectic group gathered on May 22nd, they likely felt the same exuberance gradually building within them, perhaps coupled with a sense of curiosity. The first program presented saw an audience comprised of taxi drivers, dispatchers, along with tour operators and owners. Entitled Caribbean Taxi Pride Program, the "curriculum" consisted of insight into the handling of cruise ship passengers. By using vivacious videos and workbooks, Mr. Ceserano was able to illustrate the importance of maintaining a positive and professional disposition, vehicle cleanliness, and the guest's safety. Once the 2 hour meeting came to a close, many filed out with their new found knowledge, but some stayed to further pick Mr. Ceserano's brain.

Fortunately, Adam was nowhere near finished with his enlightenment quest; he still had many more subjects to cover with a drastically different, diverse group. As the almost 200 participants

piled in, the plethora personalities and occupations were seen, as the presentation is geared toward any employee that interacts with cruise passengers during their visit. When Mr. Ceserano delivered the Service Excellence/Cruise Passengers Equal Profits workshop, the guests went on an exploration with him, discovering and discussing the intricacies of customer service--from greetings and proper etiquette to statistical research and data reinforcing how critical each passenger interface can be in a guest's overall experience. The group goes over the needs and expectations of the consumer and the tactical methods of providing the customer with satisfaction despite the situation or circumstances that may arise. Once complete, the audience didn't just depart with knowledge of how to make an impact with a positive and helpful attitude; they were learning how to convert cruise passengers to stay-over guests.

The workshops presented by Mr. Ceserano have been a part of the FCCA's past. They offer informative insight into the mind of the cruise passenger, whose psychology is constantly being further understood by the industry; they teach techniques which help provide positive experiences for the guests. Whoever interacts with the tourists has the ability to make a lasting impression, so it's essential for it to be one that encourages the visitor to return, one that is mutually beneficial for both parties. Over 85% of cruise passengers believe cruising to be an important vehicle for sampling destination areas to which they may return. In fact, nearly 50% of them expect to return to the same area for another form of vacationing. Because of this, every service professional must understand and appreciate the significance of their role and the potential impact they can make. They must be certain that any impression made is rigorously positive.



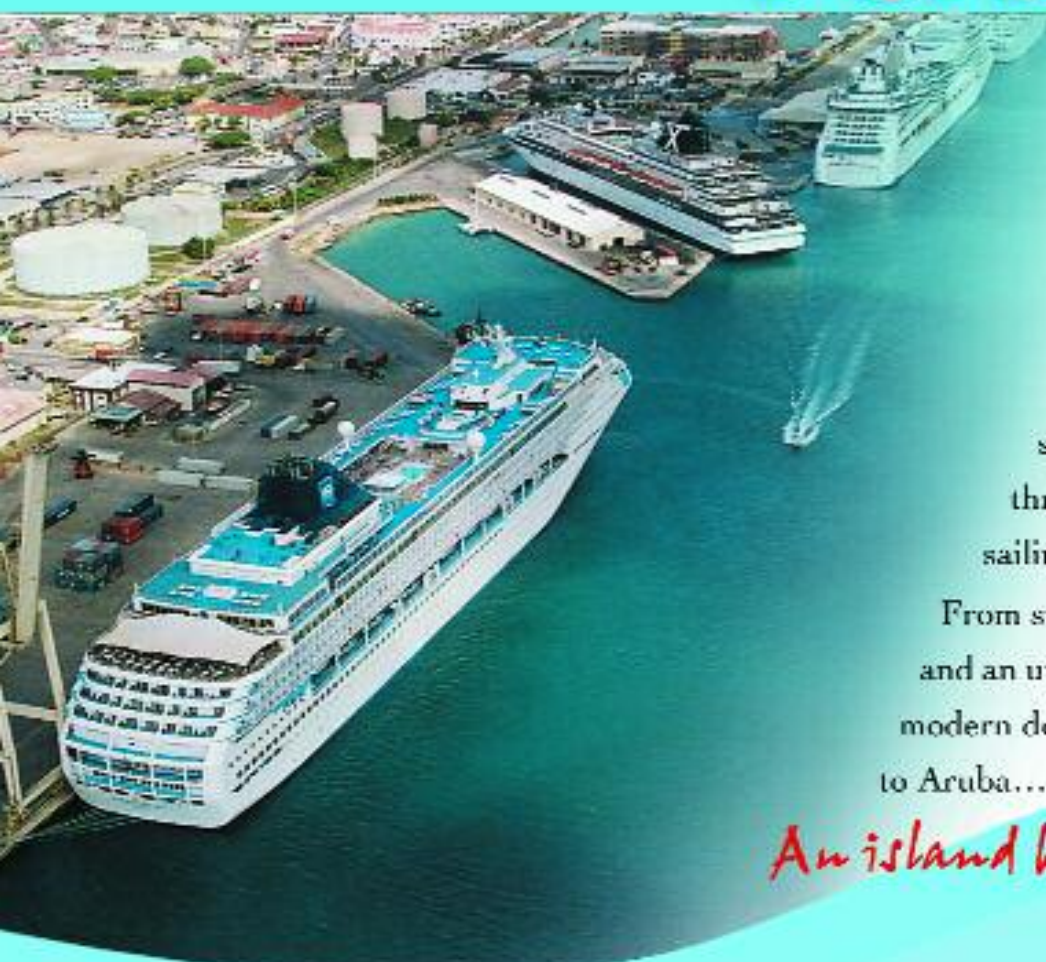
It's not the responsibility of the individuals to schedule these programs. Many country's tourism committees recognize the importance these workshops have played, so they value, encourage, and plan the presentations. The Cayman Islands can now recognize the significance of this customer service. As they witness the increased possibility of return visits because of the positive interactions and the complimentary promotion of their destination via word-of-mouth, they will hopefully recognize the keynote role tourism plays in the tourism industry. As they find that the guests defy the previous held conceptions: that they just want to enjoy the activities opposed to the destination, or that they have no interest or impact in the other sectors. Upon this realization, they will hopefully begin to schedule sporadic FCCA training seminars, which will refresh and update the knowledge, as well as keep Adam out of the office. Annual training would be recommended for destinations that want their tourism employees to constantly provide optimal service to the passengers, providing promising potential for their economy.

If you are interested in hosting or participating in the FCCA seminars in your region, please contact your local Department of Tourism and request that they contact Adam Ceserano of the Florida-Caribbean Cruise Association to make scheduling arrangements.



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FCCA Foundations' 2006 Essay Competition

"Why Should Your Destination be on a Cruise Ships' Itinerary?" is the theme for this year's 2006 Florida-Caribbean Cruise Association (FCCA) Children's Essay Contest.

Students from 33 Caribbean destinations were invited to participate in this year's event. The contest, which is sponsored by the association's charitable arm, the FCCA Foundation, was created to encourage children's creativity and generate awareness of the vital role cruise tourism plays in the Caribbean. Now in its eleventh year, the contest is conducted in two categories: a junior division for children ages 12 and under and a senior division for children ages 13 - 16 years.

One of the primary aims of the contest is to assist students with advancing their education through the provision of monetary scholarships. The first, second and third place winners from each age category will be awarded academic scholarships of

\$2,500, \$1,500 and \$1,000, respectively, with extra monetary awards given to their schools. In addition to the scholarship, the first place winner in each age category will be invited to read their essay and accept their prize at the eleventh annual FCCA Caribbean Cruise Conference & Trade Show in the Cayman Islands - October 31-November 3, 2006.

Contest rules and guidelines are disseminated through the Ministry of Tourism or tourism office in each destination. Each country's selection committee must submit their entries to the FCCA on or before Monday, September 4th, 2006.

For further information on the contest, please contact Monica Rojas, tel.: (954) 441-8881, fax: (954) 441-3171, email: mrojas@f-cca.com or the local Ministry of Tourism in each destination.



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The Freestay Caribbean Pushes Full-Speed Ahead

The Freestay Caribbean cruise conversion program is charting new territory and increasing its presence in island destinations throughout the Caribbean!

Over the past two years, program participation has grown to include destinations such as Antigua, Belize, Dominica, Grenada, the U.S. Virgin Islands, St. Kitts, St. Lucia, St. Maarten and Jamaica. In the coming months, Freestay Caribbean will make its debut in Barbados and Mexico.

Program participants include hotels, restaurants, tour and yacht charters, shops and more -- all offering unique discount offers and travel incentives for cruise passengers in possession of the specially-minted coins. These discounts are published and checked daily on the program's website (www.freestaycaribbean.com), which has seen a steady increase in visitor participation over the past 11 months.

Overall site visits have nearly doubled since April 2005 from 1,787 to 3,127. Hits, or requests for files from the Freestay Caribbean website have jumped almost 50 percent in the past year, moving from 64,246 hits in April 2005 to 100,302 last month.

The Freestay Caribbean 'Come Back And Stay In The Caribbean' program capitalizes on the history of doubloons, like those thrown to the thousands of parade-goers during the world-renowned Mardi Gras festivities in New Orleans, where the coins are minted for each destination.

The group of destinations and participants is growing at a steady pace along with the website.

Cozumel is the first destination in Mexico to implement the program, which has been supported and endorsed by both the local Cozumel Chapter of the Ministry Of Tourism and the Cozumel Tourist Promotion Board. The Freestay Caribbean program has also received official endorsement from the Cozumel Hotel and Motel Association.

Program sponsor, Tropical Shipping, and Cozumel's specific partner, Hyde Shipping, are proud to work with the community of Cozumel to make the cruise conversion program a success for everyone. And that cooperative effort has already begun -- well before the program's scheduled summer 2006 debut.

The official Freestay Caribbean sign, which will be placed at the Port of Cozumel, is being manufactured by a local company. Tropical Shipping is working with tour operators and other business owners on specific plans for distributing Cozumel's official doubloons. Like Belize, the minting of coins for Cozumel is being funded by Hyde Shipping.

The program is also being considered by destinations such as Barbados, Key West and Puerto Limon, Costa Rica.

Contributions to local economies and encouraging cruise passengers to come back for land-based vacations in the various Freestay Caribbean destinations are the backbone of the

Tropical Shipping program. The company is committed to the long-term success of the program and is measuring program milestones through the website the company built specifically for the program, www.freestaycaribbean.com.

The website features information, contact numbers and emails, as well as special incentives to travelers from hoteliers, restaurateurs, tour operators and other merchants participating in the Freestay Caribbean program. From hotel and restaurant accommodations and sightseeing tours to jewelry shopping and automobile rentals, www.freestaycaribbean.com makes it easy for the land-based Caribbean vacationers to find exactly what they are seeking.

Participants are required to meet a level of service, quality and reliability in order to become a member of the program. They are also encouraged to link back to www.freestaycaribbean.com from their websites, which helps increase the program's visibility among internet-savvy travelers.

Destinations which have embraced this concept include the official St. Maarten information site and Belize's Discovery Expeditions Ltd.

St. Maarten's site has an area dedicated to informing vacationers about the program (<http://www.visitsxm.com/cruise>) and links for visitors to go directly to the corresponding St. Maarten page on the Freestay Caribbean website.

Belize is also dedicated to informing visitors about the program. The Discovery Expeditions' partner page on www.freestaycaribbean.com is seeing increased activity, which is attributed in large part to the additional linkage between websites, which they incorporated in late January. Cruise passengers can explore the freestay caribbean website and learn more about the program and how they can use incentives in Belize.

These types of reciprocal links are among the easiest and most result-driven methods Freestay Caribbean participants can use to further maximize their own Internet presence, as well as the program.

“All of our participating partners have got to work the program,” said Tropical Shipping’s Assistant Vice President of Government Affairs, Jennifer Nugent-Hill. “As we revisit destinations where the program currently exists, I am encouraging our partners to work the program to get the results everyone wants -- and that includes following up on any sales leads that come from the Information Request links and turning those into sales opportunities.”

As new destinations are added to the program, further enhancements are planned for the website, including more efforts at linking back-and-forth between the Freestay Caribbean website and those of the program's participants. Data gathering technology is also planned that will be used to gather specific information about the web habits of Freestay Caribbean visitors and how to tailor the information, services and incentives offered to best meet each traveler's needs.

The program is free for participants to join and Tropical Shipping, which sponsors the program in cooperation with the Florida-Caribbean Cruise Association, the Caribbean Hotel Association and the Caribbean Tourism Organization, is working to help each participant at each location use the website and the program to their best advantage.

By encouraging stay-over visits to the islands among the cruise population, hotel occupancy rates will rise and the increase in tourist spending will strengthen the economy of the entire Caribbean -- which makes the Freestay Caribbean motto 'Come Back And Stay In The Caribbean' a winning proposition for everyone!



The FCCA Launches the New FCCA Outreach Program to all Our Partner Destinations.

The FCCA Member Lines have traditionally offered Training Programs to assist countries with handling the influx of tourists. These programs primarily focus on maximizing profits from cruise passengers in a variety of ways. Through the workshops, information on cruise passengers' spending and whims shed insight to the destination in order to allow the advancement of the destination as a whole. Some of the workshops include Service Excellent/Cruise Passengers Equal Profits Program, which explains the significance of customer service and demonstrates the proper attitude and other examples. The Caribbean Taxi Program also focuses on enhancing customer service through three areas: courtesy and professionalism, marketing, and rules and safety.

By educating the people how to handle tourists, an eventual increase in tourism is seen. This leads to a circular effect; the improvement of the destination leads to even more tourism. If things go right, the cycle can keep repeating itself. Which would lead to a much more prosperous nation. The progression and betterment of the destination has always been our primary concern, and although this system has been successful over the past years, we have developed a new collaboration between the FCCA and our destination partners.

We have expanded the Outreach Program and are taking a more hands-on approach in assisting destinations. The FCCA recognizes the importance of working with the communities

in the Caribbean, Latin America, and Mexico. In effort to provide the most help possible, we are now making programs available to each destination on a request basis. Many projects have already been undertaken in effort to help the destinations. We understand how different needs develop, and we are ready for any task at hand. We simply need you to help us help you. We are willing to engage in activities that will benefit our partnering destinations in order to show our devotion and help our allies and associates. If you contact us with additional projects necessary for your area, FCCA, with the help of crew from our ships, we'll attempt to help with the best of our ability. Below are some of the possible projects:

- Cleaning Beaches/Roads
- Painting Schools-Hospitals-Orphanages
- Hurricane Clean up
- Crew Visiting Elderly
- Community Projects
- Hospital Volunteering
- Service Excellence Workshop
- Taxi Pride Workshop

Your destination is our priority, and we'll help in any way possible to show its importance. For more information about the FCCA outreach programs please contact Adam Ceserano at 954-441-8881 or via e-mail at adam@f-cca.com.



Faces in the Industry

Noel Patterson Celebrity Cruises



St. Vincent

Noel says he would like to continue to work for the company for a few more years, and since he loves music so much, would love the opportunity to become a DJ onboard one of the Celebrity vessels someday.

Noel Patterson was born in the beautiful island of St. Vincent in the Caribbean, and joined Celebrity Cruises in December 2000. His first and current position with Celebrity is as Public Area Attendant, and in his six years working with the company, he has worked on the *Galaxy*, *Constellation*, *Horizon* and the *Mercury*.

Noel's job with Celebrity involves maintaining the cleanliness of the public areas onboard, in order to ensure total guest satisfaction, and also to make the guests feel at home in their surroundings. His duties also include greeting the guests when they return to the ship in various ports, and assisting guests with their every need.

Noel describes his job as very enjoyable, and he loves to interact with the guests and his fellow colleagues, who are known onboard as "Celebrity Family Members". Of all the places that Noel has visited, he says Miami is his favorite destination because of its breathtaking beaches.

Ship Profiles



Inaugural Cruise: June, 2006
Shipyard: Fincantieri
Shipyard Location: Monfalcone, Italy
Country of Registry: Bermuda
Cruising Speed: 21.5 knots

Size & Capacities
Tons: 113,000
Length: 1,112 feet
Maximum Draft: 26 feet
Passengers: 3,100
Crew: 1,200



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(Left to right) Hon. Harold E. Lovell, Minister of Tourism, Foreign Affairs, International Transportation and Trade - Government of Antigua and Barbuda, Evanson Ellis, President - St. John's Taxi Association, meets with the FCCA Delegation.



Richard M. Pruitt, Director Environmental Programs, Safety & Environment - Royal Caribbean International/Celebrity Cruises, at the Key West Butterfly & Nature Conservatory.

Colombia... "Full Steam Ahead"

Dear Michele,

I wanted to thank you and the FCCA staff for all your support, guideline and most importantly believing in us this past year and half. Today we can happily say that we are finally taking off and seeing a very bright future for our ports, which would have not been possible without your ongoing assistance and that of the FCCA staff.

There are not enough words to show our appreciation.

Just to share with you, if my projection goes well, in 2007 we can have an increase in the numbers of calls by 40% in Cartagena, 100% in Santa Marta and 20% in San Andres.

Furthermore, I would like to take this opportunity to also let you know that we are committed with passion to make the FCCA platinum Conference in Cartagena a great success. Additionally It will provide first hand information on Cartagena's infrastructure and logistical capabilities, as well as its expertise and track record, in successfully holding international events such of the magnitude of the FCCA Conference and Trade Show in 2007.

Un abrazo para todos,

Maria Claudia Lacouture P.
Colombian Government Trade Bureau



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