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# Caribbean Cruising

THE OFFICIAL MAGAZINE OF THE CRUISE LINE INDUSTRY

SECOND QUARTER 2008

## Count Down

To the 15th Annual FCCA Cruise Conference  
& Trade Show in Trinidad & Tobago



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# Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

Second Quarter 2008

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*Michele with Ruben Arosemena, Vice President of Panama at the FCCA Country Western Bar-B-Que.*

"Tough times are there so you can have a good time later on-- and really appreciate it!"

We all know the difficulty present in our time. The globe feels the effects of America's economic crisis. It affects us individually and industrially. On the American front we cannot expect the number to increase in a leisure market when many worry if they can afford food (and gas!).

Still, we must focus, not linger. Let us look into the positive of the now, look for a direct road to a better tomorrow, and then coast along enjoying the ride and feeling even better for picking the right route. Think of the opportunities present instead of those lost. Through the fall of the U.S. Dollar it becomes possible to expand a foreign market.

While waiting for the exit, we must remain steady on the drive. Emerging from this situation requires consistency. We can only continue our normal tasks and business as usual while utilizing what this working life provides. Actualize strength in numbers by using contacts developed; know you can rely and trust true partners.

These are the situations that show the necessity of events to bring together people of the same trade who might not know each other otherwise. This is where ideas that evolve industries find creation. The FCCA hopes to act as this medium during its upcoming events—the keynote Conference & Trade Show and the Annual Golf Classic. Read more about them in this issue of *Caribbean Cruising*.



Remember that the strong will persevere and unite for a better force. Through using and making contacts and just continuing normal business we can soon find our way out. Making the proper investments and taking the available advantages, assures we will be ready for the future we reach for. Use these times as a test for an A + tomorrow.

Respectfully yours,


  
Michele M. Paige







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## Joining the Online Revolution

Carnival Cruise Lines reports that it's online shore excursion bookings have grown by 16% over the last year, either meaning more people are managing their cruise booking online or more people have realized how much time it can save them onboard.

The numbers seem to represent mostly a shift from onboard booking to online booking rather than an increase overall shore excursions sold.

According to Mico Cascais, Carnival's VP of Tour Operations, the biggest increase in online bookings is in the Caribbean. Passengers are also tending to book more immersive landside excursions that give them a more in-depth look at the port of call.

Cascais said that figures are on track for Carnival's passengers to book a

million shore excursions via their website in 2008.

The line offers a more extensive shore excursion program this year than any year in its prior history, with 1,982 shore excursions available in 114 ports.

## River Consulting Recognized as Top 500 Design Firm

COLUMBUS-River Consulting is ranked as one of the "Top 500 Design Firms" in the country by Engineering News-Record (ENR). Published annually, the ENR Top 500 recognizes top-performing architectural and engineering firms.

"It's rewarding to be included among the accomplished firms that make up the ENR Top 500," states Stephen F. Hunkus, President. "This is really recognition of the hard work and col-

laborative efforts of our management and staff, who have all worked diligently to serve our Clients." Hunkus, who joined River in 2004, leads River's growth efforts, including the opening of five new offices and more than tripling revenue over the past several years.

River means Management, Consulting & Engineering to diverse Clients and industries throughout the world. The company's experience spans 27 years, six continents, and 57 countries. Offices include New Orleans, LA; Columbus, OH; Pittsburgh, PA; Houston, TX; Salt Lake City, UT; Tampa FL; Edison, NJ and Port Canaveral, FL. To learn more visit [riverconsulting.com](http://riverconsulting.com).

ENR rankings are based upon revenues for services performed in the previous calendar year. Information on the latest ENR Top 500 may be found by visiting their web site at [enr.com](http://enr.com).

Please join us this year for the

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This is your chance to tee-off with the industry's top cruise executives. FCCA's Annual Golf Classic is a fun-filled shotgun style tournament (teams of four, where only the best shot is played). Don't miss this opportunity to play in a foursome hosted by a cruise executive and contribute to a worthy cause.

For more information or sponsorship opportunities please contact Adam Ceserano at (954) 441-8881 or [adam@f-cca.com](mailto:adam@f-cca.com)





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## FCCA Country Western Bar-B-Que

This annual event has become a favorite over past years with the FCCA, Platinum Members, and cruise executives. Leading into Seatrade Week, the Southern drawl slows speech and time. Country feelings and fixins relax attendants soon to mount a rough ride, folks that must seat the bucking week ahead. It provides time out in the open range for work and play—discussing their trade and lives or just living it up. This slow start to a rushed week is partly why Cesar Lizarraga, VP Marketing and Sales, Puerto Costa Maya, believes “There is no better way to kick off business week during Seatrade. This is a perfect occasion to share with Platinum Members and the Cruise Executives all our experiences and the new ventures that we need to communicate with them.”

These networking opportunities present in a laid-back yet engaging atmosphere draw back many visitors like horses to carrots. Gordon Buck, VP Caribbean Relations, Carnival Cruise Lines, knows the importance of this facet and tells the BBQ serves as “A wonderful means of facilitating comradeship among our Platinum acquaintances, fine food, fine folks, fine familiarity.”

Like the previous years, Michele Paige, President of the FCCA, hosted the event at her South West Ranches home. Guests arrived in their country western best: belt buckles, boots, cowboy hats, and bandanna bonanza. Though many guests again returned, a few familiar faces were found missing. For the first time, Michele’s horses did

not lead any excited first time or experienced riders around the pen, attending to their more important matters of grazing in Brooksville, FL.

Not to fret, the ho down turned country county fair. There were basketball tosses, balloon popping contests, water gun competitions, all the carnival games under the westward sun. Those preferring to still play cowboy instead of the prize-packed contests could ride in the horse-drawn carriage provided by a neighbor. Attendees could even ask for their forecast or possibly a prediction for the next Bar-B-Que from the fortune teller.

Matthew Sams, VP Caribbean Relations, Holland America Line, appreciated the innovation and told, “Michele and the





FCCA team always find ideas to keep the theme of the Bar B Que fresh and exciting.” The cruisin' cowgirl herself, Michele Paige, even got trapped in the excitement of the event, "What a fun afternoon! We did have to get creative this year since my horses couldn't be here, but the carnival games were a hit!"

The BBQ buffet was simple in fare but extravagant in selection. Every south-

ern cookin' favorite fathomable meandered to the table like cows looking for grass; from burgers and chili to ribs and pulled pork; corn on the cob and sweet potatoes. The do-it-yourself sundae station could turn the sweet tooth into no-tooth.

Bill Roversi, VP, Royal Marine Insurance Group shared that, “The bar-b-que at Michele’s is one of the many FCCA events one looks for-

ward to each year.” With the DJ winding down some final country hits and the sun setting, friends of the FCCA prepared their goodbyes and readied themselves for the next event. Though the intensity of Seatrade week lingered in the limited distance, light-hearted guests continued to embrace the genuine Western lifestyle—relaxation, fun, friendship, and over-eating.



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# Countdown to Trinidad - 15th Annual FCCA Cruise Conference and Trade Show

Trinidad and Tobago, host nation of the 15th Annual FCCA Cruise Conference and Trade Show, is already abuzz with excitement and activity in anticipation of one of the region's largest events in the cruise business calendar for the year.

With the event some four months away on October 27th to 31st, 2008, staff at the Tourism Development Company of Trinidad and Tobago is hard at work to ensure that attendees have a safe, enjoyable and successful conference experience.

Jason Baptiste, Marketing Manager, Tourism Development Company recently said, "Preparations (for the conference) are progressing nicely; at the moment we are in the process of finalizing the available accommodations, but we have alerted all the major stakeholders and should be starting meetings within the next month".

He added that several special purpose committees are already being set up to make sure that everything goes smoothly on the five days. Those committees include; Transportation/Tours, Airport Facilitation, Communications/Equipment, Conference Support, Stationery and Printed Material, Social Events including Spouses Programme and the annual FCCA Golf Tournament.

## Conference Site and Accommodations

The brand new five-star Hyatt is only five (5) minutes from the capital city of Port of Spain and forty-five minutes from the Piarco International Airport. The hotel forms part of the Port of Spain International Waterfront Development that includes two office towers with 800,000 square feet of office space, a car park to accommodate 1200 cars, a full service business centre, Regency Club Lounge, Waterfront esplanade, Public Plaza, Garden terraces, verandas and water features.

Each of Hyatt's 428 spacious and modern guestrooms offer a Hyatt Grand Bed, Wi-Fi and high speed internet, 32" LCD television, dual-line portable telephones featuring voice mail, deluxe bath amenities including hair dryer, iron, ironing board, iHome alarm clock radio and coffee maker.

The hotel has several choices to satisfy your taste buds. Located in the sleek lobby of the hotel is the Lobby lounge, which features *tapas* style dishes; the Cinnamon is the hotel's deli-patisserie; the Poolside grill features the Hyatt Spa Menu; and there is the Waterfront Restaurant which offers a fine dining experience, fantastic gulf views and local delicacies.

Recreational facilities include a 9,000 square-foot spa including six treatment suites; 24-hour Hyatt stay fit gym; infinity rooftop swimming pool; and outdoor terraces off the pool, Restaurant, Lobby Bar and Regency Club.







### **Entry Requirements and Arrival**

To travel to Trinidad and Tobago a valid passport is all that you need. Initially only delegates arriving from Haiti will be required to apply for a visa for entry to the Republic of Trinidad and Tobago, however the local organising committee had this requirement waived.

Upon arrival at the Piarco International Airport, delegates will be met and assisted with clearance through Immigration and Customs.

Accredited members of the media must register at the Conference Registration Desk. Members of the foreign media must present current credentials that bear a photograph, such as a passport, and an assignment letter. A special area has been allocated for use by the media.

Transportation will be provided for all Conference attendees from the airport to their respective hotels. A daily shuttle will operate at designated times between the conference venue and the respective hotels. A pool of cars will be available to facilitate special transportation needs.

For logistical reasons, delegates must advise of their flight arrival times and departure information to the local Secretariat so that the necessary arrangements can be made.

### **Tours of Trinidad and Tobago**

One of the more exciting additions to this year's event is the "Spouse Programme," where delegates' spouses can get an opportunity to tour Trinidad.

On Monday October 27th there is the City Tour, a tour of the Western Peninsula and a Nature Lovers' Tour.

On Wednesday October 29th there will be a City Tour, a tour of the Pitch Lake & Wild Fowl Trust Tour, a La Vega & Central Tour, a Western Peninsula Tour and Nature Lovers' Tour will be available.

Thursday, October 30th offers a chance to experience a true Trinidadian Maracas Beach Lime, with some time to go Shopping & take in some of the local culture.

### **General Information on Trinidad and Tobago**

The Republic of Trinidad and Tobago consists of Trinidad, the southernmost of the Caribbean Islands, and Tobago, which is 32 kilometres (20miles) to the northeast. Trinidad accounts for 94% of the total area, lies just off the north coast of Venezuela, on the South American mainland, while the country nearest to the north of Grenada.

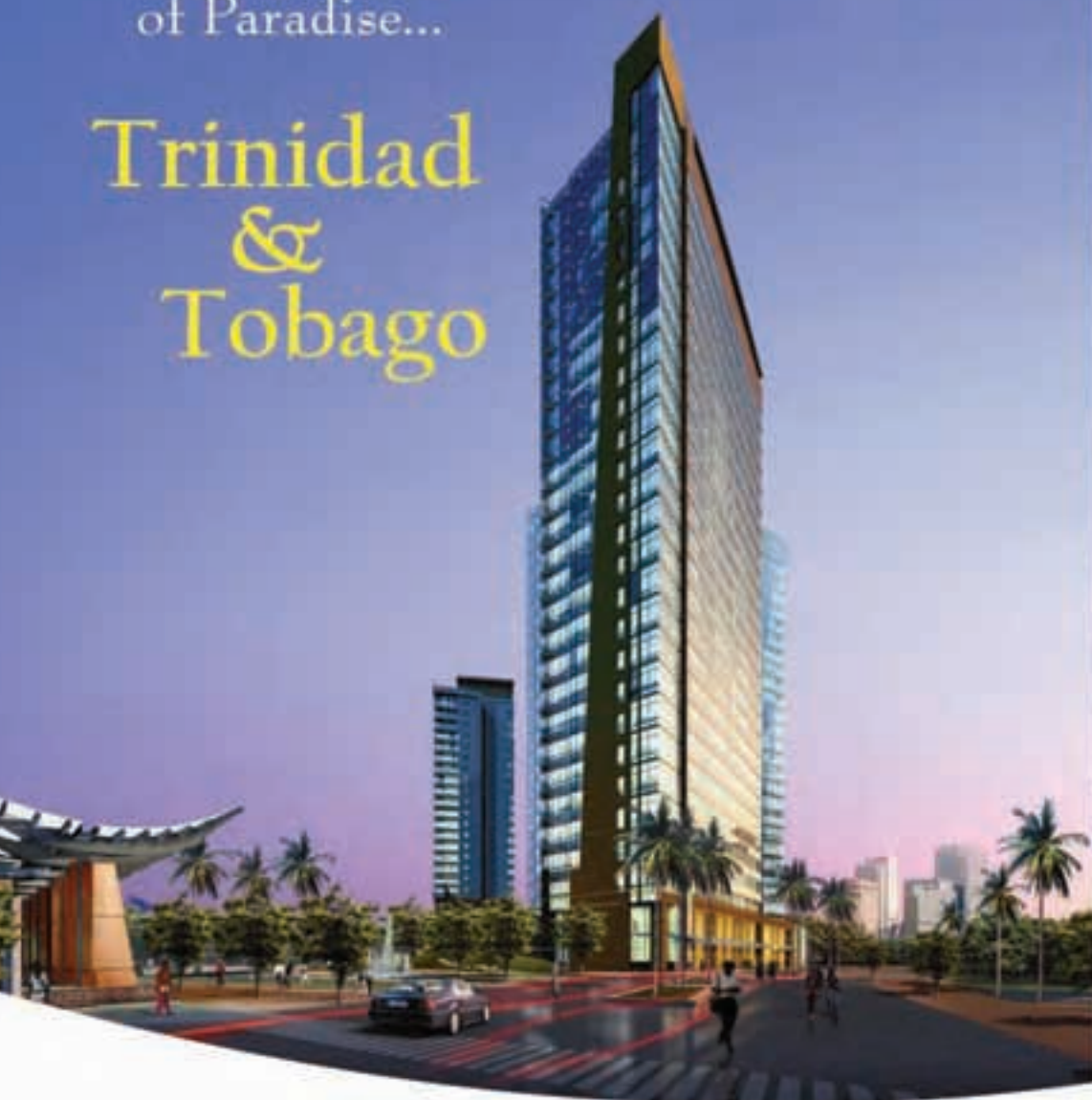
Trinidad and Tobago is a multi-ethnic and multi-cultural nation, with a population of 1.2 million. Despite the varying influence, no language confusion will arise with attendees; the official language is English.

Featuring a tropical climate, Trinidad is just outside the path of hurricanes and other tropical storms. Daytime temperatures average 31° C (87°F). Consistency is moderated by northeast trade winds. Nighttime temperatures average 21°C (69°F).



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# “Working Together to Increase Demand for the Caribbean”



By Chantal R. Figueroa, Director of Marketing  
U.S. Virgin Islands Department of Tourism

As tourism in the Caribbean faces a future of increased competition, economic pressures and travelers who constantly yearn for new experiences, it must be our region's collective imperative to work with our cruise line partners to increase demand for travel to the region. The extent to which we, as Caribbean destinations, deliver on our promise to provide cruise lines with a distinctly unique, high-quality product will determine our ability to drive interest in the region and achieve mutual long-term success.

In order to be successful at positioning a cruise destination it is important to have both the public and private sectors fully committed to improving the destination's tourism product. Both sectors must work hand in hand towards achieving the same goal. However, the joint planning of various projects and developing of marketing strategies should not be done in a vacuum. Destinations must keep open communication with the cruise lines, as they are the experts in marketing to and fulfilling the needs of cruise passengers. Use their knowledge and seek out advice when developing your individual plans.

An essential part of the process of increasing demand for the Caribbean is ensuring a positive visitor experience. In order to do so, we must first fully understand the challenges that face the tourism industry in the Caribbean today, and then address these needs. The U.S. Virgin Islands Department of Tourism, for example, conducts regular focus groups, scientific surveys, as well as informal man-on-the-street interviews to help keep our “finger on the pulse” of the wants and needs of today's traveler.

We've found that travelers have a perception of “you've seen one, you've seen them all” when it comes to the Caribbean, especially as it relates to a cruise experience. If their cruise

itinerary includes one or more of the most popular cruise ports, they feel like they have experienced everything they can about the region. As tourism professionals, we must strive to market our individual islands as distinctly unique destinations, promising new experiences with every visit beyond sun, sand and sea. One way the U.S. Virgin Islands Department of Tourism has addressed this concern is with a new program aimed at converting cruise ship passengers visiting the destination for six hours to land based vacationers who will stay in the USVI for at least six nights. With the new “*USVI Six to Six*” program, we encourage visitors to take another look at St. Croix, St. John and St. Thomas with incentives to get out and explore what the destination has to offer...beyond the beach. This package is promoted through various means, including Tropical Shipping's *Freestay Caribbean* program, which encourages longer stays throughout the Caribbean.

If our goal is to convert cruise passengers to land based vacationers, we must strive to offer the same level of service – or greater - as is being received on the cruise ships. We must always remember that guests begin their experience in the destination as soon as they step off their ship. With this in mind, the U.S. Virgin Islands will begin a customer care program in May 2008 that welcomes guests with music, dancers and local “tourism liaisons,” who not only assist visitors with any questions or issues related to their visit, but also entertain them and make them feel at home in the U.S. Virgin Islands. We also are collaborating with our hotel associations and the University of the Virgin Islands Continuing Education division to develop comprehensive training programs that will produce a cadre of “tourism ambassadors” who will deliver a consistent message to our guests. Our training program will be aimed at those who have direct contact with the visitor when they arrive and throughout their stay – including taxi



drivers, tour guides, retail shop personnel, activities and attractions staff and hotel employees.

One of the tourism industry's biggest allies in bringing guests to the Caribbean and to the cruise lines are the travel agents. All Caribbean destinations need to provide travel agents selling the region with the proper tools to do so.

The USVI has a dynamic sales force tasked with cultivating relationships with agents in their regions. Our team members conduct regular sales visits where the discussion includes the benefits of a Caribbean cruise and what the client's experience will be. We support our agents by having a presence at functions they may be hosting. For example, islands in the region can make presentations during agent events such as the annual *CLIA's World's Largest Cruise Night*.

Keeping agents informed of new developments helps to dissolve the "one Caribbean destination fits all" syndrome, while distinguishing your destination from the others in the region. The U.S. Virgin Islands sends regular updates with special offers and tips about why agents should book the Caribbean. We also invite travel agents to participate in an on-line U.S. Virgin Islands specialist program that has a dedicated section on cruising. In addition, we give agents suggestions on how to convert cruise passengers to land based vacationers. For example, all-inclusive land based vacations deliver much of the same appeal to the typical cruise clients. Therefore, destinations with all-inclusive properties can encourage agents to cross sell those properties to cruise clients.

As the Department of Tourism takes steps to redesign our official website, a dedicated section for the cruise market will address not only the consumer, but our agents, as well. For the consumer, our goal is to answer the question, "*what you can do in the USVI during a one day cruise visit?*" The messaging to travel agents will be "*why sell a Caribbean cruise and recommendations for clients during their one day USVI visit.*"

So, much like the passing of a baton from one destination to another, each of us bears the responsibility of ensuring we are showcasing our destination's unique assets and doing our part to make certain the guest's overall vacation experience is a positive one. We need to foster increased collaboration and communication with travel agents, our guests and of course...the cruise lines.

One of the most important points to remember when working with cruise lines to sell the Caribbean is to know the consumer to whom you are selling. Just as all Caribbean destinations are not the same, all cruise ship passengers are not looking for the same experiences. Throughout your sales and marketing initiatives, be certain to highlight what you have that cruise passengers don't necessarily expect to find in a Caribbean vacation. Get them to see what the Caribbean has to offer besides "sun & sea." We must go beyond the beach to provide a Caribbean experience that is unique to each one of our islands. How successfully we work together with our cruise industry partners to meet our consumer's expectations will determine the evolution of Caribbean tourism, and indeed the future of our region's economy.



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# RCCL & Government of Antigua Team Up to Evaluate Growth Issues in the Port of St. John



*By John Tercek, Vice President of Commercial Development, Royal Caribbean Cruises, Ltd.*

## **Introduction**

At Miami Seatrade in March, 2008, I participated in the panel “How to Create the Wow in Cruise Ports!” for an

interested audience of FCCA members and Seatrade attendees. My presentation outlined an actual current port advisory project that Royal Caribbean Cruises, Ltd. is undertaking with the Government of Antigua & Barbuda that is, by coincidence, trying to achieve exactly this “Wow” goal for St. John harbor.

It was clear from the questions and comments from the audience that these topics are timely and interesting for the governments and communities of many Caribbean cruise destinations. The Wow! panel discussed ways for communities to take a look at how they are presenting themselves to the visitor and how some communities are making efforts to upgrade the visitor experience.

## **Background**

In 2007, the Minister of Tourism invited RCCL to work with the St. John’s Development Company (“SJDC”), which controls and manages the Heritage Key cruise area in St. John, Antigua, to take a look at what might be done to improve the cruise guest experience in Antigua. Since the SJDC undertook the dredging of St. John bay and built the new Nevis Street cruise pier in 2003 through the self-financed public-private venture Antigua Ports Group (“APG”), cruise traffic has boomed in Antigua. Cruise passenger (“Pax”) visits to Antigua have increased from about 350,000 to about 800,000 in five years, fantastic success but with mixed blessings.

As pax volumes have grown, and considering that cruise ships tend to cluster on the same key days of the week in most destination ports, the shoreside experience for the visit-

ing guest has deteriorated in St. John. Worse, the peak volume of visitors in the tour, sometimes as many as 9,000 in a day, has impacted the quality of life in St. John for the residents. The town also serves as the seat of the Island Government and is the primary banking and shopping district for island residents. While Antigua boasts some wonderful resort hotels in various corners of the island, and is the site of one of the most important super-yacht harbors in the Caribbean at English Harbor, few of those upscale visitors visit the tour of St. John. The combination of too much traffic, dilapidated environment, lack of aesthetically appealing touristic venues, crumbling infrastructure and rather “low-brow” ambiance puts off the well-heeled resort visitors. Finally, the current harbor front ambiance of St. John does little to excite cruise day-visitors to consider returning to Antigua for an extended vacation, despite the island’s many attractions outside of the capital.

Minister Harold Lovell, responsible for the tourism portfolio, acknowledged these concerns and more proactively invited RCCL to help him and the current Government address how Antigua could address these issues and also plan for cruise traffic to grow to 1,000,000 pax annually, but in a more positive, less impactful manner.

## **Forming the Task Force**

RCCL recommended to the government:

- 1) To engage a consulting firm to collaborate in a detailed assessment of the conditions and lead a master planning initiative,
- 2) To form a working group/task force to engage community interest and participation,
- 3) To jointly come up with a range of short and long term initiatives consisting of both *soft* solutions (local ordinances and operating practices) and *hard* solutions (bricks and mortar).

RCCL and the SJDC agreed to split the costs of the consulting team and designated executives to spearhead the initiative, primarily Conrad Pole of SJDC, John Tercek for RCCL and Cameron Fraser of the Antigua Ports Group.

For several months, the task force studied patterns of activity

on the busy cruise days, counting pedestrian movements, taxi patterns, bus staging and movements, morning and afternoon ebb and flow of visitor and local traffic. The waterfront area was broken down into small “zones”, property ownership was determined, other government departmental property uses, requirements and plans were considered. We organized a public hearing in October for about 40 interested citizens and representatives of the Taxi and Retail Tenants Associations that listened and gave input and responses to some of the preliminary assessments and ideas submitted by the task force.

With the help of the consultants, the task force created many visuals that illustrated the details of the current issues and graphically demonstrated possible solutions to mitigate the most egregious problems. We also created and presented better-integrated and pleasing aesthetic solutions to not only solve problems but to raise the standards of the overall environment of the touristic waterfront.

### **As Expected: Unique and Typical Challenges**

Some of the problems and challenges are unique to the particular circumstances of St. John, while others are common to many Caribbean destinations where cruise ships park adjacent to busy city centers.

#### **Unique Situations**

Particular to St. John, for example:

- Both pedestrian flow and traffic flow are primarily east-west (“horizontal”) in St. John, leading to unusual traffic patterns whereby just one car backing into a parallel parking space on Mary street backs up all the traffic;
- Some walking visitors arriving at Heritage Key don’t even know that the lovely historic Radcliff Key exists only 50 meters away, because it is almost unreachable on the north-south “vertical” axis;



*The Distance a Visitor will walk comfortably (600 feet), boldly (1,200 feet), or not at all.*



*The Traffic Choke Points of St. John*

- A grand archway at Heritage Key, Thames Street & St. Mary Street that creates a “psychological barrier” that prevents greater visitor movement into the community.

#### **Common Problems**

More generically, (and common to many Caribbean cruise ports), we identified:

- Raw storm drainage flows in open channels from the town into the harbor; debris and garbage become flotsam along the waterfront;
- A shortage of and poorly configured staging areas for



waiting taxis and busses, and convoluted, confusing and unattractive pedestrian pathways to reach those vehicles;

- Independent taxi and service providers feel they have to position themselves aggressively to solicit customers for their tours and services; creating an uncomfortable feeling for visitors, even for those seeking such services;



*Soft Traffic Flow Improvements in St. John*

- A rather harsh “concrete” ambiance at Heritage Key with very limited greenery or landscaping, let alone any “park” type environment;
- Limited connectivity to the “waterfront” for either cruise visitors or the local community; the focal point of the entire destination is a rather unpleasant interior zone;
- A sense of separation between the “cruise tourism zone” and the “local community zone” with the result that few visitors venture into the community area and few locals walk into the tourism area.

### **Recommendations**

The task force arrived at a list of recommendations to address these and many other identified issues. Below are several examples of such recommendations:

#### **Soft Solutions**

- Redesign the current taxi staging areas that exist for the Heritage and Nevis docks, enabling better access, flow and movement of taxis; redesign these staging areas to function as parking lots in off hours;
- Eliminate any parking on two key blocks of St. Mary Street to prevent traffic slowdowns; Change the direction of traffic on Thames Street to make it one way, not two;

- Prohibit the gauntlet of independent taxi drivers by creating much clearer signage as to where guests should walk to inquire about independent tours, and then requiring the independent taxis to wait there;

#### **Hard Solutions**

- Eliminate one existing Government owned building that blocks the “vertical” connectivity between Radcliffe and Heritage Keys and open a new pedestrian corridor;
- Expand an elevated waterfront esplanade over the seafront creating a more pleasant and less-obstructed vertical pedestrian pathway for north-south visitor movements to the transportation areas which can double as off-hour parking lots for land-based visitors to the zone;
- Consider to take down the current “archway” at the entrance to Heritage Key, which currently creates a “gate” between the touristic zone and the community; add other pedestrian friendly measures (street crossing lanes, signage) to encourage more movement in both directions between the city and the tourist zone;
- Soften the harshness of the Heritage Key complex by adding more trees, planting boxes, shade canopies, park benches in green areas;



*New Infrastructure Recommendations for St. John Waterfront*



*Signage Options for a consistent Tourism District*

- Encourage and support the development of small hotel-residential complexes at the north and south end of the waterfront tourist zone to bring more tourism activity into the zone outside of cruise ship days and hours.
- Create systems of connectivity to the expansion of the commercial port about three miles west which is going to be enhanced with post-Panamax cruise ship capacity for future cruise growth.

### **That was the Fun Part; Now is the Hard Part**

There was a lot more detail in the task force recommendations beyond the scope of this article. The Government of Antigua & Barbuda is supporting the concepts outlined. Now the challenge will be to implement the many recommendations, to determine allocations of public and private initiative, capital planning, motivating private landowners to participate, etc.

Implementation in Antigua will take a lot of political leadership. Most communities, worldwide, are attached to the status quo because everyone knows what exists today, for better or worse, and the average person is afraid of change and how change may hurt them or only benefit some other person “with connections”. Private landowners may prefer to speculate on vacant land instead of developing it for the good of the economy and community.

### **The Political Challenge of Redevelopment Requires Real Leadership**

The challenge for political and community leaders in the Caribbean is to make the case to their constituents that:

- tourism is good for the economy;
- cruise tourism is relatively low impact tourism that creates jobs and entrepreneurial opportunities; many benefit;
- cruise growth requires improvement and enhancement of old urban waterfronts;
- in the future cruise growth will occur in those destinations that deliver the best experience to the visitors; it is not competitive between countries, but a growing pie in which every destination with forward looking leaders can participate;
- enhanced waterfronts will attract hotel visitors and locals to the touristic zones;
- This virtuous circle of touristic and economic growth can be sustained indefinitely by continuously studying and planning the touristic zones, supporting new initiatives that fit the plan, and updating the plan from time to time to reflect new conditions.

### **Let's Follow This Situation in the Future**

In future FCCA panels, we will revisit the Antigua waterfront study and report on its adaptation, the political solutions devised to clear the way for growth, the ventures created to implement the program, and the yet-to-be-identified obstacles that need to be overcome to achieve success.



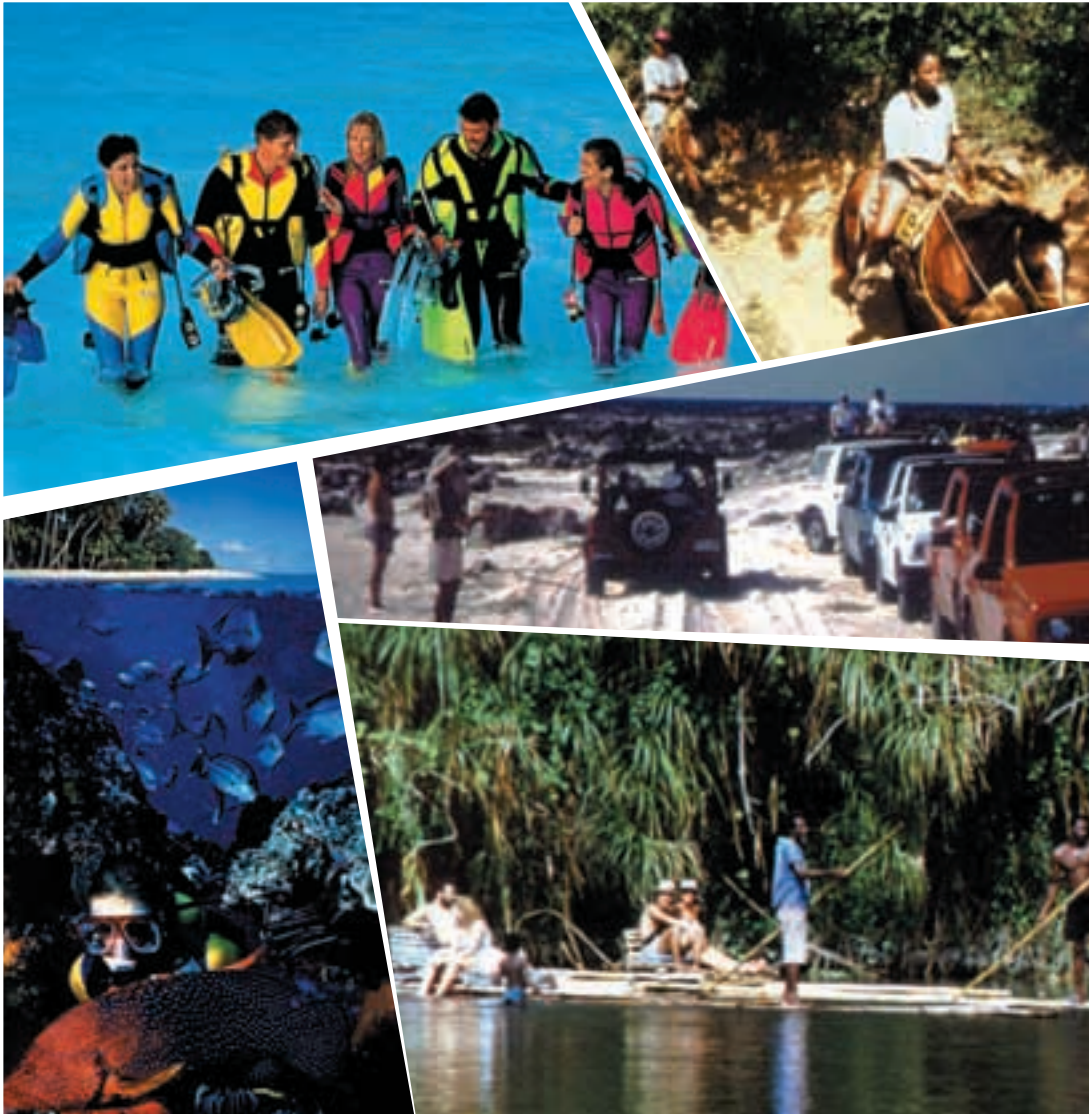


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Adam Cesarano, Vice President of the FCCA, meets with Alessandro Mencos, President of Gray Line Mundo Maya (Platinum Member of the FCCA), for an interview about his background, company and future plans.

**Q. What is your background and how did you end up in tourism?**

A. I'm a second generation tour operator. My father started his business over 35 years ago in Guatemala, where I was born. Since I was born, our weekend trips were to hotels all over the country where my dad had to oversee services for groups of tourists his company was handling. I remember my brothers and I used to get paid 10 cents per piece of luggage that we loaded into the coaches! During summers while I was in high school, I worked at my dad's company learning all the skills. I then left for college in Texas – TCU in Fort Worth – and after 4 years got my Bachelor's Degree in Business Administration. Once back in Guatemala, I worked a bit more for my father and then got a job on the Marketing Department of the Guatemala Tourism Board: INGUAT. I was there for 2 years and held the position of Director of Marketing until a group of friends from Costa Rica convinced me almost 5 years ago to go my own way and open as a tour operator under the Gray Line brand. This is how I ended up here with you today!

**Q. Many people have heard about Gray Line, can you tell us exactly what it is and what it stands for?**

A. Gray Line is a century-old brand and is considered to be the father of modern sightseeing. They started by using an old truck (which had a gray line on it) to take people from this town to the next town

to see the sights. Soon enough people from town B also wanted to go to town A, and then all of them wanted to visit town C... and sightseeing as we know it today was born. The "old" Gray Line was more a transportation company than a tour operator, but in the 1990s that began to shift. Gray Line uses a system similar to franchises to expand the brand, and today it constitutes the largest network of tour operators worldwide, with over 160 operations in all continents. Destinations as varied as New York, Beijing, Buenos Aires, Morocco, Paris and Guatemala, where Gray Line offers services ranging from airport shuttles and one day tours, to multi-day packages and shore excursions. The area with the largest growth for the brand in the past decade has been Latin America, where Gray Line was first established in Costa Rica in the year 2000, and by now we have operations in all 7 countries of Central America (Belize, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica and Panama), plus several in South America such as Argentina, Brazil, Chile, Peru, Ecuador and Venezuela. Gray Line's "blue diamond logo" stands for exceptional quality standards, service and friendliness.

**Q. And how long has Gray Line been involved with the cruise industry?**

A. The brand is very familiar to the Cruise Lines and Cruise Executives. As a matter of fact, the Gray Line operations in Alaska are owned by Holland America Westours, and the operation in Hawaii was recently acquired by Norwegian Cruise Line. Besides that, there are several Gray Line operations that do business with the cruise lines in different ports of call such as Halifax, Guatemala and Amsterdam just to mention a few. My company has been doing busi-



ness with the Cruise Lines since 2006 in Guatemala, where we operate shore excursions for Holland America, Norwegian Cruise Lines, Princess Cruises and Royal Caribbean Cruises. We're also hoping to get some proposals accepted by other cruise lines calling our ports in Guatemala: Santo Tomas de Castilla in the Western Caribbean, and Puerto Quetzal in the Pacific Ocean.

**Q. What can you tell us about those ports, meaning why are Cruise Lines calling there?**

A. Santo Tomas de Castilla is very well located for Western Caribbean itineraries in combination with Roatan, Belize, Costa Maya and Cozumel. The pier itself is over 900 meters long, and we have a very nice terminal building where guests have access to several services, such as post office, ATM and internet; and also to several local vendors who offer a wide variety of colorful Guatemalan handicrafts. Whenever we have a cruise ship in port, the Tourism Board and the Port Authority organize a full schedule of activities such as folkloric dances. There is honestly not much to do or see for guests who want to go on their own, which is why the Cruise Executives love it because the guests end up buying shore excursions! About Puerto Quetzal, it is perfectly located for Trans-Canal and Repo cruises, plus it has the majestic colonial city of La Antigua Guatemala just 90 minutes away. Many Cruise Executives and Platinum Members attended last year's Platinum Meeting in Antigua and can vouch for it. The is also a very nice cruise terminal with all the required services that can accommodate one cruise ship, but the commercial pier is next door and we could easily dock 3 or 4 cruise ships on any given day if we had the chance!

**Q. What about other destinations where Gray Line is involved with the cruise industry, are you involved there as well?**

A. On some, not all. As I said before, Gray Line works on a system very similar to a franchise, where you get a license to operate the brand for a given territory. A territory can be a city, a state or a whole country as is the case with the destinations I am responsible for, which are Belize, Guatemala, El Salvador and Honduras. I also partnered with Gray Line Cancun to develop products for several ports of

call in the Riviera Maya, and the new project I am working on is called "Gray Line Caribbean". Our hope is to have the brand operating successfully in several islands within the next few years. We are already in very advanced negotiations for our start-up operations in one major island... but I can't disclose any details yet!

**Q. And what is the idea for this Gray Line Caribbean project; will it be focused only on shore excursions?**

A. Definitely not. We want to keep growing the brand as a "full service tour operator" on new destinations. This means being able to offer services both for the land-based tourists and cruisers. This is the case for example in the destinations I currently handle, where we have two major divisions, one for land-based and one which specializes in shore excursions.

**Q. Has the Platinum Membership helped you achieve your goals?**

A. Most definitely. Of course it doesn't mean that we'll get their business simply because we're Platinum Members... but it certainly offers a unique platform to get to know the Cruise Lines, Cruise Executives and their needs. It has also helped me understand and appreciate the work the FCCA and the Cruise Lines do through the Foundation. It is very fulfilling to be a part of all that.

**Q. And my final question, what is Gray Line's major asset? Besides the brand, what sets you apart from your competition?**

A. Our human resource. Nothing of what we do as a brand, or as a company, or group of companies, would be remotely possible without the efforts of hundreds of staff members ranging from guides, drivers, dispatch supervisors and pier support staff, which are the ones that guests get to notice; to trainers, accountants, secretaries, assistants, managers and many, many more who remain behind the scenes but play an equally important role that allows us to produce and innovative and outstanding tour program... an more importantly to deliver it with the highest quality standards.

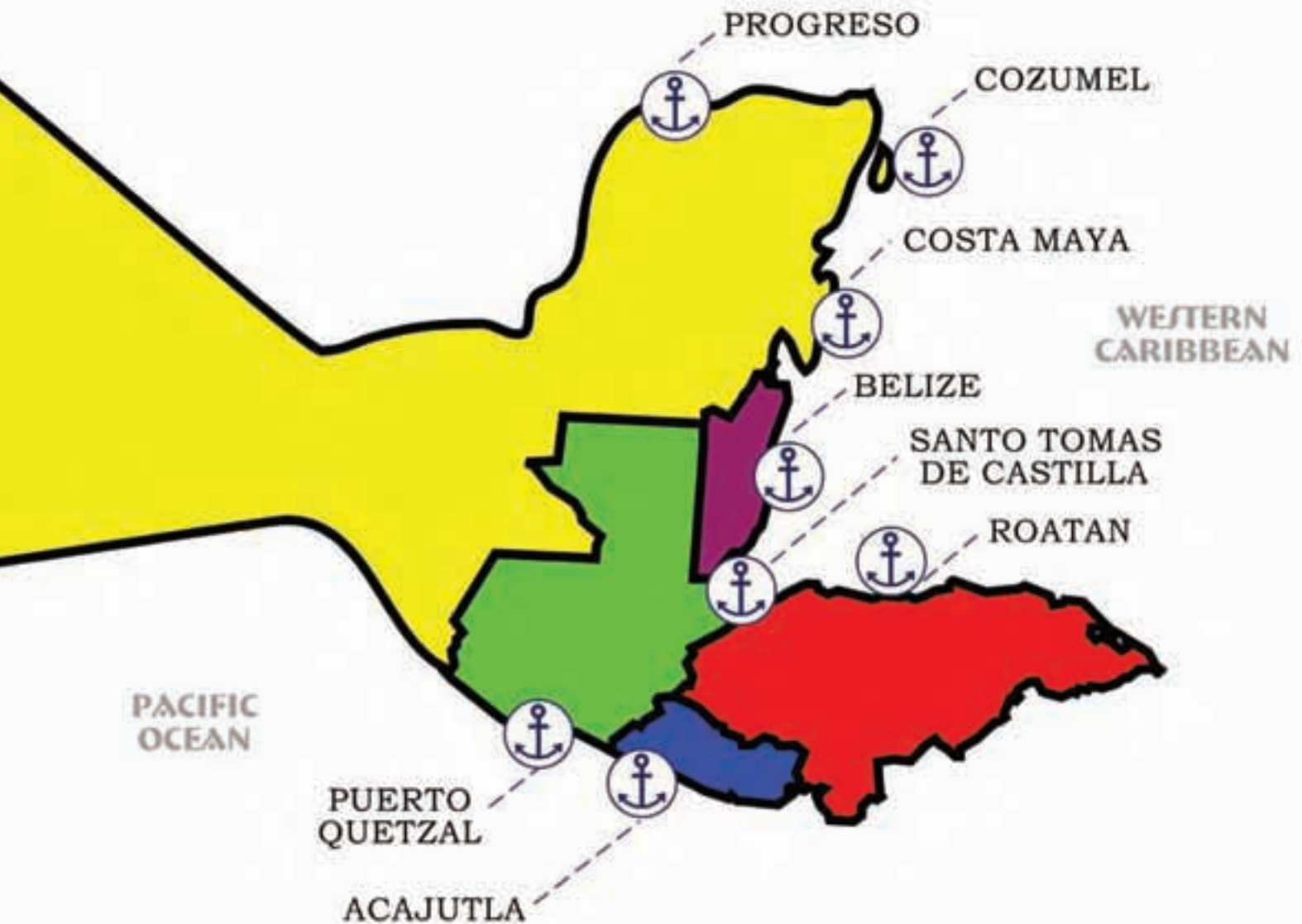
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# CMPI AND FCCA — A SYMBIOTIC RELATIONSHIP



*(Left to right) Michael Kazakoff, Vice President - CMPI, Michele M. Paige, and Micky Arison, Chairman & CEO Carnival Corporation & FCCA Chairman.*

Following on the tails of what many consider the best Seatrade Miami event ever, it's a good time to reflect on things that make the event popular and successful for the attendees. CMP Information, organizers of the annual Seatrade Cruise Shipping Convention – the cruise industry's largest annual conference and exhibition and the Florida-Caribbean Cruise Association, one of the industries most important and active associations have been working together and partnering on many cruise industry related projects for a long time. Since the early 1990s, CMPI has worked closely with the Florida-Caribbean Cruise Association both during the Seatrade Convention and in support of FCCA's events and programs throughout the Caribbean and Latin America.

"We've been working with FCCA for nearly 20 years," said Michael Kazakoff, vice president of CMP Information. "In that time, we have developed what could be best described as a symbiotic relationship — both organizations help and support each other."

The Seatrade Cruise Shipping Convention will celebrate its 25th anniversary in 2009. The global exhibition and conference draws more than 11,000 attendees and nearly 1,000 exhibiting companies from more than 118 countries.

The four-day conference features sessions that cover pertinent industry issues including ship-building and design, product development and distribution, shipboard management, technology and the future of the cruise industry.

In addition to a number of national pavilions, the three-day exhibition also features sections highlighting information and entertainment technology, food and beverage, design and refurbishment, ship services and hotel operations, ship equipment and destinations. The Superyacht

Pavilion is dedicated exclusively to large-yacht equipment and service companies. The event also features the annual International Superyacht Symposium with a two-day series of sessions held in conjunction with the convention targeting the large yacht market and of interest to many of the FCCA's Caribbean based membership.

FCCA has been an active participating partner in the Cruise Shipping Convention for nearly two decades. The association co-organizes the annual World Cruise Tourism Summit, which kicks off the convention's first conference day with a series of round-table sessions focused on issues of concern to FCCA's membership. Kazakoff said the FCCA also has been instrumental in the growth and success of the Caribbean Village, a section of the Seatrade Exhibition that is devoted to the ports, destinations and service suppliers throughout the Caribbean Basin.

"FCCA serves as a nucleus and rally point to the





Caribbean Village, which is an area of the show that attracts many important cruise line visitors,” said Kazakoff. “Over the years the Caribbean Village has grown from a handful of exhibitors to become a key element of the trade show.”

Through its network of exhibiting companies and non FCCA Member cruise lines, CMPi promotes the FCCA Gala, one of the high points of the very full social calendar that surrounds the Seatrade Convention. The gala is a high-profile networking event and FCCA’s major fundraising resource for the foundation.

“We also support them through the FCCA Foundation and all the good work that the association does in the Caribbean region through the foundation,” said Kazakoff.

He says CMPi works with FCCA to promote the association as a leading cruise industry organization and to help it main-

tain its leadership position internationally. On CMPi’s behalf, the FCCA uses its close association with its member cruise lines to promote the Cruise Shipping Convention and raise cruise lines’ awareness of the many benefits to attending the event.

But for Kazakoff and his team, working with the Florida-Caribbean Cruise Association is not just about doing business with an association partner; the teams have become very close over the years and feel like they are part of a family. Michele Paige and Kazakoff have worked together over these years, and having families around the same age have been able to swap stories and photos as their children grew up through school and college and started their own careers.

“We have all of these business dealings, but one of the best things is that they are all such nice people, and we have become good friends over the years,” said Kazakoff.



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## FCCA Gala Extravaganza Celebrates 14th Year

South Florida's home base for fun sultry nights is American Airlines Arena, location for this year's 14th Annual Gala Extravaganza, March 13. And sultry it was. Sponsored by the Port of Miami, over 500 people attended the combination social and business gathering designed to bring together buyers and suppliers for the cruise industry.

Positive changes introduced this year afforded socializing opportunities at the cocktail reception, followed by dinner where the acoustics were more favorable for the familiar roundtable setting. In all some 60 tables were hosted by cruise line executives.

"I've been coming every year since 1994," says Bruno Calenda,

president Cruise Plus Services and Sales, Inc, Puerto Rico. "There were port agents there from around the United States and Caribbean and it gave us the chance to share ideas concerning operational issues. Plus I got to see some old friends."

Stan Jurkiewicz also came from Puerto Rico where he owns Aqua Clean Ships Caribe, Inc., a waste management firm that he started in 1986. Mr. Jurkiewicz, who has been attending for the past eight years, was hosted by Carnival Cruise Line's Dominco Tringale, Vice President port operations. "I was a bit late coming from South Beach due to traffic, but was glad not to miss out," says Jurkiewicz. "The executives seemed more open this year and the music softer so we could hear the conversations at our table."



Norman Pennycooke, managing director of Fun Sun Inc, took a break from overseeing his tour operations and watching cruise passengers river tubing in Dominica. He sat at the table hosted by Lisa Jensen, manager of shore operations for Princess Cruises. "For me, the Gala is the highlight of Seatrade," says Pennycooke. "I am a supporter and enjoyed the interaction available at the cocktail party."

Multi-faceted George F. Huggins Company in Grenada was represented by Laurence Duncan, Manager of Shore Excursions. "We joined in 2004 and the highlight every year is the one-on-one conversations," says Duncan. "This year we had more time to mingle before the dinner and that was appreciated."

Adam Reeve, St. Thomas tour operator with Cruise Ship Excursions, joined the table anchored by Paul Loughrin, Royal Caribbean International / Celebrity Cruises' Account Manager, Shore Excursions & Explorations. "Absolutely fantastic," says Reeve, commenting on the changes made during his two year absence since his first Gala. "It's gratifying to put faces with familiar names and to fraternize outside normal business circles."

Gina Hartley with Mark Scot Brandpoint Marketing Solutions, Fort Lauderdale, has attended each Gala for the past five years. "What can I say – I just love to eat," jokes Hartley. "Actually, it's like 'Old Home' week. We all talk

over the phone or by internet throughout the year, so it's a very accommodating evening for both new comers and veterans to get together. You don't have to be a platinum member to talk to everyone." Concerning the silent auction and works of art donated by Park West, Hartley adds, "Unfortunately, I was outbid on everything."

For some, however, the Gala represents more—a venue beyond mixing and mingling. The night affords a congenial platform to promote the virtues of their native, perhaps underexposed country – one growing in popularity. "Did you know that Guatemala is the place of everlasting spring?" asks Eric Klanderud to his colleagues seated with Chris Allen, Director of Deployment, Royal Caribbean International / Celebrity Cruises. "I'm always asked what it's like," says Klanderud, who operates EK Shipping and Stevedoring. "Americans want new places to explore. Besides ideal weather, within a 30-minute drive of Guatemala City, you can find rivers, lakes and forts where the Spanish used to hide from pirates." Klanderud adds, "I can say hello to 21 executives from Micky Arison to Colin Veitch and everyone wants to know more about my country."

Proceeds from the Gala benefited the FCCA Foundation, a non-profit, charitable organization created in 1993 to fund humanitarian causes in the Caribbean and Latin America.

—Contributed by Chris Roberts, freelance writer



# FCCA Foundation ~ Gala





# la Dinner Extravaganza







# Why We Sponsor the FCCA Gala Each Year and How Our Company “West End Publishing” Benefits From That.

By Hossam Antar, President - West End Publishing

I had the pleasure of sitting next to Madeline Arison at this year’s dinner and as we chatted about her upcoming European trip with Micky to visit the new Costa, P&O and Aida ships I asked her: “What makes you and Micky get up in the morning; as I am sure it

cruise lines for our achievements.

I remember a couple of years ago I asked Bob Dickinson what in his opinion made the difference between a good leader and a great one. He told me that a great leader is one who can build an organization which can function just as great without him. That was invaluable advice and what I continue to be conscious of as we move our business forward.

Our reason for continuing to be a Platinum sponsor at the FCCA Gala every year is because we strongly believe in the FCCA Foundation and the good work the foundation continues to support and underwrite. The communities in the Caribbean and Latin America have helped the cruise industry to thrive. As an extension of the cruise industry, we feel that it’s important to give back to those communities, and the FCCA Foundation provides a perfect conduit to do that.

The reason we choose to combine our donation with the Gala sponsorship is the wonderful opportunities that arise from spending an evening with some of the great minds and leaders in the cruise industry.

is no longer the money?”

Her answer was: “This is what we do; we love the cruise industry, and we are passionate about it”.

This statement and mind-set is exactly why I choose to sponsor the FCCA dinner every year. As we continue to grow and be innovative in the industry that we love despite the challenges that typically face a smaller company, this event has become a tradition for us as we always host a leading cruise executive and bring our entire senior management team.

It is inspiring to talk to successful people and ask them about the reasons for their success, and to be welcomed and warmly congratulated by CEO’s and Presidents of various

The event is also one of the best venues for business development in the industry. On various occasions the seeds for successful ventures that we have embarked on were planted at this event. Likewise, some of the ideas that I thought would be great to implement did not seem so anymore, having been critiqued by industry leaders when presented with them at the event.

It is also very interesting to observe various competitors, whether it’s cruise lines, concessionaires, tour operators or merchants come together to support a great charitable cause, and for that one evening they all have a common benevolent goal. It is actually amazing how the event transforms them to be so friendly to one another.



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# Why I Became a Platinum Member of the FCCA

By Judy Schoenbein, General Manager,  
Appleton Estate Rum Tour, Jamaica

Dear Partners and Friends:

Many years ago, when glumly contemplating the “creeping” visitor arrivals annually to our attraction – “Appleton Estate Rum Tour”, I realised that we had to seek out new markets in order to achieve positive growth, and that the next real market with any serious potential was the cruise industry.

You see, our journey was not always a glum one. Far from it, we were the owners and operators of a train tour, and in it’s “Hay Day,” “The Appleton Express” was THE tour to do in the Caribbean. It filled the imagination, a “historical, frolicking, jolly, drink-up” type of journey from the North Coast of Jamaica straight into the interior of the island, over the mountains and up to our sugar estate of Appleton (which as you may know, is the home of the finest Rum in the world!) It was a fun journey and one which appealed to all. It grew so fast we could hardly keep up with it. Things were good in those days; thousands of visitors were coming to the Estate, Rum Sales skyrocketed; we were making a profit; and everyone was happy.

But unexpectedly life changed, and our Train Tour ceased operations due to the closure of the Jamaica Railway Corporation in 1992. In 1993, 575 visitors in total had come to Appleton for the entire year. This number decreased from the 40,000 annually that we had previously enjoyed over the years. We were in trouble.

We had to find new ways to rebuild our tour, bring in the numbers and get back into business. And thus began my journey, a journey which I can tell you has a happy ending.

Realistically, things would be a lot simpler if we were located closer to the Ports on the North side of the Island, but the truth is, we are located on the South Side of the Island, a good two hours drive from the Port of Montego Bay. Nevertheless, it was worth a good shot, and with this bright light shining in my head, I set about to see what could be done about obtaining this new business.

It was time for us to make a change, and we were ready for it. Life, then as we knew it, would never be the same again.

I knew nothing about the cruise industry, just that it seemed to be giving some serious competition to the land based hotel sector. There was a lot of excitement going on with the industry then – hotels vs. cruise vacations – which sector was deriving the most benefits in terms of incentives, the impending “threat” to the land based business, and I was right in the middle of it.

When you are an attraction, you are a provider to all visitors, dependent upon the good relationship of every sector of the travel trade: the ground transportation providers, the tour operators, the villas and apartments, the hotels, the cruise sector and anyone else that you can find that may be interested in taking your tour. You see, unlike other sectors, you only get the visitor once at your establishment: There is no second chance, so it had better be a good experience. Therefore I had to walk the narrow line, keeping the confidence of all.

With the blessing of my company, I set out “Rum Bottle in Hand” and began to learn cruise tourism.

I had no knowledge of the industry, so I needed to learn, and



I needed to learn fast.

- How many ships came to the Port of Montego Bay annually, weekly, daily or by season.
- What was the name of the lines that sent these ships to Jamaica and especially to the Port of Montego Bay, Montego Bay being the nearest Port to our Sugar Estate?
- How many passengers came off the ship, and how many of them took a tour?
- How was the tour booked?
- What sort of experience were passengers looking for, and how much were they willing to pay for it ?
- What were the cruise lines looking for, and how could I fulfill their needs?
- Would passengers really be interested enough in my tour to drive by bus all the way into the interior of the Island ?
- And where do I go from here?

Like a sleuth, I set about gathering my information, and was so consumed with the possibility of this exciting change, I ate, drank and slept “cruise.” On the days when these majestic vessels arrived, I was right there on the pier, watching as they gracefully slid into their berth. I photographed them, watched the passengers as they disembarked the ship, noted carefully how the tours were handled, and observed the method of the ground transportation from the Port.

Being a passionate person by nature, I was in love with the idea that soon one of these vessels would be bringing passengers to our property, and that I would be a part of this great industry. My love was strong, but like all lovers, the path to true happiness was bumpy, and it would be many years before our “union” would be legally binding.

Meeting Michele Paige through a mutual friend, my first “lesson” in the business was that I was to become a member

of the FCCA, which I immediately did, Attending my first FCCA conference in Barbados in 2004, I soon discovered that names such as Brendan Corrigan, Mico Cascias, Mathew Sams, 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.

Like a star gazer, I seemed to know everyone, but by sight only, and it would be five years later before anything would happen.

We attended every FCCA Conference; it was at one of these that we would get our big break. Breandan Corrigan of Carnival (I knew him by sight, naturally) walked right passed my Jamaica Booth, stopped and said, “Don’t I know you?” and thus our journey began with the cruise business. As an Associate Member of the FCCA our business had increased by 5% in the first year – a large number for us at that time.

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 to Appleton; I wanted to make the final commitment; I was “engaged,” and now I wanted to be “married,” and in so doing, I was willing to pay the price.

In every true love affair, there is a partnership, and for me this was no different. We wanted to commit our tour to a greater link with a strong partnership, and we were overjoyed to do so.



Platinum is a whole different world, there is nothing like it. No more scrambling to appointments, no concerns that time would run out before the day was through, and now there was a whole new opportunity to truly build a business, and give it our all. The importance of the being close to the cruise industry has been a great honour to us, the importance of staying the course even more important. Never get discouraged. We wish them well, look forward to seeing them sail our seas, and continue to bring in great business for us all.

When speaking to Platinum counterparts, these are some of the observations that were made.

- No more lines
- The opportunity to get closer to decision makers
- Feels like you are a real partner in the industry
- It's a must if you want to increase your business
- Michele's party
- The "cool" bags that they give you

For us, it was simply the natural progression towards building the type of relationship that is needed in order to sustain and improve what we already had, but better. In so doing, cement our future with a great industry, and with the great people who operate it.

It is the joining of hands with the FCCA and with thanks to their staff, that has resulted in our 39% increase in visitors arrivals annually, and I would like to take this opportunity to thank the Member Lines for their support, thank them for this most important relationship that we have, and to say how much we look forward to years and years of continued success together.

I Thank you.

Judy Schoenbein  
General Manager,  
Appleton Estate Rum Tour  
appleton@infochan.com

  
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## Mobile Moving Quickly

The Alabama Cruise Terminal went into operation in October, 2004, just eight months after construction began—a truly remarkable engineering and construction feat! The Carnival ship, *Holiday*, was dockside for the dedication ceremony and carried our first guests on a cruise to Mexico the next day.

The terminal design incorporates the very good advice of many FCCA Platinum Members, who were most gracious in not only allowing us to visit their existing homeport facilities but also in sharing their knowledge and experience on how to better serve guests, improve security and more efficiently handle the ship's needs during turnarounds. Some of our more notable design enhancements include six covered traffic lanes allowing quick, dry and efficient handling of guests, luggage and vehicles; a 4 story climate controlled pedestrian tower with 4 elevators, an escalator and 3 stairwells that permit seamless travel from garage to the terminal floors; a separate gate entrance dedicated to stores vehicles; spacious restrooms and an underground system that delivers potable water to the ship directly from the main water line in the downtown area at 1000 plus gallons per minute.

It is noteworthy to mention here that we were named Carnivals “2007 Port of the Year” for guest services. This



happened only with everyone committed to doing their best at all times – Carnival embarkation staff, security, traffic coordinators, stevedores and, of course, the *Holiday's* crew.

In Mobile we are constantly evaluating our operation for improvement opportunities and, with our changes we always make certain they are reviewed in advance by the appropriate cruise executives.

The *Holiday* continues to cruise with significantly more guests on all of its itineraries than the baseline of two to a cabin. We identify auto tags by state for each cruise in our dedicated garage and we currently have a database of more than 92,000 tags that shows the wide regional drive market we enjoy for our 4 and 5 day trips. With the confluence of interstates, I-10 and I-65 less than a mile from the terminal we are an attractive drive option.

In anticipation of a larger ship and, maybe even a second one in our near future, we are already planning a change to increase luggage lay down space, reconfigure Customs and Borders stations and add a new gangway with more travel flexibility and able to accommodate all ship doorway heights. Even more importantly we are prepared to offer a multi-million dollar marketing package for a second ship.



Without FCCA Platinum Membership, we might still be trying to homeport a ship. Our initiative began in late 1998, with some consultant demographics that indicated Mobile had possibilities as a cruise port; however, we had not one relationship with any cruise executive on any line. It was good fortune that two of us from Mobile got invited by Michele on the FCCA's platinum cruise in January '99, and that was all it took to realize the benefits of membership. We joined without hesitation. In fact, this was my first cruise experience.

Without the opportunity that FCCA Platinum Membership provides, it is difficult (if not virtually impossible) to meet cruise and port officials. We also have the opportunity to schedule "one on one" meetings with the cruise executives of our choice. To be able, at least four times every year, to network with FCCA Platinum Members while meeting, dining, and taking excursions together is truly an enjoyable and educational experience. Some of Mobile's close industry friendships have started over breakfast, on a tour bus, or at a reception.

The FCCA quarterly magazine "Caribbean Cruising" has also been an excellent vehicle for getting the Mobile message to itinerary planners, as well as cruise sales and marketing decision makers. Adam Cesarano offers an excellent product at a good rate and free graphic art support. Try it.

Without FCCA involvement I could still be trying to corner speakers at Seatrade as they leave the dais as my only strategy along with correspondence to busy executives who already have a full agenda and almost limitless options.

I hope all of you will take the opportunity to visit us as we host the June '08 FCCA platinum meeting. We, along with the Mobile Bay Convention and Visitors Bureau (under the leadership of Leon Maisel, another platinum member), are anxious to show off our city, region and our terminal. We are committed to making this a special visit because we have so many of you to thank for helping us begin and now grow our business.



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# You are invited ....



Photo courtesy of David Carter Photography and Southern Repro Graphics

Our ship has truly come in to our modern Mobile Alabama Cruise Terminal; however, we want and deserve more!

Conveniently located in historic downtown Mobile, the terminal is less than a mile off Interstate 10 and only one mile from Interstate 65. As a result, we enjoy an extensive regional drive market and have detailed records on automobile license plates to support that fact.

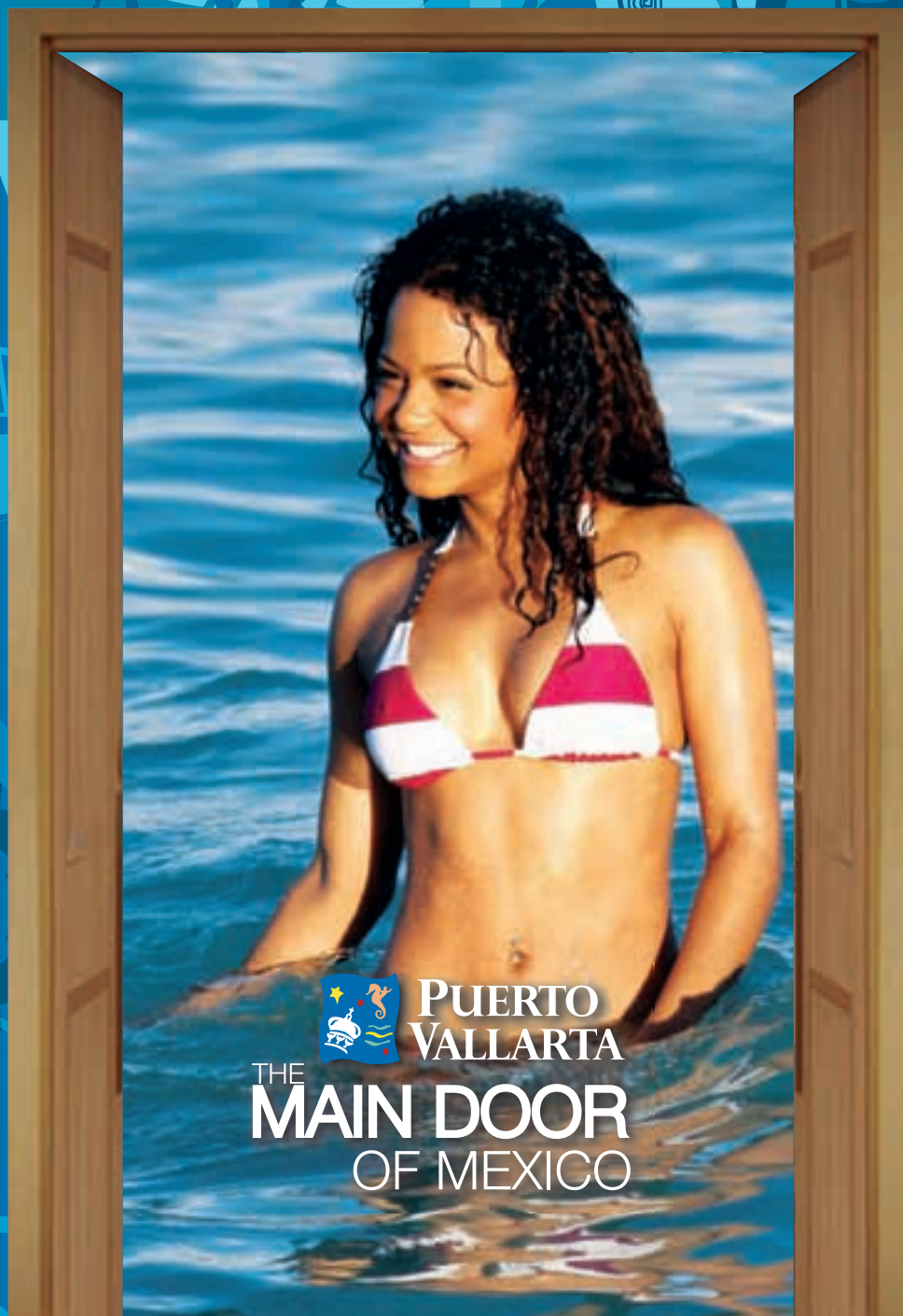
In 2007, 129,215 guests sailed on 4 and 5-night cruises to Mexico traveling from every state, plus Canada.

Please consider this an invitation to visit this new facility and spend time with us. We can discuss the exciting incentives we have to offer any cruise partner including a ***multi-million-dollar marketing package***.

For further information contact: (251) 338-7447  
Al St. Clair, Director - [astclair@shipmobile.com](mailto:astclair@shipmobile.com)  
Sheila Gurganus, General Manager - [sgurganus@shipmobile.com](mailto:sgurganus@shipmobile.com)








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**SCT**



**“The Value of Cruise Industry Partnerships”** An overview from a powerpoint presentation made at Seatrade Cruise Shipping Convention by Dan Hanrahan, President & CEO of Celebrity Cruises & Azamara Cruises and Chairman of CLIA's Marketing Committee.

### The Value of Cruise Industry Partnerships

- Growth and global expansion
- Positive, worldwide economic impact
- New infrastructure, facilities, partnerships
- Recognizing our partners' value and potential





1

### Will the Economy Affect Cruising?

Optimism Drivers:

- Vacation - privilege or necessity?
- Cruises provide value
- CLIA member lines continue to operate at or above 100% occupancy
- History of recession resistance
- Cruise bookings and sales expected to be as good or better than 2007



2

### Cruise Bookings 2008 -CLIA Travel Agent Surveys

\* Surveys conducted early January and mid-February 2008  
\* 500+ / 250+ agents participated, respectively

- Travel agents continue to express confidence
  - 90% in January expected sales to be as good or better in 2008
  - In mid-February, 86% expect 2008 sales to be as good or better than 2007



The new norm: consistent year-long cruise sales

- 31% feel Wave Season will be highest volume booking period
- 43% anticipate consistent cruise sales throughout the year



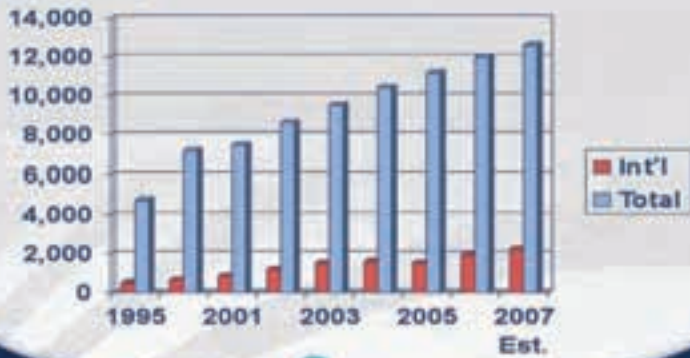

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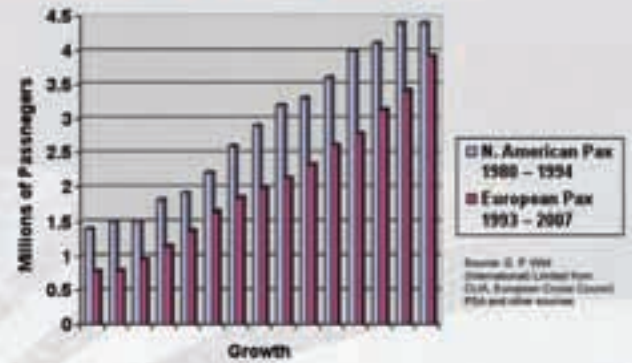
## Worldwide Sourcing of Cruise Passengers

Guests (000)



5

## 15-Year Passenger Growth Comparison



Growth



6

## Where is the Cruise Tonnage Deployed Today?

| Cruise Area   | Share % 2006 | Share % 2007 | Share Yr/Yr |
|---------------|--------------|--------------|-------------|
| Caribbean     | 39.2%        | 35.9%        | (3.3%)      |
| Mediterranean | 12.9%        | 16.4%        | 3.5%        |
| Europe        | 8.3%         | 7.6%         | (.7%)       |
| Alaska        | 7.8%         | 7.7%         | (.1%)       |
| Mexico West   | 6.4%         | 6.6%         | .2%         |
| All Other     | 25.4%        | 25.6%        | .4%         |



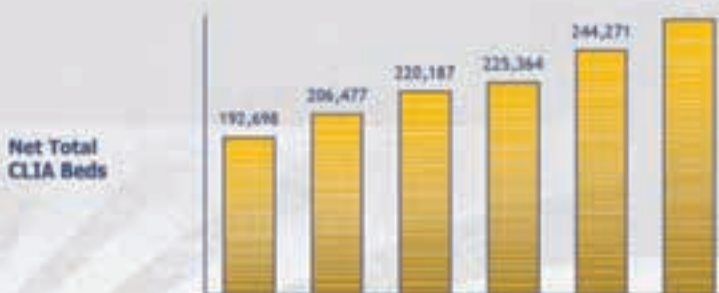
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## Looking Into 2008



8

## Steady Capacity Growth – Over 105% Occupancy



9

## 2008 Passenger Forecast

• 12.8 million passengers (+200,000)

- 10.5 million passengers – North America
- 2.3 million passengers – International



10

## 2008 – 10 Ships Join CLIA Fleet (8 New; 2 Redeployed) – Net Bed Day Increase of 1.6%

### NEW:

- MSC Poesia (April)  
– 2,550 pax
- RCI's *Independence of the Seas* (April)  
– 3,643 pax
- Carnival *Splendor* (July)\*  
– 3,006 pax
- HAL's *Eurodam* (July)\*  
– 2,104 pax
- Pearl Seas Cruises (August)\*  
– 214 pax
- Ruby Princess (November)  
– 3,100 pax
- Celebrity *Solstice* (December)\*  
– 2,850 pax
- MSC *Fantasia* (December)\*  
– 3,300 pax

### REDEPLOYED:

- Norwegian *Jade* (March)  
– 2,376 pax
- Silversea's *MSH Prince Albert II* (May) – 132 pax

\* New Class of Vessel



11

## 36 New CLIA Ships on Order – 2008-2012 Nearly \$22 Billion Investment

\*Seatrade Order Book: 42 New Vessels and a capital investment of \$25 Billion



Total Number of Ships in Combined CLIA Fleet



12

## What Does This Mean for Travel Agents?

### By 2012, 36 New Ships...

- = 77,000 Additional Beds to Sell
- = Ability to grow your cruise business by at least 29%
- = +\$300 Million in incremental commissions



13

## Worldwide Economic Benefits

- Spending by cruise lines and their passengers benefits communities and businesses around the world
- Economic summary of United States, Canada, Mexico, the Caribbean and Europe:
  - Exceeds \$37 billion in direct expenditures
  - More than 440,000 jobs



Sources: Business Research & Economic Advisors, Florida-Caribbean Cruise Association, North West CruiseShip Association, European Cruise Council, CLIA



14

## The Future of Cruise Industry Partnerships

- Growth + Success = additional responsibility and visibility
- We are all partners in this growing and vibrant industry with positive stories to share
- Shared responsibility and collaboration between partners is key to healthy future and continued growth



15

## We Each Have a Responsibility

- We can share our success and stories with:
  - Friends, families and neighbors
  - Local community leaders
  - State and local government
  - Port officials
  - Business develop organizations
  - Environmental organizations
  - Regulator and legislators
  - Travel associations
- Goodwill and prosperity for future growth



16



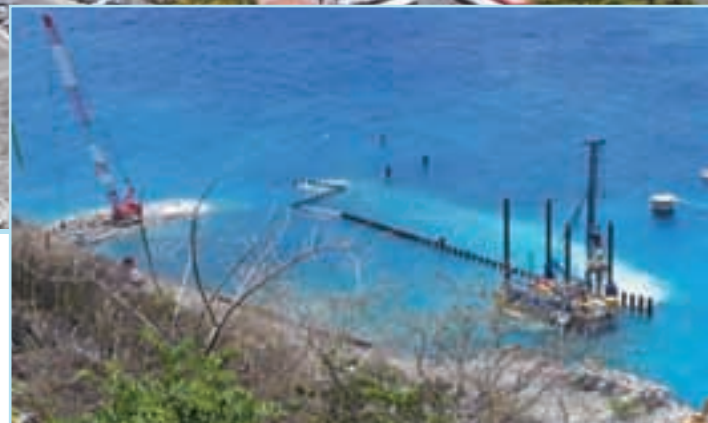


## Port of St. Maarten: Promising Progression

Since the multi-million-dollar expansion work started at the Port of St. Maarten in December 2007, construction at the Dr. A. C. Wathey Cruise & Cargo Facilities have been progressing to the satisfaction of port authorities.

The new cruise terminal area that will support a new cruise jetty has been filled in with dredged sand from the Great Bay just outside Philipsburg. The cargo expansion works have reached the stage where sheet piles have been sunk into the seabed to allow for filling thereby creating a new loading dock area for container vessels. A seawall is also being built, which will be secured with huge aqua-pods acting as a break-water—protecting the cruise and cargo facilities from sea swells. Even with the construction ongoing, cargo and cruise activities continue uninterrupted.

Managing Director of the St. Maarten Harbour Group of Companies Mark Mingo, says that the Port of St. Maarten has a lot of room for growth and opportunity, having developed a very comprehensive expansion plan for both cruise and cargo facilities. He has high praise for the partnership and financial package that was negotiated over a two-year period by the



island's Commissioner of Port Affairs Theodore Heyliger, allowing for the expansion of the cruise and cargo facilities to kick off at the end of 2007.

Mingo added that at the moment the construction schedule is on a track where the new cruise pier will be ready by the end of 2008, while the cargo facilities will be available in 2009.

The complete cruise facility would allow the island as a cruise destination to maintain an edge over competitors in the region. "It's all about securing the economic prosperity of the island, ensuring that destination St. Maarten remains ahead. We are building to meet the demands of a growing world," Mingo pointed out. With this expansion, St. Maarten as a preferred cruise destination will continue to meet the demands of an ever growing industry. The partners in the project are Carnival Cruise Lines, Royal Caribbean Cruises, Ltd. and RBTT Bank.

The new cruise pier will be constructed to simultaneously accommodate two Future Larger Vessels (FLV), currently



being built by European shipyards with a gross tonnage of 220,000. The cruise pier will have a length of 445 meters and a width of 21 meters.

Expansion of the cargo facilities entails an extension of the cargo quay wall by 260 meters; and an additional 8400 square meters of container storage and handling space.

The expansion of the island's cargo handling facilities will contribute to increasing productivity, where it concerns the handling of more cargo and containers. It will also increase efficiency due to the additional space that terminal operators will have.

Many cruise ports suffer from congestion; however this aspect has been carefully studied at the Port of St. Maarten in order not to have the same challenge. The Port of St. Maarten's natural harbor has been designed to avoid this by having six cruise ships in port moored at the two piers. For disembarkation the cruise piers have been constructed in such a manner to accommodate and facilitate these large numbers of passengers.

Consideration was also spent on transporting visitors from the pier to mainland. Cruise passengers have a number of options available such as taxi's/tour busses, walking to the town centre to enjoy duty-free shopping, or taking a water taxi.

The harbor development is very important to the quality of life for the people of St. Maarten. The island and the people will benefit from this expansion. It will create additional employment, new business opportunities, and additional business for the private sector besides providing additional revenues for the Island Government. Since the first expansion in 2001, considerable investments have been made in infrastructural projects all related to the overall national development.

With this multi-million dollar undertaking, it is very important to include the local populace whenever possible. It is the policy of the Island Government of St. Maarten as well as the Harbour Group of Companies that the majority of the expansion work activities goes to the local community and involve as many as possible in the project where their expertise is available and can be utilized. Besides the main contractor, there are approximately 240 local small contractors and laborers guaranteed a job for the duration of the project, an approximate two years. This entails heavy equipment operators, trucks and hands-on workers.

Once the new cruise pier is in operation, it will mean additional cruise vessels in port. At the moment four vessels can simultaneously dock at the current pier. The additional pier will mean room for two mega-size cruise vessels coined as FLVs. More cruise passengers will result in additional business for the duty-free stores at the Harbour Village and in Philipsburg, along with new tours and expanded tours and other services for cruise passengers.

Cruise tourism generates a substantial amount of foreign exchange for the Island of St. Maarten. A study on the economic impact in 2005 estimated that of the 1.45 million cruise passengers and 724,450 crew members that arrived in St. Maarten in 2005, of these, about 1.3 million – 90 per cent – disembarked the ship. In addition, 40 per cent of 289,780 crew members went ashore. The total passenger and crew spending were US\$189 million and US\$46 million respectively.

Based on data provided by the Florida-Caribbean Cruise Association (FCCA) member lines, it is estimated that all cruise lines spent US \$11 million in St. Maarten on port fees, taxes and navigation/pilot fees. For 2007, the destination received just over 1.4 million cruise passengers.



# Bermello & Ajamil—Formula for Success

For Bermello Ajamil & Partners (B&A), ports and maritime has been a driving influence of its practice since its inception. Focusing on cruise and waterfront developments worldwide has established B&A as one of the leading master planning firms in the world. With the South Florida real estate market taking a beating, a difficult economy and the natural uncertainty that comes with an election year this sector of B&A's business has been further highlighted through port and terminal development involvement across the globe.

Through the years, the firm has successfully completed ongoing and planned projects on 6 of the 7 continents. Today, B&A is recognized as a premier architectural, engineering and planning firm that is reshaping waterfronts worldwide. What started off as straight architectural and engineering services on cruise ports and marinas has evolved into a premier maritime practice internationally acclaimed for its innovative master planning, business acumen and design services.

But its rise from small architectural boutique to a globally recognized multidisciplinary firm did not happen overnight. In fact, the history of the firm can be traced back to 1939, when it first opened its doors to cater to the local South Florida market. Through the years, the practice began to grow to include other disciplines to complement the architectural design services already provided.

By the time Luis Ajamil joined forces with partner and long-time friend, Willy A. Bermello in 1992, the firm's practice had expanded to include the disciplines of urban design, planning and interior design. Their markets had also expanded to include the southeastern United States, South and Central America and the Caribbean.

The arrival of Luis Ajamil ushered in the first of many changes for the firm. Luis brought more than his engineering experience onboard; he also brought with him a profound interest and knowledge of what the cruise and maritime markets were doing and what needed to happen to capitalize on future opportunities. With knowledge and experience in hand, he set out to tackle complex maritime projects that other A/E firms were all too happy to shy away from.

Today, the Firm's maritime project experience is unrivaled, spanning across many of the world's most important gateway cities, including Miami, Fort Lauderdale, San Juan,

New York, Seattle, Vancouver, San Diego, Istanbul, St. Petersburg and Hong Kong. B&A has also expanded its practice to include offices in Miami, Fort Lauderdale, Orlando, New York, Long Beach and Dubai in the United Arab Emirates.

Our Maritime Division focuses on projects from a business perspective, offering cruise market assessments, business and financial planning, waterfront and cruise facilities master planning, multi-use terminal designs, marine and cargo facilities engineering, operational planning services and financial feasibility / assessment services. As an additional component that complements and completes the list of services offered by the firm, we focus not only on the hard infrastructure, but the soft support needs of each destination. Thus, we look at destination delivery managed by Partner and Vice President of Ports & Maritime, Mark Ittel which, includes destination marketing and advocacy planning, support program development, operations and destination sustainability planning, survey and benchmark formulation.

In the Caribbean, the firm has enjoyed a great deal of success with innovative waterfront development projects in Antigua, St. Lucia, Costa Rica, Colombia, Panama, Aruba, Grenada, Bermuda, Dominican Republic, Bahamas, Mexico, St. Kitts and other destinations in the region. B&A has been a Platinum member of the FCCA for more than 10-years. We do take advantage of our close relationships with the FCCA member cruise lines through outreach and participation in all of our Caribbean cruise port development project efforts. We have established relationships with all of the key cruise line decision-makers.

When the Ministry of Tourism and Transportation of Bermuda wanted to explore the possibility of expanding the current marine infrastructure to support the creation of a new cruise port, they turned to B&A who provided a master plan for new dockyard cruise facilities that offered several expansion concepts while protecting and enhancing the island's unique character, its environment and quality of life. The significant public outreach program that was carried out was successful in building consensus for each planning solution and won the support of the local corporations in the capital of Hamilton and the west end of the island. The project is currently under construction and scheduled to be completed in August of 2008.

When Disney Company wanted to craft onshore the same unique themed experience found on their cruise ships, they retained B&A as part of a design-build team to theme, master plan, design and provide marine engineering as well as structural services for the Gorda Cay Island in the Bahamas. Working with Disney's planners, B&A developed a storyline based on the concept that stranded castaways from an airplane wreck had built the island. The project was completed in 1998.

In Grenada, B&A was contracted to conceptualize a phased master plan for the development of a waterfront cruise port village that would include retail facilities and ground transportation provisions for cruise ship passengers to take advantage of the new site's close proximity to downtown St. George. The master plan was conceived as an extension to the water's edge, providing an open space focus where one was lacking. The concept of a traditional port village included the creation of plazas that highlight special places within the village and offer additional shopping for visitors and the community, complete with pedestrian access corridors, revitalizing the area and offering a new venue for the city's retailers.

One of the most important and exciting projects that the firm was awarded is the master planning of the landmark land reclamation project The World in Dubai, the United Arab Emirates. A one-of-its-kind land reclamation project never before attempted, this man-made archipelago is comprised of 300 islands that form the shape of a Mercator projection of the world map.

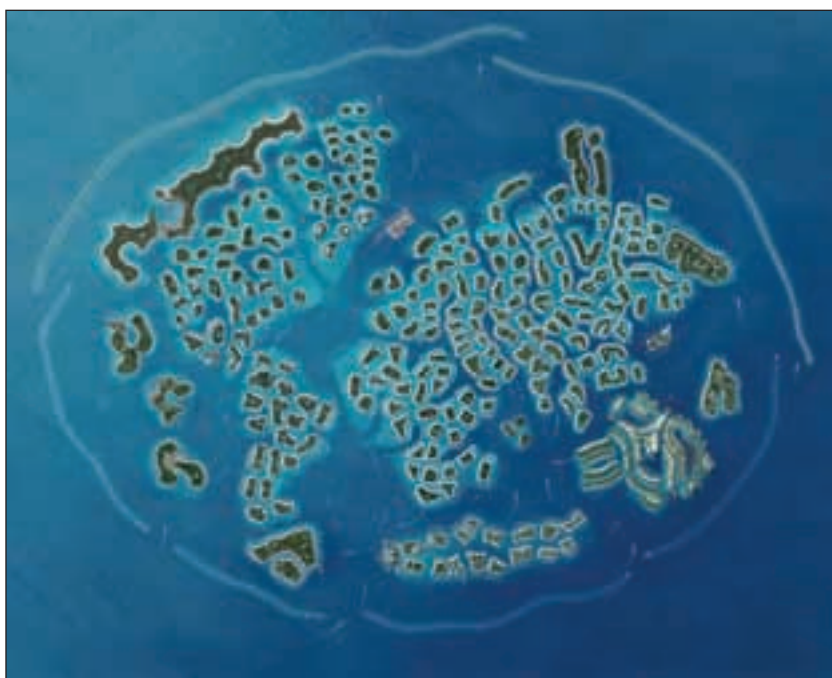
Presently the firm is also working on several mixed-use cruise ship ports around the world to welcome the next generation of seafaring giants as well as mega yachts, and because of their past work experience and its thorough knowledge of the industry and its future, B&A has emerged as a leading authority that is literally reinventing the way cruise ports and marinas do business.

The immediate future sees B&A rapidly expanding its maritime and other markets and continuing to diversify and adapt to global trends, a formula that has proven successful for the firm.

We will continue to be a part of the FCCA network, collaborating with cruise lines on specific port projects and always using them as a key resource to make sure we and our clients are meeting their needs and expectations when we are work-



*Grenada Cruise Port Village, St. Georges, Grenada*



*3D Rendering of the World project in Dubai.*

ing for a port authority, national or local government entity or private developer.

While no one can predict with any amount of certainty what the future holds for B&A, one thing remains sure, B&A will continue to lead the way in cruise maritime planning and design projects by maintaining the same philosophy it has applied successfully throughout the years: keeping market expertise, a strong staff of qualified individuals and a solid commitment to clients at the forefront of every bit of business it does.



# SAMANA

DOMINICAN REPUBLIC



*'el limon'  
waterfall*



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# Guatemala

## Heart of the Maya World



Guatemala is a country with a very diverse ethnic culture and scenic beauty comprising imposing ancient Maya archaeological sites, Spanish colonial towns, Guatemala City a modern metropolis and mountain lakes surrounded by towering volcanoes, lush forests and many rivers meandering through cattle, coffee, sugar and banana plantations to the Pacific and Atlantic coasts.

You cannot miss a stop at Guatemala while cruising along the Central American coastline. The necessary infrastructure is available to receive Cruise ships and passengers at this magical corner of America.



FOR INFORMATION REGARDING  
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## The Panama Canal Railway – The First Transcontinental Railroad

On January 27, 1855, as the witching hour of midnight was drawing near, a man stepped into the wavering glow of an oil burning lantern. He was carrying a heavy spike maul. One of the laborers knelt and held a small iron spike in place with a pair of thongs. With a few strokes of the maul, the last spike was finally driven. The 47-mile Panama Railroad was completed joining the Atlantic and Pacific Oceans. The World's First Transcontinental Railroad was ready for service. That spike effectively launched a new nation and forever changed the course of world transportation. Today, the Panama Canal Railway Company is following in its famous historical footsteps to provide cruise ship passengers with one of the most picturesque railway journeys anywhere.

From the time cruise ship passengers step into the exotic, wood paneled coaches and settle into comfortable booth style



seating, they are in store for a most memorable train ride and the experience of a lifetime. From Colon on the Atlantic to Balboa and Panama City on the Pacific, passengers visit two oceans in 55 minutes – but the best lies in between as the train glides alongside the famous Panama Canal and through lush tropical rainforests on a journey packed with history, nature and excitement. Each luxurious, air conditioned coach has an open-air observation deck where passengers can step out to enjoy the views as they follow the route traveled by the California Forty-Niners on their quest for fortune during the Gold Rush.

But a century and a half ago, it was quite a different story. The original Panama Railroad was the brain child of William Henry Aspinwall, a New York ocean shipping entrepreneur with a vision of developing an East to West Coast route that would eliminate sailing the dangerous seven thousand miles around the Horn. The 50 miles across



the Isthmus of Panama appeared to be the most logical geographic link to connect the passengers and cargo of Atlantic and Pacific vessels. A railroad was determined to be the conveyance of choice and Aspinwall and his associates obtained an exclusive US Government contract to negotiate with Colombia's New Granada Province (later to become Panama) and build the railroad.

Surveyors initially estimated a one million dollar investment and a one-year construction time frame. The entrepreneurs, engineers and workers were undaunted by the swamps, serpents and pestilence that permeated the Isthmus at that time. Reality was another matter. After five years and an investment of US 7.5 million dollars, the Panama Railroad laid claim to the distinction of being the most expensive (per mile) railroad ever built. The cost, however, was much greater. The cost paid in human life for the miniscule bit of track was of the kind people associated with dark, barbaric times before the age of steam and iron and the upward march of progress. The common story, the one repeated up and down the California gold fields, the one carried home on the New York steamers, is that there was a dead man for every railroad tie between Colon and Panama City. Simply disposing of the dead bodies had been a problem the first year, before a rather ghoulish but thriving trade developed in the shipping of cadavers, pickled in large barrels, to medical schools and hospitals all over the world. The Panama Railroad was a steady supply-



er of such merchandise and the proceeds were enough to pay for the company's own hospital at Colon.

With the boom of the gold rush, the railroad became a huge success packed with gold fevered adventurers and the goods needed to help develop a pioneering US West Coast. The new railroad began to record many historical milestones. With a fare of \$25, it was the most expensive per mile railroad to ride. Economy class meant purchasing a ticket for \$5 just for the right to walk the tracks. At \$295 a share, the Panama Railroad was at one time the highest priced stock on the New York Stock Exchange.

During the first 12 years of its operations, the Panama Railroad carried over \$750,000,000 in gold dust, nuggets and gold and silver coin – the railroad collected a quarter of one percent on each shipment.

Nothing, of course, lasts forever and such was the case with the railroad. After the completion of the US Transcontinental Railroad in 1869, the fame and fortune of the Panama Railroad began to decline. Soon, however, the French came to the rescue. Coming off the fresh success of completing the famous Suez Canal, Ferdinand De Lesseps and his French investors descended on the Isthmus of Panama to build an inter-oceanic canal. They purchased the railroad as an essential resource to support their efforts. After many years of futile effort, the French were forced to abandon the project,





defeated by the formidable jungle, disease and an ill conceived plan to dig a sea level waterway across the Isthmus.

By 1904, Teddy Roosevelt and the US Government fully appreciated the military and commercial strategic value of building and controlling an Isthmian canal. After several competing surveys and proposals, the Isthmian project won out over Nicaragua. Realizing that a Panama Canal could not be built without the railroad, the US Government purchased it from the French. Subsequently, during failed negotiations between the US and Colombia, the railroad became instrumental in bringing about the independence of the Republic of Panama.

The Panama Railroad soon became the backbone of an ambitious Panama Canal project, moving dirt, men and materials for the next ten years of construction. Afterwards, the Panama Railroad, owned and operated by the US Government, became an integral part of the fabric of Panamanian life. With the end of World War II, a new transisthmian highway began to impact the economic viability of the railroad. Finally, with the implementation of the Carter-Torrijos Treaty in 1979, guaranteeing a complete US withdrawal from Panama by 2000, the railroad continued its gradual decline.

The latest resurrection came in 1998 when the Government of Panama privatized the railroad. In February of 1998, a 50-year concession was awarded to two US companies; Mi-Jack Products and Kansas City Southern for the complete rehabilitation and operation of the new Panama Canal Railway Company.

Today, after a \$100 million dollar investment, cruise ship passengers are treated to an unparalleled first class railroad experience. Following much the same breathtaking path as their predecessors, passengers experience the tropical splendor of the Isthmus of Panama, the famous Panama Canal and its two oceans. A century and more ago, then-Captain Ulysses S. Grant, Mark Twain, Teddy Roosevelt, and Japanese Samurai marveled at this new adventure. Today the railroad hosts guests such as; Mickey Rooney, Jimmy Buffet, Steven Forbes, Miss Universe and, most importantly, our very special cruise ship passengers.

The Panama Canal Railway Company invites you to join us in celebrating our rich history and to ride with us and experience the beauty of the Isthmus of Panama. We promise that you will not be disappointed.



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# Cartagena, a Captivating Destination in the Caribbean



At dawn, while the sun dissolves the sea mist that covers the bay of Cartagena de Indias, the colossal figure of a cruise ship with her five floors of cabins and compartments appears. When the ship comes alongside the quay of the Regional Port Society, local guides and young officers of the Tourist Police welcome more than 1000 travelers who boarded the ship abroad for a cruise in the Caribbean.

The visitors are excited. They want to know everything about a city that earned the United Nations Award of world cultural heritage in 1984. Partially protected by the walls and guarded by the hill of La Popa, Cartagena rises from

the shores of the Atlantic Ocean. There, one can see, living together in harmony, the icons of a rich history and the enthusiasm of a developing city that stands as one of the main international windows in Colombia.



Some of the visitors cannot wait to sample one of the best craft markets from the Caribbean to the West Indies. They queue up in front of the jewelry store and the duty free outlet in the port to buy reproduction pre-Columbian necklaces and earrings made of high quality gold from the area, and hand-woven hammocks and bags from San Jacinto, one of the towns located in the center of the Colombian folklore.

Others prefer to be absorbed by the fascinating adventure of visiting the city. Long before noon, with maps and guidebooks, they will be inside the walls where the old city will tell them the story of its independence. There,



they will see the Castle of San Felipe, symbol of the resistance against the Spanish siege in the 17th century; they will visit the Palace of the Inquisition or the Gold Museum, and then they will have lunch in one of the specialized seafood restaurants such as La Vitrola, El Santísimo, Olano, La Brucheta, San Pedro or Santo Toribio. At night, when the freshness of the breeze relieves the tropical high temperatures, they will visit the beautifully cobbled streets of Chambacú riding in carriages lit with oil lamps.

A third group prefers to go to the modern city and its varied areas. In Bocagrande they can find modern hotels. In

Castillogrande, they will find sailboats in the marina. Visitors can also go to La Boquilla, a marginal area where locals cook fresh red snappers to order, or to Barú with its white unpolluted beaches where the building of a tourist complex that will be on a par with those in Miami or Acapulco will start as soon as the authorization from the National Council of Economic Policy is ready. After supper, it is possible that most of the visitors meet again for a classic drive in a chiva (a quaint bus) that will take them on an exciting tour around discotheques and bars.



FOR MORE INFORMATION ON UNIQUE DESTINATIONS IN THE CARIBBEAN SUCH AS CARTAGENA, SANTA MARTA OR SAN ANDRES PLEASE CONTACT CAMILO DUQUE AT THE COLOMBIAN GOVERNMENT TRADE BUREAU  
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## Ensenada Cruiseport Village's Beginnings

Ensenada Cruiseport Village (ECV), located in the Mexican Pacific Coast, began operations in April of 2000, when it was acquired by Hutchison Port Holdings (HPH), a subsidiary of the multinational conglomerate Hutchison Whampoa Limited (HWL), the world's leading port investor, developer and operator with interests in a total of 292 berths in 47 ports, spanning 24 countries throughout Asia Pacific, the Middle East, Africa, Europe and the Americas.

Since its beginning, the Cruise ship Terminal has underwent continuous development, such as dredging the access channel and turning basin, land fills, construction of two berth positions, water and electric installations, etc.

On May 6, 2000 Ensenada's Cruise ship Terminal received its first call with Royal Caribbean's *M/V Viking Serenade*, two weeks after Carnival incorporates *Holiday*, which in the following year is substituted by *Ecstasy* with two calls per week.

Nowadays, ECV has four weekly calls from the cruise lines: Royal Caribbean and Carnival, their *M/V Monarch of the Seas* and *Paradise* cover the three to four day cruises departing from the Port of Los Angeles/Long Beach with arrivals to Isla Catalina, San Diego and Ensenada.

Furthermore, Carnival Cruise Line added another regular call in June of 2007 with the arrival of *Elation* which departs from San Diego, arriving at the Ports of Cabo San Lucas, La Paz and Ensenada.

ECV's master development plan for 2012 contemplates the construction of a mega project that includes a hotel, shopping center, retail stores, souvenir and crafts shops, restaurants, movie theater and leisure areas. The construction of a third berth position is also considered.

Ensenada Cruiseport Village is a proud Platinum member of the Florida-Caribbean Cruise Association; needless to say that by joining the FCCA, the company has been able to work closer with the different Cruise Lines in order to improve the Port's overall services to both passengers and crew. Thanks to the Association's different events, ECV has the opportunity to maintain commercial relationships and establish growth strategies.

Ensenada is a unique destination that offers a congenial blend of history, culture, ecotourism and commerce. The growing number of cruise passengers that visit ECV reinforces Ensenada's market position as one of the main cruise destinations Mexico; it is also the busiest port in the Mexican Pacific coast.

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## THE ORIGINAL CANOPY TOUR® EXPANDS ITS UNIQUE CREATION IN THE CARIBBEAN

**The Original Canopy Tour® (OCT), the pioneer and world leader in Canopy-based experiences for people of all ages, has opened 3 new cruise ship oriented attractions in the Caribbean during this past year.**

**OCT LIMON™** opened in October 2006 at VERAGUA RAINFOREST, located less than an hour from the port. With 9 traverses covering almost 1 kilometer of the most pristine tropical rainforest imaginable, this has already proven to be one of the highlights to cruise passengers arriving to this popular Costa Rican port.

**The LA MARQUESA ORIGINAL CANOPY TOUR PARK™** opened in **PUERTO RICO** in August, 2007. This spectacular new tour is located less than 30 minutes from the Port of San Juan. With 8 traverses inside the remarkable La Marquesa Forestry Reserve (owned by the Municipality of Guaynabo) and a spectacular view of the city and port, this brings an amazing new adventure tour to the cruise ship visitors of this island. Include it as a shore excursion from the ships or in a pre or post tour package.

This month, OCT opens in **Antigua, Guatemala** at the **Finca Filadelfia Coffee Plantation**, already a beautiful attraction in itself. This unique tour offers 2 amazing adventures; one, a typical Original Canopy Tour through the cloud forest and the other, a more adventurous journey across a valley of the coffee plantation, with traverses over 500 meters (1,500 ft) long and 300 meters (900 ft) high.

**So what makes The Original Canopy Tour® unique?** First of all, it is NOT a zip line; in fact OCT's systems make "zip lines" obsolete, as they have much higher safety standards in design, materials and operation, putting them miles ahead of anything else available in the marketplace.

**Not all "canopy tours" are created or operated equal.**

**Consider this:** OCT's **15 years of experience** in this activity will provide you with the security that the tour program you provide to your clients is safe, exciting and educational and will be an attractive tour option for your shore excursion program.

- The Original Canopy Tour® starts with **safety in the design**; a unique design for each location is made with the safety of your clients in mind. Although OCT's tours may 'feel' scary, they are actually safer than walking on the ground.
- OCT is the **first** in the marketplace with a **patent-pending Dual Line System** of traversing from tree to tree, which guarantees your clients the safest possible excursion, from start to finish.
- OCT does not use dangerous steel wire cables, as they corrode, conduct electricity, experience metal fatigue and are limited in the way you can operate a tour. The use of OCT's **patent-pending Hrope™ technology** gives your clients a quiet ride with no annoying "zip" noise. Your clients will feel like they are actually flying through the rainforest canopy. The Hrope™ lines are adjusted to achieve minimal rider effort and little need for braking.
- OCT does not cut trees during the design or installation process. All routes are planned with the ecosystem in mind. OCT's **unique platform systems** allow for the platforms to be literally suspended from the trees. There is no need for nails or screws into the trees, leading to a healthier ecosystem and all platforms have emergency escapes built in.
- OCT's expert System Operators receive over 200 hours of training **BEFORE** they can work with clients. With OCT's **copyrighted training program and operations system** it means your clients will be guaranteed a safe and educational journey. All system operators are trained in safety practices *and* in the unlikely event of an emergency, in **high angle rescue**.
- OCT's **maintenance program** is second to none. Daily, weekly and monthly inspections are performed and reports are maintained on site.
- OCT is covered by Royal Marine Insurance and has over **14 years of accident free operations**.

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# Celebrity Cruises to “High Five” its Guests

## With 2009-10 Caribbean Season

Celebrity Cruises is giving Caribbean cruise enthusiasts something to celebrate in late 2009 and early 2010. For the first time in five years, Celebrity will offer a range of Caribbean itineraries lasting a week or longer on five of its ships: *Celebrity Constellation*, *Celebrity Equinox*, *Celebrity Mercury*, *Celebrity Solstice*, and *Celebrity Summit*. Together, the ships will call at 26 different ports during sailings ranging from seven to 14 nights, departing from Fort Lauderdale, Florida, and San Juan, Puerto Rico.

- Celebrity’s 2009-10 seasonal Caribbean season will feature calls on new ports, the deployment of two of the line’s new Solstice class of ships to the region, and the reintroduction of a 14-night itinerary length. Highlights will include the following:
- Celebrity will introduce three new ports to its Caribbean line-up, including Pointe-à-Pitre, Guadeloupe; St. Croix, U.S. Virgin Islands; and Scarborough, Tobago.
- *Celebrity Solstice*, launching in December 2008, will sail seven-night Eastern Caribbean cruises roundtrip out of Fort Lauderdale. These will alternate between two itineraries, one featuring calls at San Juan; Basseterre, St. Kitts; and Philipsburg, St. Maarten, and the other featuring stops at San Juan; Philipsburg; Tortola, British Virgin Islands; and Labadee, Haiti.
- *Celebrity Equinox* will sail 10- and 11-night “Ultimate Caribbean” cruises roundtrip out of Fort

Lauderdale, featuring stops at ports such as St. Thomas; St. Kitts; Barbados; Dominica; St. Maarten; Grand Cayman; Colombia; Costa Rica; and Mexico. The 11-night itinerary includes a stop at Roatan, Honduras, which Celebrity has not visited since 2007.

- *Celebrity Constellation* will sail Celebrity’s first 14-night Caribbean season itineraries since 2005, offering several 14-night “Exotic Southern Caribbean” sailings roundtrip out of Miami, featuring calls in St. Thomas, Antigua, St. Lucia, Barbados, Grenada, Tobago, Aruba, and Curacao.
- *Celebrity Mercury* will sail a series of 10-, and 11-night Southern Caribbean cruises out of San Juan. *Celebrity Mercury* will also sail one 15-night holiday cruise during this series, and one nine-night cruise in early 2010.
- From mid-December 2009 through mid-April 2010, *Celebrity Summit* will sail seven-night roundtrip voyages out of San Juan; this pattern includes the addition of the port of Scarborough to Celebrity’s line-up as well as the addition of a call at Bridgetown, Barbados.

Celebrity will offer guests a variety of shore and land experiences in each port of call visited during its 2009-10 Caribbean season. Examples include:

- “Mi Dushi” in Aruba, which lets guests board “Mi Dushi” for a day of sailing and snorkeling and an island lunch.

- “St. Maarten Art Tour,” which lets guests experience the island’s art scene through tours of studios, galleries, and even homes of local artists.
- “Swim with Turtles, Shipwrecks, Snorkel and Beach” in Barbados, during which guests encounter native sea life, learn more about abandoned ships and experience the pleasures of snorkeling.
- “St. Thomas Ocean Racing Challenge,” where guests have the opportunity to “be” part of the racing teams aboard the On Deck’s Farr 65 Ocean Racing Around the World yachts.

Celebrity Cruises also recently announced its 2009-10 offerings of four- and five-night cruises to the Caribbean. Celebrity Cruises’ four- and five-night Caribbean sailings are perfect getaways for guests who crave a taste of the line’s signature service with style and the spectacular sunsets of the Caribbean. The line’s 2009-2010 winter Caribbean season will feature, for the third consecutive year, a series of these sailings on the recently refurbished *Celebrity Century*. These voyages opened for sale today.

From December 12, 2009 through April 22, 2010, *Celebrity Century* will sail a total of 29 short Western Caribbean itineraries, departing from Miami, Florida, on Mondays, Thursdays, and Saturdays. Each itinerary features two ports of call; these include Ocho Rios, Jamaica; Georgetown, Grand Cayman; Cozumel, Mexico; and Key West, Florida.



Onboard the 1,814-guest *Celebrity Century*, guests can enjoy all the enhancements made when the ship underwent a \$55-million makeover in 2006. These upgrades included the addition of 314 new verandas, 14 new suites, 10 new staterooms ranging from inside to veranda categories, and an expanded number of ConciergeClass category staterooms. Celebrity also expanded its AquaSpa, added the specialty restaurant, Murano, refurbished the main dining room, created the first ice bar at sea, and enhanced the bedding in staterooms.

In port, guests can experience the delights of the Caribbean through a variety of shore and land excursions, such as “Temazcal Mayan Steamlodge Experience” in Cozumel, which includes a shaman-guided ritual reflective of those that the ancient Mexicans would perform; “Chukka Ultimate Adventure” in Ocho Rios, which offers a horseback ride along the White River, river innertubing, a Jamaican lunch and a hike; or “Taste of Key West,” a guided walking tour through the town’s colorful gardens and historic buildings, with delectable treats included.







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**Length:** 1,112 feet

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**Crew:** 1,385

## ***Desiree Matthew***

***Bar Steward***

***Princess Cruises***



Desiree Mathew was born and raised in Grenada 29 years ago.

New to cruising, she is currently serving on her first contract at sea aboard *Dawn Princess*. Having never worked on a cruise ship before, Desiree is enjoying her first experience with the cruise industry, saying she has now fulfilled a life-long dream.

Before joining Princess, Desiree had been employed by Teradyne Connection System in Boston and she was used to working in a multi ethnic environment. She has also worked for six years as waitress at the Rex Grenadian Hotel, in her home island of Grenada.

As part of her new role, Desiree has completed extensive training on board and has found it very beneficial, enabling her to learn the composition of all the different cocktails served on board as well as the quality of service Princess expects from employees.

## **Grenada**

She enjoys life on board, is excited about the challenges of her new job and eager to see new places and meet different people.

She hopes that when she decides to settle back home, she would be able to afford and manage her own bar.



# Around The Caribbean



*(Left to right bottom row) Andres Ruiz Morcillo, Mayor of Chetumal, Mexico, Félix Arturo González Canto, Govenor of Quintana Roo, Mexico; Juan Carlos González, Mayor of Cozumel, Mexico; (Left to right Top row) Michael Ronan, VP, Government Relations - Royal Caribbean Cruise Lines, Ltd.; Lic. Sonia Elias Coral, Secretary of Tourism, Quintana Roo, Mexico; Javier Gallardo, Carnival Corporation; Roman Quiar Alcocer, Mayor of Playa del Carmen, Mexico; and Michele M. Paige, President, FCCA*



*(Left to right) Bill Panoff, President & CEO of The PPI Group presents a check to Adam Ceserano, Vice President of the FCCA. The FCCA Foundation, whose mission is to fund a range of humanitarian causes in the Caribbean and Latin America, received \$25,000 from the Porthole Golf Tournament in 2008.*

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