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President's Letter



*Michele M. Paige and Amilcar Cascais, Vice President,
Tour Operations - Carnival Cruise Lines at the 2009
FCCA Platinum Advisory Council Cruise.*

"The best way to predict the future is to create it."

-Peter Drucker, Business visionary

With the change of the year comes doubt if we ourselves need the change. The blank slate of the fresh calendar offers a chance to throw it all away, but in these times we must not worry about these delusions of destruction. We must see the errors and learn from our mistakes of the past year, it can't be business as usual. Most importantly, we must look to the future and not linger anywhere else.

The best way to assure the outcome of something is to prepare and practice. Set a game plan or make a diagram. We build on our current relationships and expand our opportunities. This edition of *Caribbean Cruising* should provide a chance to start drawing out your future.

The cruise industry, as most of us know, is still the fastest growing tourism industry and laden with potential. There is a prediction of 13.5 million guests in 2009, a 2.3% increase over 2008, with 35 new builds sanctioned through 2012. We hope to provide you with the tools to work with these passengers.

Caribbean Cruising lets you see what the cruise lines, Platinum Members, and destinations are doing to thrive in this market so that you may be able to duplicate their success. If you read on, you will find that this issue offers articles to help you also thrive, such as Disney's efforts to appeal to the family market, Norwegian Cruise Line's 41-year legacy, and MSC Cruises' journey to success. You will also find features of the FCCA, such as preparing for Cruise Shipping Miami and our philanthropy endeavors through our annual Poster Competition and Holiday Gift Project.

I hope you can find something to inspire, assist, or at least entertain you. May your year move swiftly and touch down lightly.

Respectfully yours,

Michele M. Paige





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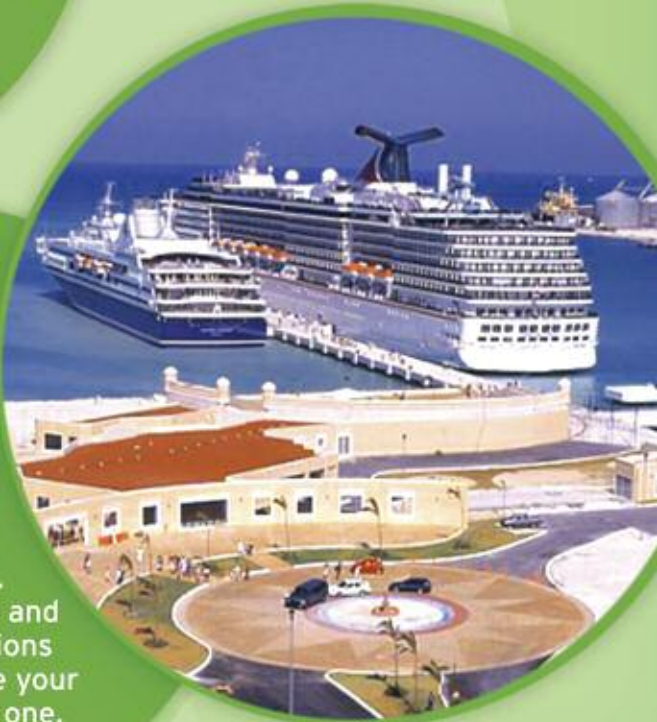
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Canaveral Chosen as Norwegian Sun's New Homeport



Expanding upon its successful weekly port of calls, Norwegian Cruise Line (NCL) recently announced it will homeport *Norwegian Sun* at Port Canaveral offering Eastern and Western Caribbean cruises starting in October 2010. It is the first NCL ship to homeport at Canaveral since *Norwegian Crown* sailed Bermuda cruises in 1997.

"This announcement reflects an important milestone in the execution of our business strategy to expand Port Canaveral's cruise offerings as we continue to expand our market," says Stan Payne, CEO, Port Canaveral. "We will strive to continue to build our relationship with NCL and welcome *Norwegian Sun* to our slate of homeported ships."

"By bringing *Norwegian Sun* to Port Canaveral, we are offering cruisers in Central Florida and to those vacationing in Orlando quick and easy access to Freestyle Cruising," said Kevin Sheehan, NCL's president and CEO. "In addition, Port Canaveral offers our guests a wide range of pre- and post-cruise packages with the ability to visit a number of family attractions."

The seven-day cruises departing on Saturdays will be offered from October to April. The Eastern Caribbean itinerary features Nassau, Bahamas; St. Thomas, U.S. Virgin Islands; and Philipsburg, St. Maarten while the

Western Caribbean cruise calls on Cozumel, Mexico; Santo Tomás de Castilla, Guatemala; Belize City, Belize and Key West, Florida. The two distinctive itineraries allow for an exciting 14-day cruise experience.

"Giving guests an NCL product from Port Canaveral for the Central Florida family market is exciting news for our large and expanding 'drive-to' and 'fly-to' customer base," says Bobby Giangrisostomi, Canaveral's Deputy Director of Business Development.

Norwegian Dawn, *Norwegian Spirit*, *Norwegian Majesty*, and *Norwegian Gem* have all made port of call stops at Canaveral. In 2010, *Norwegian Jewel* also will be added.

"Thousands of port of call passengers have experienced day visits found nowhere else in the world with Central Florida's beaches, eco-tours, Orlando attractions, and the Kennedy Space Center and provides the foundation for today's announcement," says Tom Goodson, Chairman of the Canaveral Port Authority Board of Commissioners.

Port Everglades claims single-day record

Port Everglades said it broke the world record for single-day passenger count on Jan. 3 by handling 49,234 cruisers, in and out. That number is equivalent to the capacity of 105 747 jumbo jets.

The previous record, 47,229 passengers, was set by the port on Dec. 23, 2006.

Eleven cruise vessels docked on Jan. 3: *Carnival Freedom*, *Carnival Splendor*, *Queen Mary 2*, *Discovery Sun*, *Eurodam*, *Noordam*, *Statendam*, *MSC Lirica*, *Ruby Princess*, *Navigator of the Seas* and *Seabourn Pride*.



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Port director Phil Allen noted his facility is preparing to handle even more passengers next year with the expansion of Terminal 18 for Royal Caribbean International's Oasis-class ships.

Everglades is poised to become the world's busiest cruise port by 2011 with the two Oasis-class vessels sailing year-round and projected to generate approximately 584,000 annual passenger movements.

The Terminal 18 expansion is being done in two phases which, when complete in November, will increase the interior space from 67,500sq ft to a total of 240,000sq ft at a cost of \$75m.

Once finished, Terminal 18 will become the largest cruise terminal in the world that can serve one ship at a time.

Port Everglades expects to handle more than 3m passenger movements during 2009 and will homeport more cruise ships than any facility worldwide. Fourteen lines sail from the port.

PRTC Focuses on Maintaining Position in the Caribbean

The Executive Director of the Puerto Rico Tourism Company, Jaime López, proposed a new Strategic Plan where the goal is to augment the island's competitiveness as a destination and the contributions the industry makes to the economy.

The plan strengthens Puerto Rico's position as an important piece in the Caribbean and aims to continue functioning as the region's main air access and maritime hub. The strategy emphasizes the importance of tourism in the overall economic impact on the island and responds to the new challenges in the industry.

PRTC's plan focuses on Air and Sea Access, Endorsement and Permits, Marketing and Branding, Quality Service, Development of Infrastructure and Product, and New Markets.

This Strategic Plan will strengthen the island's image and the new programs will make the island attractive to new markets and investors of the hospitality industry.

Martinique Details New Features

G.T.C.M. (Martinique's Cruise Association), created in 1995 by professionals of the Cruise Industry in the island of Martinique, is happy to inform you of the new features in the destination!

On the pier

Hostesses are available at the pier to inform and welcome cruise guests, to the sounds of lovely local tunes from groups of musicians.

Uniformed dispatchers assist independent travelers to find a taxi.

Strolling in Fort de France

A spectacular waterfront boardwalk has been completed in 2008, which includes children activities (swings, slides) in a secure environment.

Of course, all over town, one can find in small "boutiques" the typical Creole jewelers, French perfumes and fashion.

Going on excursion

A large choice of high quality tours and leisure opportunities allow the visitor to enjoy the rich mixture of the French touch and the Caribbean flavor, in an island full of flowers and diverse sceneries.

From visiting Saint Pierre, an old city scarred by the volcano eruption of

1902, To enjoying discovering centuries old rum distilleries within gorgeous plantation buildings and gardens as in Habitation Clement or Habitation Depaz, allowing to taste the best rums available according to connoisseurs.

For the Cruise Companies

Fort de France is positioning itself to be "home port" at quai des Tourelles for the 2009/2010 season.

RCCL Joins Grand Opening at Roatan Port, Honduras

Royal Caribbean Cruises Ltd. executives joined Honduran dignitaries to cut the ribbon at the grand opening of the Town Center at Roatan Port. Amid fanfare and attended by residents and guests of *Voyager of the Seas*, the commemoration marks the completion of one of two phases for Central America's first combination cruise port and community center. Four buildings and three acres of transportation facilities currently offer duty-free retail, entertainment, restaurants and bars, and other amenities in the pedestrian-friendly waterfront development. Additional buildings will be constructed in the next phase of development to accommodate commercial demands.

The new Town Center is the result of a partnership between RCCL, the Municipality of Roatan, and the Honduras Institute of Tourism. Among those attending were Jerry Hynds, congressman for the Bay Islands of Honduras; Roberto Micheletti, president of the National Congress of Honduras; Manuel Zelaya, president of the Republic of Honduras; John Tercek, vice president of commercial development for RCCL; Paula Bonilla, vice minister of tourism for Honduras; Dale Jackson, mayor of Roatan; and Miguel Reyna, manager of commercial development for RCCL.



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2009 Platinum Cruise

Onboard the Carnival Destiny



The FCCA Platinum Advisory Council cruise has proven to be one of the most memorable and popular events for the platinum members and cruise executives. Like other FCCA functions, it fuses work along with business and social networking in an engaging, relaxing, and exotic venue; yet there is something about the atmosphere of a cruise ship that brings people together closer than on dry land and allows for an even easier setting to establish relationships along with chances to share industry trends and business advice.

This year's platinum cruise gathered the

cruise executives to sail aboard the newly restored Carnival Destiny. Its 5-night itinerary through Nassau, Half Moon Cay, and Grand Turk marks the longest sailing time yet, allowing extra time for working and renewing friendships. The trip's length made it easier to schedule in dolphin encounters, parasailing, and deep-sea fishing with the customary receptions, meetings and one-on-one sessions. This extra time was well received by those attending "I especially liked the five day cruise as it was more relaxing and productive at the same time. It provided more time to interact with the platinum members and

not feel so rushed," tells Graham Davis, Director of Ports Operations and Destination Development for Carnival Corporation.

The cruise executives and platinum members travel in a class of their own from the moment they check in VIP in Carnival's Terminal at the Port of Miami to explore the ship and prepare for the Business Card Exchange Reception. They had time to relax before an adventurous day in Nassau. Upon arrival they were welcomed by the Royal Bahamas Defense Force Marching Band before departing to an excursion of their choice—with



options ranging between Blackbeard's Cay Treasure Hunt, Dolphin Swims, Snorkeling, or discovering Atlantis, compliments of the Bahamas Association of Shore Excursions. They reunited for lunch at the Moat, hosted by the Bahamas Ministry of Tourism, and surely knew they were the honored guests.

Half Moon Cay brought all attendees again together in a casual setting at the Grand Cabana, an FCCA hospitality area with open bar and hors d'oeuvres. From there they could carry out their leisure day with parasailing, horseback riding, deep-sea fishing, or anything of they're planning.

Grand Turk also was a casual day; with a chance surf the high seas of the Flow Rider or snorkel. Yet it also showed the progress Grand Turk has recently made and the steps they have taken to create

not just a terminal, but also a cruise destination. The members and executives then had a chance to either discuss how to incorporate Grand Turk's success into their business or what to order at Margaritaville.

The day at sea actually proved useful to allow for the customary FCCA functions. The day started with one-on-one meetings, allowing platinum member a chance to speak directly to every cruise executive from FCCA member lines to discuss issues pertaining to their destination or to introduce new products and or services to the industry. The Platinum Membership Advisory Council meeting followed immediately after, as discussions included pertinent information for the audience, ranging from industry trends, to the volatility of the tourism market. "The global economic woes hitting the tourism industry poses real chal-

lenges for us all, however these are the times that we must secure our partnership with our valued members and begin to carve out ways, to work together and sustain ourselves" stated Michele Paige, President of the FCCA.

This mixture of excursions, relaxation, or meetings gives the platinum members and cruise executives the chance to talk and meet on a personal and fun level. While enjoying ourselves we can improve our business and personal life. David Candib, Director of Business Development for Strategic Planning & Port Development of Carnival Corporation noticed the possibilities on his first platinum members cruise, "The FCCA platinum cruise was an excellent opportunity to meet and gather with fellow executives of the cruise industry along with government officials and key industry personnel. The five day cruise afforded excellent opportunities to



Platinum event cocktail party aboard Carnival Destiny.



Platinum Members receive 5 year anniversary pins.



not only discuss solutions to some of the challenges we all are facing today but more importantly the approach we can take to further grow and enhance the cruise offerings in the region. The combination of activities and meetings aboard along with gatherings in the ports of call set the stage for a very productive Platinum Function.”

Marilyn Burrowes of Dolphin Cove provides a veteran experience, sailing on her 5th platinum cruise. “Being a ‘Five Year’ platinum member has certainly been rewarding for us at Dolphin Cove Jamaica-and Grand Cayman. We have established great friendships and association with the cruise executives and fellow

partners in the Industry. It was especially interesting to sit with a different executive each night.

Our membership has certainly been rewarding we have achieved great benefits and have learnt so much about the Industry as well as being kept current and informed as to what is happening in other destinations.

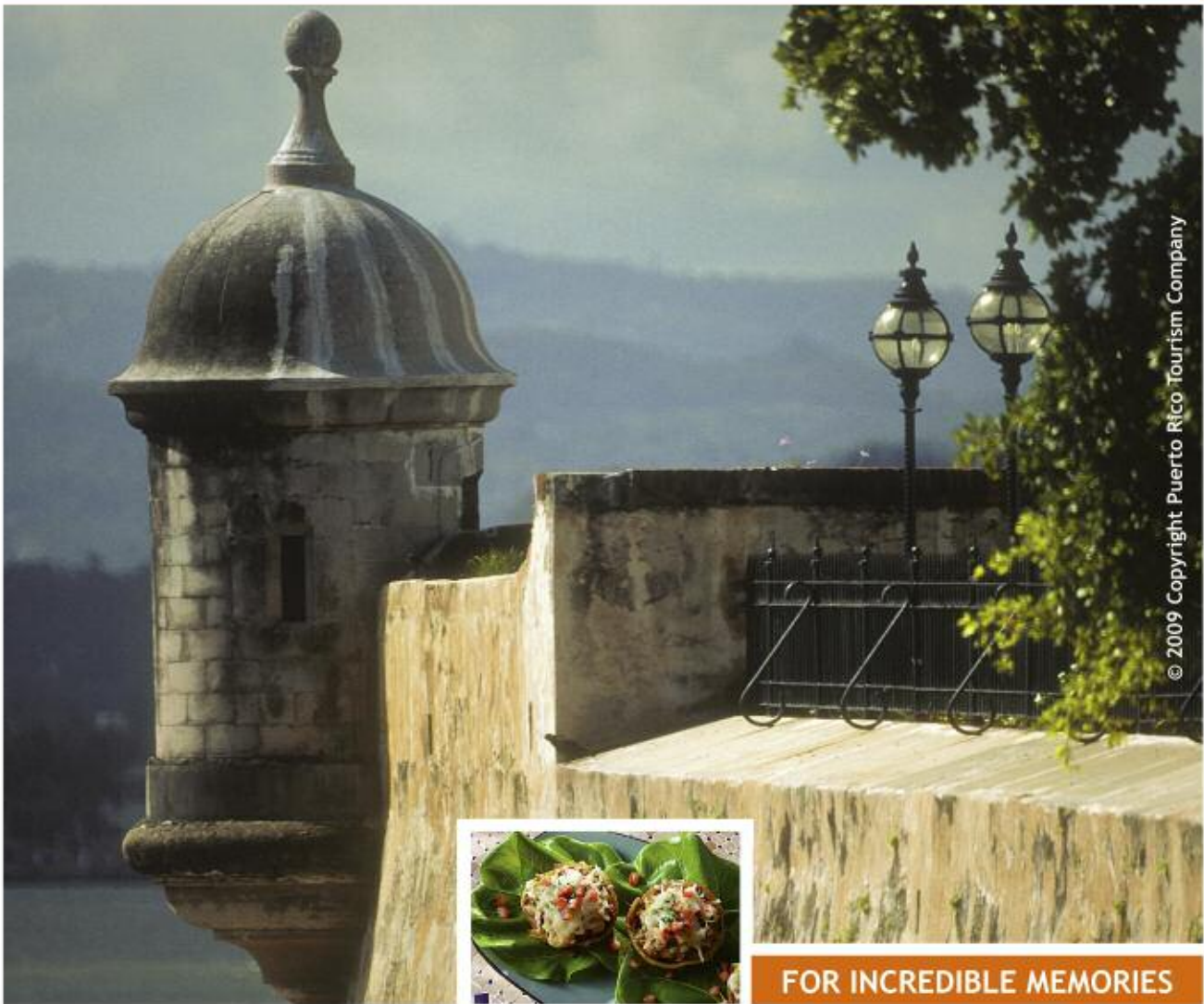
On our recent cruise on the *Destiny* to Nassau, it was especially interesting visiting ‘behind the scenes’ of the Dolphins Attraction after touring Atlantis many times before but never knowing what went on backstage.

The on board introduction to Grand Turk

was very interesting and gave us an appreciation of building a ‘destination’ and how one can develop creative attractions. Of course the Flow Rider was a hit; the shops too were interesting. Best of all - the seas were not too rough!”

Between the cocktails, note pads, beaches, and boardrooms, all attendees seemed to enjoy what Gordan Buck, Vice President of Caribbean Relations for Carnival Cruise Lines concisely called, “just the right combination of mixing business with pleasure.” Joining together on exotic excursions, in cozy quarters, or boardrooms gives them a chance to have a good time while meeting people who can be beneficial to business.

THE CRUISE VACATION OF A LIFETIME BEGINS IN PUERTO RICO



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NCL: Continuing Our Commitment to the Caribbean



By Kevin Sheehan, President and CEO, Norwegian Cruise Line

Norwegian Cruise Line has a rich history in the Caribbean, starting in 1968 when NCL, then aptly named Norwegian Caribbean Lines, was the first cruise line to offer

Caribbean cruises on its second white ship, the M/S Starward. NCL's first Caribbean itinerary included seven days from Miami with calls in Montego Bay, Port Antonio and Kingston, all on the island of Jamaica.

Over the past 41 years, NCL has continued its legacy of being an innovator in the cruise industry, along with our sustained commitment to the Caribbean. Through the years, NCL was the first line to pioneer new and exciting Caribbean itineraries by expanding to many beautiful and undiscovered

destinations, including Cozumel, Mexico; Belize City, Belize and Roatan, Bay Islands, Honduras.

Today, NCL has 11 ships which comprise the youngest fleet in the industry. We are currently sailing to 20 destinations in the Bahamas, Caribbean and Latin America on a number of ships purpose-built for our signature Freestyle Cruising from a variety of US homeports. These include: from New York, the 2,394-passenger Norwegian Gem; the 2,394-passenger Norwegian Pearl, the 2,376 passenger Norwegian Jewel, the 2,220-passenger Norwegian Dawn and the 1,990-passenger Norwegian Sky from Miami; the 1,980-passenger Norwegian Spirit from New Orleans; and the 1,436-passenger Norwegian Majesty from Charleston, South Carolina.

Our current ports of call in the region include: Freeport, Nassau and Great Stirrup Cay, Bahamas; Basseterre, St. Kitts; Bridgetown, Barbados; Castries, St. Lucia; George



This past summer, we deployed *Norwegian Sky* year-round in Miami, sailing three and four-day cruises to the Bahamas. Given the current state of the economy, these cruises are very popular as they offer exceptional value and a short getaway. We recently announced that we extended *Norwegian Sky*'s deployment in Miami through April 18, 2011. The 2,002-passenger Norwegian Sky sails four-day Bahamas cruises on Mondays with

Town, Grand Cayman; Oranjestad, Aruba; Philipsburg, St. Maarten; Roseau, Dominica; Samana, Dominican Republic; St. John's, Antigua; St. Thomas, US Virgin Islands; Tortola, British Virgin Islands; Willemstad, Curacao; Belize City, Belize; Roatan, Bay Islands, Honduras; Santo Tomas de Castilla, Guatemala; Costa Maya and Cozumel, Mexico. In 2010, we will add San Juan, Puerto Rico as a port of call.

NCL's Freestyle Cruising is a differentiator for us, in that we give cruisers the freedom and flexibility to tailor their cruise vacation to their own schedule. Freestyle Cruising is characterized, in particular, by having no fixed dining times, relaxed attire, up to 11 distinct restaurants, relaxed disembarkation and even more lounges, bars, theatres and other entertainment and activity options.

In 2008, we introduced Freestyle 2.0, the company's fleet-wide initiative to further improve the guest experience and it's currently implemented on all of our ships. The enhancements include a major investment in the total dining experience; upgrading the stateroom experience; new wide ranging on-board activities for guests of all ages; and additional recognition, service and amenities for balcony, suite and villa guests. The initiative was driven by quantitative and qualitative feedback from both guests and travel partners and enabled by the \$1 billion infusion from Apollo Management, LP in NCL and Star Cruises continued commitment and vision. We've heard from our guests and travel partners that they are really enjoying all of the elements of Freestyle 2.0, including the glass of bubbly that welcomes every guest on board our ships.

full-day stops in Grand Bahama Island, Nassau and Great Stirrup Cay, NCL's private island in the Bahamas. On Fridays, the ship sails a weekend getaway, three-day Bahamas itinerary, departing Miami at 5 p.m. with all-day stops in Nassau and Great Stirrup Cay, returning to Miami early Monday mornings.

These are all very exciting developments, but our most important news of the day which truly demonstrates our commitment to the Caribbean is in regards to our newest ship, under construction at STX Europe in France. Recently, we announced that we had selected the name for our new F3 ship: *Norwegian Epic*. Just as the name implies, the ship will be the largest and most innovative Freestyle Cruising ship to date.

The 4,200-passenger *Norwegian Epic* is scheduled to sail year-round to the Caribbean from Miami, beginning in summer 2010. Following a series of inaugural events in Europe and the U.S., the ship will homeport in Miami and will sail year-round to the Caribbean offering alternating seven-day Western and Eastern Caribbean voyages, departing on Saturdays through April 2011. These cruises are scheduled to go on sale to the public later this spring. NCL will open *Norwegian Epic*'s sailings for group block bookings exclusively for travel partners in mid-March 2009.

The ship's Western Caribbean itinerary includes stops in Costa Maya, Mexico; Roatán, Bay Islands, Honduras; and Cozumel, Mexico. *Norwegian Epic*'s Eastern Caribbean itinerary includes stops in Philipsburg, St. Maarten; St. Thomas, U.S. Virgin Islands; and Nassau, Bahamas.

The F3 experience will take our already successful Freestyle Cruising to the next level, affording our guests the ultimate freedom and flexibility.

The combination of the ship's exciting new features, along with the tropical allure of these Caribbean destinations, will provide an extraordinary cruise vacation for our guests.

Norwegian Epic represents the next generation of Freestyle Cruising – a ship that incorporates a wide range of new features and amenities, including curved New Wave staterooms and unique nightlife options. To date, the company has revealed five unique nightlife venues that rival the experiences of Las Vegas, Ibiza, the Riviera and South Beach. The five venues include the industry's first true Ice Bar; POSH Beach Club, a first of its kind beach club at sea that offers an exclusive, adults-only setting at the top of the ship; Halo, the Über Bar, a private bar and lounge in the ship-within-a-ship villa complex; Bliss Ultra Lounge, NCL's all-day entertainment and nightclub complex with four-lane bowling alley; and Spice H₂O, an adults-only aft pool deck experience.

In addition, the ship will feature the New Wave standard, New Wave balcony and New Wave deluxe staterooms that represent a giant leap forward in cruise ship accommodations with a completely fresh take on bathroom design, contemporary curved architecture and open living space. The New Wave stateroom's most distinctive design element is its curved walls and lines creating a modern and chic experience. NCL has maximized the living space with a bathroom that is completely unique with a separate shower stall, separate water closet and a modern vanity top sink. The staterooms feature a sophisticated earth-tone palette accented with a splash of color and rich, dark wood. Concealed contour LED lighting and back-lit domed ceilings set a relaxing vibe.

There's much more to be announced in regards to *Norwegian Epic*. We plan to reveal a variety of information in the coming weeks and months, prior to the ship opening for sale to the public this spring. We are excited to bring our newest and largest ship to the Caribbean as it represents yet another step in our continued commitment to the Caribbean. We are confident that these Caribbean destinations will welcome our guests with open arms and provide them with a memorable visit.

Norwegian Epic's new features



New Wave deluxe stateroom – a completely fresh take on bathroom design, contemporary curved architecture and open living space.



Bliss Ultra Lounge – A breakthrough (industry first!) bowling alley/sports bar/night club complex.



Spice H₂O – Epic's adults-only complex, located at the back of the ship on decks 15 and 16, features a huge screen displaying vibrant video images combined with dynamic music to create a truly unique experience, day or night.

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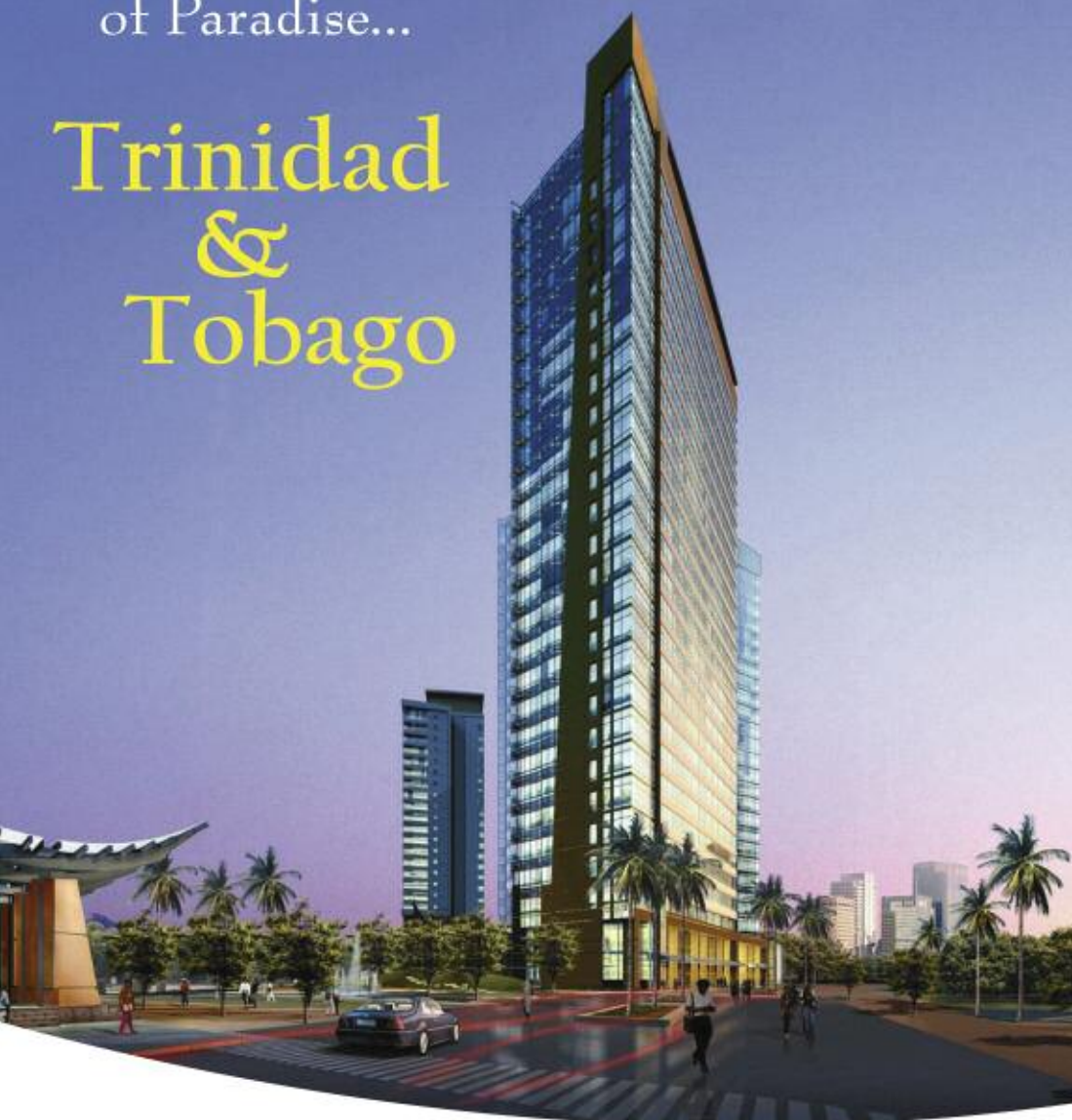
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the two sides
of Paradise...

Trinidad & Tobago



An entry into the Caribbean's most exhilarating waterfront, Port Trinidad, can best be described as an encounter with style and sophistication. And that's only the beginning.

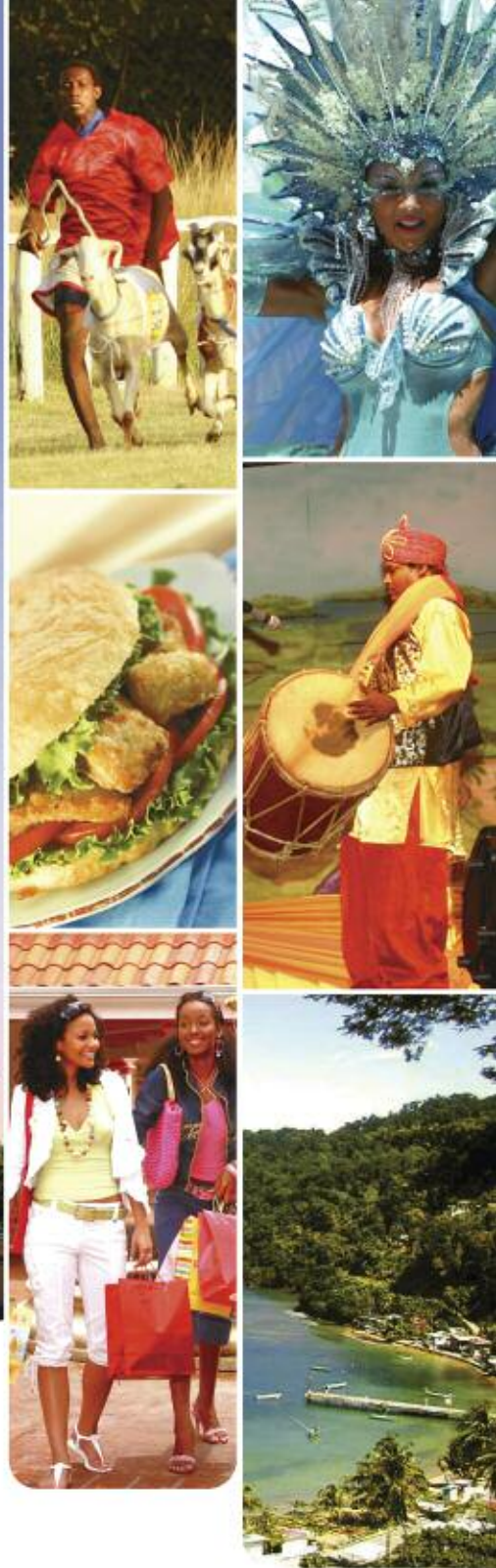
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Bayport Cruise Terminal Completes Construction and Operates Carnival Ships After Hurricane Ike

By Maggi Stewart



Wade Battles, Managing Director,
Port of Houston Authority



Kay Adams, Cruise Manager,
Port of Houston Authority





The Port of Houston Authority plans to attract new cruise line clients into the Houston region, a potential growing market for embarking passengers, with the completion of Bayport Cruise Terminal One, set to begin operations in Fall 2009.

At Bayport, cruising will not just be about the ship. The new terminal will be a first class facility designed to be an extension of the cruise experience. “It’s about keeping passengers happy – before and after the cruise. And, it’s about positioning our cruise line clients to maximize profits and minimize costs,” states Kay Adams, Cruise Manager, Port of Houston Authority.

The \$90 million facility incorporates a low profile design, an arched turquoise roof, and translucent emerald glass, elements meant to feature and highlight the ship in port. The cruise terminal was custom designed for the cruise industry. It incorporates design ideas suggested by the cruise lines. “You have an advantage when you start from scratch and have clear ideas,” says Wade Battles, PHA Managing Director, “and now we are working on securing our cruise line partners by preparing an aggressive pricing and national marketing campaign.”

The focus is on three selling points – location, customer amenities, and operational efficiencies – while working with the cruise line clients and partners in the private sector to source high-yield cus-



tomers for the cruise lines choosing to home port in Houston.

The Bayport Cruise Terminal is close to the Houston’s two airports. It is only 45 minutes from Bush Intercontinental Airport (home of Continental Airlines) and 25 minutes away from the regional Hobby Airport (home of Southwest Airlines). The cruise terminal offers a variety of passenger friendly amenities, such as close, adjacent parking for as many as 1,000 vehicles and services such as valet parking.

The facility, designed by CH2M Hill, includes a 5,000 square foot Security Foyer with 4 X-Ray machines, a 12,500 square foot Embarkation Lounge with a separate 3000 square foot VIP Lounge, and over 40,000 square feet in the separate Disembarkation Area and CBP Area. In addition to these embarkation amenities, the cruise terminal includes a temperature controlled FMT Gangway System.

Other amenities include a separate crew lounge, large ship stores and transportation staging areas, along with separate docking areas for luggage vehicles. The wide apron, 80 to 100 feet in width, also suggest a design that maximizes port operations for the cruise ship.

“It’s the ‘wow’ factor,” says Battles. “Our biggest challenge is to be able to get the cruise line decision makers to visit the facility first hand – we have a product that is different from most other terminals. We’re

providing amenities, services, efficiencies. That will outweigh additional steaming time between the Gulf of Mexico and Bayport versus other Gulf ports.”

Carnival Cruise Lines experienced the Bayport Cruise Terminal first hand following Hurricane Ike in September 2008. Carnival Cruises two Galveston-based ships, Conquest and Ecstasy, sailed from Bayport for 45 days while Galveston worked to repair the damage caused by the hurricane. Kay Adams interjects, “Carnival was complimentary of our facility, our staff, and our operations. We arranged tours for the crew to nearby attractions like NASA and the Johnson Space Center, along with shopping at the Houston Galleria, which was open the day following Hurricane Ike! We were happy to be able to accommodate Carnival Cruises at our facility and we look forward to welcoming our cruise line clients very soon, as we have proven that we are ready!”

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"As the president of Colombia, I am committed to the cruise industry. Our government has been working to improve our operations to give a world class experience at every destination port."



Colombia Enthusiastically Welcomes the Cruise Ship Industry

By Álvaro Uribe Vélez, President of the Republic of Colombia

After many years, cruise ships and tourists from around the world are once again flocking to our port cities of Cartagena, Santa Marta and San Andres. The resurgence of cruise ship travel to Colombia is the result of concerted efforts that began in 2004 to encourage major

cruise lines to acknowledge that our country should be a major tourist destination included in their Latin American and Caribbean ports of call.

Prior to developing a strong partnership with cruise ships and government officials, we observed a pattern of decline in the number of cruise ships arriving in Colombia. In March of 2004, I met personally with Micky Arison, Chairman of Carnival Corporation and Chairman of the FCCA, to express our

nation's interest in reviving cruise ship travel to our historic seaports. We discussed the decline in cruise ship travel to Colombia as well as the great importance of the cruise industry to Colombia's tourism and the nation's overall economy. As a nation, I mentioned we were committed to work with the cruise lines to position Colombia as a preferential destination for cruise ship travel throughout Latin America and the Caribbean. As a result, the FCCA

Left: The Barranquilla Carnival parade welcomes cruise ships from all over the world.

Right: Aerial view of the old city of Cartagena de Indias.

Below: Disney Cruise Lines, one of over 140 cruise ships that arrived in Colombia in 2008.



President, Michele Paige, Brendan Corrigan, Stephen Nielsen and Jaime Haller visited the ports of Cartagena and San Andres to evaluate the possibility of adding both destinations to their itineraries.

During our initial conversations with Ms. Paige, to whom I want to express our appreciation for her continued support, I had the opportunity to address many of the travelers' concerns and perceptions of Colombia and to highlight the significant improvements we have made in regard to security, political stability and infrastructure development that the country has done to attract the cruise industry to our shores. Our present strategy is to address and resolve the cruise lines' concerns in an efficient manner with significant support from the Colombian government.

Part of the overall Colombian strategy is to identify the needs of the cruise lines and to prepare our ports and destinations accordingly. The governments of those ports and cities have established an ongoing approach to improve seaports and airport infrastructure,

guaranteeing security mechanisms, and improving transportation initiatives. Colombia's government has made it a key priority to meet and educate business owners who cater to passengers of cruise ships. The larger program includes business orientation to identify consumer needs and tendencies, marketability evaluation of goods and services offered, and consumer psychology, among others. Our main priority is to present Colombia as a spectacular destination with an exceptional cultural and historical heritage only available in places like Cartagena de Indias, a UNESCO World Heritage site, Santa Marta and San Andres.

Following the early steps of the plan, former ambassador to the United States Mr. Andres Pastrana and Proexport Colombia, (entity in charge of promoting tourism, exports, and foreign investment) made numerous presentations to the FCCA to promote Colombia's historic seaports. Proexport also attended many industry events, including the FCCA's Annual Trade Conference and Seatrade Cruise Shipping; in addition to holding meetings with the FCCA's Security Operations Committee and Platinum Associate Member Advisory Council. All of Colombia's hard work and efforts paid off in May 2005 when a ship of the Norwegian Cruise Line arrived in Cartagena de Indias and soon after was followed by several ships from Princess Cruise Lines, Holland America, Regent Seven Seas and Royal Caribbean, as well as others. These arrivals provided us with the

opportunity for a progressive recovery of cruises that reach Colombia, also sparking interest in the nation's seaports.

Further meetings took place with Mr. Adam Goldstein (Royal Caribbean), Bob Dickinson (Carnival Corporation), and Colin Veitch (Norwegian Cruise Line) to continue discussions to position Colombia as a cruise destination. With joint efforts from local interests, Proexport Colombia, the mayors of Cartagena, Santa Marta and San Andres, as well as industry officials, we continue to make advancements in the preparation of English tour guides, improvements in city infrastructure to accommodate visitors with city tours packages, and the installation of information booths throughout the city. In June 2006, one hundred cruise line executives and FCCA Platinum members participated in their annual conference in Cartagena de Indias. Once more, we had the opportunity to demonstrate to the executives and their families, the great changes that had taken place in Colombia in the past few years.

Colombia's hard work and dedication together with the cooperation of cruise line officials has helped stimulate a very important aspect of Colombia's economy. Carnival Cruise Lines past President, Bob Dickinson, best summarized the revival of Colombia as a major tourist destination when he stated: "Indeed, it's telling that the major 'new destination' in 2007 for cruises is not a Caribbean island, but a city in South America: Cartagena, Colombia."



Citing an improved political climate, Bob Dickinson remarked, “Princess, Celebrity, and Royal Caribbean are all re-establishing calls at this remarkable Colombian port...”

By the end of 2007, Colombia received ninety nine cruise lines, which represented significant annual growth of almost 90%. Azamara Cruise lines, Celebrity Cruises, Disney Cruise lines, Holland America, Royal Caribbean & Princess Cruise lines were among the many to add Colombia to their itineraries.

In the summer of 2008 the season was initiated with the first-time arrival of Disney Cruise lines in Cartagena de Indias, with more than 1,400 passen-

gers taking city tours. Passengers were greeted with “The Barranquilla Carnival” presentation (the most famous folklore festival in the country). In addition to the remarkable advancements in the cruise industry, on December 8th, 2008, Royal Caribbean’s “Enchantment of the Seas” established Cartagena de Indias as an interport.

As the president of Colombia, I am committed to the cruise industry. Our government has been working to improve our operations to give a world class experience at every destination port. The presence of the various cruise lines in our ports is a wonderful gesture of confidence in Colombia. It stimulates foreign investment in the

country and strengthens social structure in our cities. Every ship that arrives in Cartagena, Santa Marta, and San Andres, brings new possibilities that are translated into higher rates of employment, economic growth and better opportunities for the cruise industry. Colombia is honored to invite once again the Florida-Caribbean Cruise Association (FCCA) to hold their annual cruise event in Cartagena de Indias. The rising confidence in the country, the structural improvements in our destinations, and the commitment of both private and public sectors along with the government give us the assurance to welcome all FCCA members and associates for an upcoming conference and tradeshow.

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How is the Economic Crisis Affecting the Cruise Business?



By John F. Tercek, Vice President, Commercial Development - Royal Caribbean Cruises Ltd.

In a matter of a few months, the cruise business has change its financial outlook, from forecast highs of gross revenues and profitability in fiscal 2008, to currently some of the most challenging sales and profitability environments encountered since 9/11.

The world's current economic crisis, which is encompassing nearly every

sector of the business economies of both the developed and developing world, is startling in its breadth, the fierceness of its arrival, and the uncertainty of when we will emerge from the downturn.

It now appears the economic boom from 2002 through 2007 was largely driven by easy credit pushing up U.S. home prices. Homeowners feeling comfortable with their rising net worths were buying and vacationing. Producing the goods demanded by U.S. consumers, China experienced an export led boom, which led to an explo-

sion of Chinese imports of raw materials: coal, steel, copper and oil to support its expanding economy. Brazil grew as a mineral and agribusiness exporter, Russia grew as an oil-exporter. The global economy became very linked.

Pricing for U.S. homes peaked in 2006, and started to fall in 2007, which started to shrink the U.S. construction business. It is now apparent that the U.S. economy was slowing into recession throughout 2008.

In many respects, the cruise business

was defying the trend, with solid bookings and pricing throughout the boom and well into September 2008. The focus of many cruise lines in 2008 was mitigating soaring fuel prices. Many company instituted a “fuel surcharge” to assist them in dealing with the record high fuel prices. During 2007 and 2008, the lines continued to order ships and expand into growing international source markets including Spain, Germany, Brazil, and China. CLIA lines saw an increase from 22% to 30% international sourced guests from 2006 to 2008.

The economy, stock market and cruise business seemed to weather the collapse of Bear Stearns and Freddie Mae during the summer of 2008, both of which were aided by federal government support. However, in one devastating week in September, Lehman Brothers filed for bankruptcy, AIG collapsed nearly into bankruptcy and Merrill Lynch was sold to Bank of America. From that week on, commercial banks, uncertain of the value of illiquid assets in their portfolios, and mindful of the federal requirement to mark assets “to market,” stopped making loans to protect their solvency. This caused an immediate liquidity crisis among all banks in late September, which rapidly evolved and began impacting many non-financial companies. The world’s economy relies on overnight and short term bank and commercial paper loans and, all of a sudden, banks stopped lending to each other, not knowing whether their counterparty would repay the overnight loan the next morning.

The sudden liquidity crunch caused many nervous institutional investors to request withdrawals of capital from hedge funds, to the extent allowed.

Heavily leveraged hedge funds had to start selling assets quickly to meet the capital requests. September and October witnessed a “race to liquidity” as fund managers sold their most liquid assets, stocks, bonds and commodity futures, both good and bad, in an effort to raise cash. Traders quickly jumped on the trend by selling stocks short, individual investors started to cash out their mutual fund holdings, causing those fund managers to sell stocks, resulting in a stock market plunge: for weeks there were no buyers.

The banking crisis had other affects: companies are trying to shore up their cash positions, because of fears regarding the availability of credit in the near future and the fear of insolvency if outstanding debts cannot be rolled over. Companies are reducing capital spending drastically, and cutting payrolls to reduce expenses. Reduced capital spending and consumer spending means less income for companies that provide capital goods and services. Unemployment has jumped, not only in the U.S., but in the U.K., Spain, and the entire Euro Zone. Now, in 2009, even China is experiencing layoffs.

All this is affecting the leisure business. When your home’s value is worth something less than you thought it was (but you are not sure how much), the stock market has declined by thousands of points, and your neighbor has lost his job, planning and committing to next year’s vacation seems a rather low priority. By the end of 2008 and the beginning of 2009, hotel occupancies rates approached record lows, in some cases less than 50% occupancy.

The cruise business is not immune to these events; however, the cruise business is remarkably price-elastic. Cruise

lines have devised sophisticated revenue management techniques, and have the ability to make pricing adjustments weekly, daily, even hourly, to accommodate immediate statistical ebbs and flows of customer calls into proprietary call centers. Historically, it appears that even in the most challenging times, at some price point, customers will set aside their worries about the future and book a cruise for a near-in sailing date. To date, through this financial crisis, ships have generally been sailing full, albeit at lower than optimum or forecast pricing.

Royal Caribbean Cruises Ltd. recently announced its fourth quarter earnings. While below earlier forecasts, RCCL essentially broke even in October, November and December, the most dramatic months of the financial crisis, a period of uncertainty about the U.S. presidential election, and a period of relentless job layoff announcements. In January, Royal Caribbean provided guidance regarding its forecast of 2009 earnings, estimating profits of approximately \$1.40 per share. This is down considerably from 2008 (and 2007), but amazingly, Royal Caribbean (and the Carnival group, in its comparable forecast) is forecasting a profitable year in 2009. Of course, the stock market doesn’t like downward earnings forecasts and Royal Caribbean shares have recently plummeted to \$6 in January, down from a 52 week high of \$44 last year.

Nevertheless, the 2009 forecast of profitability speaks volumes about the resiliency of the cruise business. In 2009, ten new vessels will be delivered into one of the softest international economy in our lifetime, increasing global berth capacity some 7%, yet it appears from existing sales and reason-

able forecasts, even from Wall Street's most pessimistic analysts, that the cruise business will nevertheless be profitable in 2009. The ships will be sailing as close to full as possible and visiting the ports of call as planned. To date, none of the major brands have taken any steps to "lay-up" any ships, implying that all the ships are operating at a positive operating margin.

Some good things have happened: fuel prices have fallen some 75 percent from their peak a mere seven months ago. Carnival announced that fuel would cost some \$600 million less in 2009 than 2008 and lines have dropped the "fuel surcharge". Also, vendors and suppliers to the business have been very supportive in their efforts to adjust pricing of their goods and services, seeking to build long term goodwill by shaving current margins to help spread the reduced margins of the business throughout the supply chain.

Destinations are observing that plenty of guests are arriving on cruise ships, but they aren't spending as much as last year. No surprise. As indicated above, by cutting prices 30, 40, up to 50 percent on select itineraries and cabins, the cruise lines can fill the ships, but with a higher percentage of clientele with lower household disposable income that previously might not have been able to afford a cruise. We welcome these guests, of course, because most customers like the product and will return once they've tried it, and hopefully at a higher price point next time. But, in the current season, these customers are taking fewer and less expensive tours, buying fewer watches and more trinkets, fewer designer bags and more t-shirts. The reduced spending pattern is affecting the ships as much as the destination operators: onboard spa



treatments, casino revenues, etc. will likely all show lower margins during 2009 than in recent years.

The strategies being taken by the cruise lines in these challenging months can usefully be adapted by shoreside operators. Some cruise lines have eliminated their cash dividends for now, frozen new hiring or pay increases, deferred all but the most necessary capital spending, all in an effort to preserve cash. But importantly, the shipboard product is being maintained as close to normal as possible. We still strive to pamper every guest with outstanding service and high quality food and entertainment to deliver the "vacation of a lifetime." The success of our business is often aided by "word-of-mouth", and we want all of our guests to rave about their experience, whatever price they paid.

The business has become much more international in the past decade with more than 30 percent of customers being sourced from outside North America last year. The cruise business is legitimately global and multinational, with diverse clients and employees. This trend has been and will continue to be viewed as very positive for the long

term outlook of the business. At the same time, increased demand for cruising from the growing middle classes of Brazil, Spain, China, India and other diverse countries will drive cruise pricing power and diversify earnings streams. Unfortunately, the current economic crisis is sparing no country; every economy and the middle class of every developed and developing country has been affected. Diversification of the industry is positive in the long run, and it helps mitigate the impact of our current economic turmoil, compared to less-diversified industries.

Like every previous crisis, this one will pass. It may be an eventual bottoming of the housing market, as outstanding home-for-sale inventory starts to diminish. Lower prices means more folks can afford a house. It may be a sudden jump in the stock market, as investor's "greed" replaces "fear", and they start to move some of the trillions of dollars currently on the sideline back into the market, driving up share prices. It may be a collective sigh of relief as President Obama implements systematic measures that improve consumer confidence and reassure international markets that the U.S. is once again taking the bold and necessary steps to lead the world economy out of recession – easing bankers' reluctance to lend.

As consumers gradually regain confidence, they will start to feel more comfortable (and somewhat entitled after this stressful period!) to begin to plan for and commit to taking vacations. The cruise lines will start to regain pricing power, and a higher spending consumer will begin to come off ships into ports of call. Of course, we will reach out to the new cruisers we are meeting in 2009, to return again and again in the future!



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A Day at Half Moon Cay

Holland America Line's private island is a strong draw to Caribbean tourists

By Mathew Sams, Vice President, Caribbean Relations - Holland America Line



It's the stuff found in accounts of eccentric rich folk – a private island in the Caribbean that they can call their own; a patch of paradise in pristine waters. While the experience of a private island, isolated and relatively undeveloped, might sound like a scenario from Fantasy Island, Holland America Line guests can indulge in their own atoll fun with a visit to Half Moon Cay.

Located less than 100 miles south of Nassau, the island is must-see day trip for Holland America Line guests. Indeed, the cruise line's nine ships that sail the Caribbean all offer day-long visits to Half Moon Cay on most itineraries — an offer eagerly snapped up by most of its guests, who consistently rank Half Moon Cay the highest-rated port on the cruise line's Caribbean itineraries. For the last eight years,

Half Moon Cay has received either *Porthole Cruise Magazine's* Editor-in-Chief or Reader's Choice Award for "Best Private Island."

During the height of the cruise season, several excursions take Holland America Line guests to the island for a day of activities that range from peaceful beachcombing to horseback riding to water craft sports – all with a mindful eye towards minimal impact on the island's ecology.

Half Moon Cay was developed according to the guidelines of the Business Charter for Sustainable Development established by the International Chamber of Commerce. Holland America Line's commitment to the island's preservation is demonstrated in its own corporate environmental management practices which mirror the ISO 14000 protocols.

"A day visit to Half Moon Quay is a

special part of an overall great Caribbean cruise for our guests," said Matt Sams, vice president, Caribbean relations for Holland America Line. "We get more comments and compliments from guests about their truly memorable day on this Caribbean island. They relish the sun, the beach, the activities and the hospitality of our Bahamian staff."

Holland America Line purchased the uninhabited 2,400-acre island of Little San Salvador from several Bahamian owners for \$6 million in December, 1996. Named for both the island's spectacular mile-long, crescent-shaped white sand beach and the name of Henry Hudson's ship (featured on the Holland America Line logo), Half Moon Cay debuted as a port of call a year later. Holland America Line invested another \$16 million in the facility, which today occupies just 50 acres.



Careful Development Keeps the Island Green

Half Moon Cay was conceived to provide an indigenous Caribbean island experience in an authentic natural setting to Holland America Line guests on Caribbean and Panama Canal itineraries. Yet the cruise line was also keenly aware of the impact of tourists on the fragile environment and worked with the Bahamian government to carefully develop the island's services and facilities.

The necessary support structures were designed to be compatible with the island's topography and existing flora; plantings were selected to compliment existing subtropical foliage.

In fact, only two percent of Half Moon Cay is developed while much of the island remains a migratory bird reserve. As designated by the Bahamian National Trust, the island serves as a nesting area for waterfowl, including sooty terns, noddys, shearwaters, Bahamian pintails and roseate terns. According to National Trust surveys, in the 12 years since Half Moon Cay's inauguration, its water fowl population has significantly increased due to habitat enhancement.

The cruise line has been singled out by the Bahamian government for its inno-

vative development practices that maintain the ecology of the island while making a significant contribution to Bahamian tourism. The island supports nearly 100 full-time, year-round jobs for Bahamian craftsmen and hospitality workers from nearby islands. Half Moon Cay generates more than \$5.5 million in local purchases and wages annually. In 2008, visits to the island generated \$23 million in local taxes.

The Bahamas Tourism Ministry has described Half Moon Cay as "an outstanding model of a tourism facility that both enhances visitor enjoyment of The Bahamas and delivers positive economic benefits to our nation while maintaining a positive balance with the nature environment."

A Day at Half Moon Cay

Today, Half Moon Cay offers a range of activities to Holland America Line guests while maintaining its exclusive appeal. Each ship anchors off the island and shore-based and ship tenders transport guests to the island's marina. The beach and activities are easily accessible from the marina.

The island offers full bar service, the buffet-style Tropics Restaurant, three Water Sports Centers, a children's playground and beach area with slides and water toys, and the recently-added

activities of Horseback Riding by Land and Sea; Stingray Adventure; and Personal Watercraft Adventure.

The Welcome Center features an information booth, restrooms, bar, Bahamian straw market, ice cream shop, post office, first aid station, island shop and tram stop. Well-marked paths lead to the beach and water sports center and food service area.

An accessible 25-passenger tram runs continuously between the Welcome Center and the Tropics Restaurant. Wheelchairs with umbrellas and balloon tires made for use on the sand are available and a paved pathway allows guests in wheelchairs to easily navigate the main public areas.

In 2007, the cruise line added a new Private Oasis at Half Moon Cay to provide a luxury setting for private parties and groups. Amenities feature a hot tub, water slide, private meals, bar service, massage services and priority tender service. Fifteen smaller private air-conditioned beach cabanas accommodate up to four guests each.

For the romantic inspired by the tropical setting, Half Moon Cay offers a Bahamian-style chapel that accommodates weddings and renewal of vows ceremonies and up to 20 guests. The chapel, which seats 20 guests, is constructed in an authentic Bahamian manner with a trussed roof ceiling and exotic wall tapestries complementing the hand-stained floor and wooden trim accents. A pointed steeple with a bell reflects the traditional Western influence.

Kids enjoy Half Moon Lagoon's aqua park which offers large water toys in the shapes of whales, octopi, sharks and dolphins for kids to climb on and a pirate ship water slide that sprays water from its cannons. The three Water Sports Centers that rent beach gear and water sport equipment are located throughout the island, two on the beach and one on the lagoon.

Half Moon Cay features an array of shore activities from cultural to adventurous. These include new additions of horseback riding by land and sea, personal watercraft adventures on the interior lagoon, and a stingray adventure, as well as catch-and-release deep sea fishing trips, eco tours by glass-bottom boat, parasailing, guided kayak trips and guided bike rides around the island.

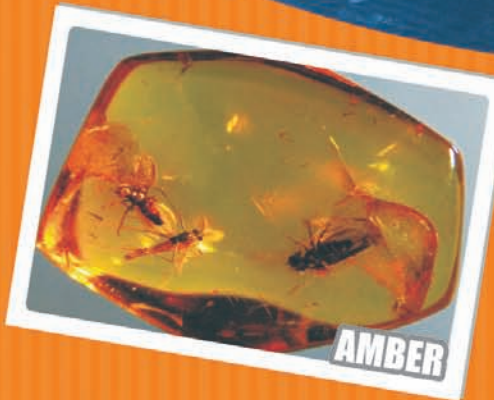
Sams noted that the cruise line is justifiably proud of Half Moon Cay, citing its development as proof that tourism and ecological preservation can co-exist.

“We set out with parallel objectives in mind,” he said. “Create a memorable island experience that our guests would delight in, and do this while preserving Half Moon Cay’s natural beauty and importance to the region’s wildlife. That we could achieve both objectives is a testimony to what cooperation and careful planning can accomplish.”



A large promotional banner for the 16th Annual FCCA Cruise Conference & Trade Show. The background is a scenic view of a tropical island with a large, forested mountain peak and a beach. The FCCA logo is prominently displayed in the center, featuring the letters 'F', 'C', 'C', 'A' in a blue square next to a yellow and red stylized sailboat. Below the logo, the text 'The 16th Annual FCCA Cruise Conference & Trade Show' is written in a bold, yellow, serif font, followed by 'Oct. 26 - 30, 2009' in the same style. At the bottom, the 'SAINT LUCIA' logo is shown, featuring a stylized yellow and blue wave graphic above the words 'SAINT LUCIA' in a bold, black, sans-serif font.

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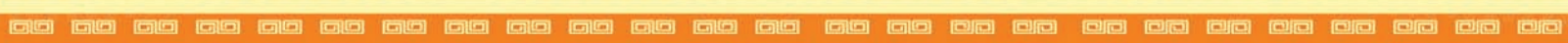
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Disney Cruise Line: Knowing Your Target Audience

By John E. Cooney

With her maiden voyage on July 30, 1998, the *Disney Magic* set sail as the first new cruise experience designed especially for families. Now, with two ships at sea and two more on the way, *Disney Cruise Line* has become known as a place where families can reconnect, adults can recharge their batteries and children can immerse themselves in worlds of fantasy that only Disney can provide.

The commitment to this family formula started from day one, when the business model and architectural drawings for the ships were first discussed. Knowing the needs of the target family

audience, Walt Disney Imagineers set out to design purpose-built ships that would satisfy those needs while capturing guests' imagination in activities and experiences that could only be found aboard a Disney ship. The cruise line also focused on taking the guest service that Disney is known for to the next level by adding surprises and special touches along the way. At the same time, Disney was able to develop a cruise experience that was seamless and hassle-free, all of which—research has shown—were important factors in a vacation for the family audience.

Before *Disney Cruise Line* came into

existence, little attention was being paid within the industry to children and families. By knowing its target audience and catering to their needs, *Disney Cruise Line* recreated the cruise experience. Whether it's bringing the family together for a date night, meeting a Disney princess, catching your favorite game in a neighborhood sports bar, experiencing thrill-seeking adventures in port, or simply relaxing at the spa, everyone gets to do something unique for themselves when vacationing with Disney Cruise Line.

“It is important for us to have a cruise experience that every member of the



family feels was created just for them,” said Tom Wolber, Senior Vice President of Disney Cruise Line.

From the littlest cruisers napping and playing in *Flounder’s Reef Nursery*, to older children exploring a world beyond imagination in *Disney’s Oceaneer Club* and *Disney’s Oceaneer Lab*, and finally to teens hanging out with new friends in their own dedicated spaces, there is truly something for every young guest sailing onboard.

Realizing that if kids were having a great time with experienced children’s activity counselors, parents could then relax and have their own fun as adults, Disney created sophisticated adult-only venues and activities, giving parents a chance to unwind. From night clubs and lounges to dedicated spa and pool areas and exquisite dining restaurant, adults are also given an opportunity to explore their own vacation of a lifetime.

Well accustomed to the Disney theme parks, and again tapping into the needs for this target audience, *Disney Cruise Line* focused on what it does best — unparalleled entertainment and immersive storytelling— to capture the imagination of any age guest. From the over-the-top deck parties with the only fireworks display at sea, to live spectacular stage shows with Disney characters, and innovative film presentations that now include Disney Digital



3-D technology, entertainment aboard Disney Cruise Line is anything but ordinary.

“Innovation and high-quality family entertainment are hallmarks of any Disney experience,” says Jim Urry, Vice President of Entertainment for Disney Cruise Line. “This is something we are constantly focused on as we look to take family entertainment to the next level within the cruise industry.”

Like everything else onboard Disney’s cruise ships, the dining experience was also designed from the outset to be one of a kind, addressing the vacation needs of today’s family. Disney’s pioneering rotation dining concept gives guests the opportunity to try three uniquely themed restaurants with distinctive cuisines each day, all the while keeping their same servers. This innovation enables servers to get to know their guests’ tastes and helps to make certain that guests receive the best possible service throughout the cruise.

Another key ingredient to shaping the guest experience was to ensure the vacation experience was seamless, a process that begins long before guests ever set foot on the ship.

Disney Cruise Line guests receive specially coded luggage tags that allow them to check their bags in their hometown airport, by pass baggage claim



and go directly to the Disney Cruise Line motor coaches that transport them to Disney’s own cruise terminal at Port Canaveral. Once there, guests find a smooth boarding process and are once again reunited with their luggage, which has been magically delivered to their stateroom.

“By surpassing our guests’ expectations in the very beginning before they even board, we are setting the tone for their Disney cruise vacation,” said Wolber. “And that tone gets amplified once the guests discover what the ships have in store for them onboard.”

While the fantastic activities, dining and entertainment experiences are all highly important to the overall family experience of sailing aboard *Disney Cruise Line*, there is one differentiator that stands out above all the rest and that is the shipboard crew members who truly deliver the magic of a Disney cruise to their guests.

“It is the crew members who make the magic happen for our guests,” said Wolber. “They create the immersive experiences that our guests talk about and remember, and they are actually the number one reason guests tell us they want to sail with us again.”

Disney Cruise Line crew members are trained to seek out contact with guests and are empowered to make decisions in order to create special experiences



for guests throughout their cruise vacation. This is something that takes dedication, imagination and investment. “To do this, you must have a strong culture where everyone takes personal responsibility for creating an unparalleled guest experience,” said Wolber.

Hand-in-hand with exceeding a guest’s every need is a full understanding of the commitment to investing in the product itself. The company knows that by continuing to invest in its product, keeping it new and innovative, it not only drives repeat bookings but also amplifies word-of-mouth testimonials that can drive first-time cruisers to the product.

Investment in the *Disney Cruise Line* product continues with new experiences such as “Toy Story – The Musical,” the most elaborate stage show at sea and the latest addition to the ever growing line-up of live Disney stage shows. There are also new technology enhancements such as the Disney Digital 3-D movies that create a truly amazing sensory experience.

Heeding the desires of our guests, new



itineraries with exciting ports of call are always being added. Over the past three years, Disney Cruise Line has sailed to the Mexican Riviera twice and has crossed the Atlantic to sail in the Mediterranean. In 2009, we are visiting

several new ports in the Caribbean including St. Croix and Tortola. Plans to return to the Mediterranean are on the schedule for 2010 with additional new itineraries venturing to the Northern Baltic.

“Our guests continue to tell us they want new experiences and to go to new places and, more importantly, tell us they want Disney to take them there,” said Wolber. “That is such a powerful statement because it signifies that our guests trust us and truly value our product.”

The combination of having purpose-built ships and an inherent culture that prides itself on service and catering to a guest’s every need has created Disney’s perfect recipe for the family cruise experience.

As we sail forward with new itineraries, new ships and new surprises, *Disney Cruise Line* aims to continue raising the bar on innovations, by not only knowing our target audience, but listening to these guests to ensure the best cruise experience for every member of the family.

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MSC CRUISES: ONE MAN TURNS HIS VISION OF BEING A CRUISE INDUSTRY LEADER INTO REALITY

By Richard E. Sasso, President and CEO, MSC Cruises (USA), Inc.

When Gianluigi Aponte decided to branch out from the family-owned Mediterranean Shipping Company to create what is now MSC Cruises in 1987 with a “fleet” of one ship, he had a vision – to someday be a leader in the cruise industry. By 1991, the family-owned company embarked on an unprecedented era of growth.

Today, Mr. Aponte’s vision is coming true. Still family owned, the cargo company now has 400 vessels carrying 2 million containers and MSC Cruises has a fleet of nine ships, with two more under construction. MSC Cruises has established its position as a leading player in the cruise industry, growing in only a few years from a small company specializing in Mediterranean cruises to a global giant with 36 offices worldwide. The distinctive European style and ambiance of the line’s beautiful ships with their impeccable decor and cleanliness, service and authentically Italian cuisine have become the company’s hallmarks. With ships that average only five years old, MSC Cruises is proud to call itself the most modern cruise fleet in the world with the youngest ships.

The 2008-09 season marked the first time one of the line’s elegant “Musica Class” ships sailed in North American waters. *MSC Orchestra* – with 80 percent outside staterooms and 65 percent balconies – was well-received by North American travelers, who enjoyed its elegant spa, alternative dining options (including the only authentic Chinese restaurant at sea), European ambiance and authentic



Italian cuisine. The “Musica Class” also features more than 236,000 square feet of public areas that include 7 themed areas, 2 swimming pools, 4 hot tubs and a sumptuously-appointed 12,486-square-foot MSC Aurea Spa wellness and spa treatment center.

Taking over the 2009-10 Caribbean season will be *MSC Poesia*, another “Musica Class” vessel. *MSC Poesia* features the Kaito Sushi Bar as one of its alternative dining venues. Like *MSC Musica* and *MSC Orchestra*, *MSC Poesia* features sophisticated and elegant decor, attention to detail, the finest in international entertainment and Italian hospitality.

MSC Poesia’s program will feature a variety of itinerary lengths and destinations, offering a full range of choices to

guests seeking a European experience in the Caribbean.

The 2010-11 season will be highlighted by the arrival of *MSC Magnifica* (a mere six months after her christening). In addition to the “Musica Class” features of her sister ships *MSC Orchestra* and *MSC Poesia*, *MSC Magnifica* features a magrodome for magnificent views.

Before arriving in Fort Lauderdale, *MSC Magnifica* will inaugurate MSC Cruises’ first Canada/New England program, sailing roundtrip Fall Foliage itineraries from New York and Quebec City. This is a wonderful opportunity for residents of the Northeastern United States and Canada to enjoy an MSC Cruises experience on one of the line’s newest and most elegant ships without having to add in the cost and time of airfare.



The ship will arrive in New York City on Sept. 22 and then sail the following itineraries:

- 10-night roundtrip, departing Sept. 22 and calling in Sydney, Charlottetown, Quebec, Halifax and Newport
- 7-night New York City to Quebec, departing Oct. 2 and calling in Halifax, Charlottetown and Corner Brook
- 7-night Quebec to New York City, departing Oct. 9 and calling in Sydney, Bar Harbor, Boston and Newport
 - 7-night New York City to Quebec, departing Oct. 16 and calling in Halifax, Sydney and Charlottetown
- 9-night Quebec to Fort Lauderdale, departing Oct. 23 and calling in Sydney, Boston, Newport and New York City

The itineraries can be combined, making them ideal for those who want a longer, roundtrip experience or even a 16-night cruise from New York City to Fort Lauderdale.

When she arrives in Fort Lauderdale, *MSC Magnifica* will join *MSC Lirica* for the 2010-11 Caribbean season.

But there's much more:

MSC Yacht Club: One of the most exciting events in the history of MSC

Cruises is the newest class of ships, the "Fantasia Class." The largest ships built for a European ship owner, *MSC Fantasia* (which debuted in December 2008) and *MSC Splendida* (which will debut this summer) each feature the MSC Yacht Club – sumptuous private suites and exclusive facilities, including a Concierge service, private swimming pool, bar, lounge and library as well as special access to the superb wellness and spa treatment center, MSC Aurea Spa.

Each suite is served by a highly trained butler, offering you everything from the morning paper to room and valet services, bookings for shore excursions, spa packages, front-row seats for evening performances at *MSC Fantasia's* prestigious theater, restaurant reservations and private shopping visits.

The MSC Yacht Club suites are located on the prestigious upper foredecks, offering guests superb views from their own private balconies or full-height panoramic windows. Designed and furnished to the highest standards, they all boast beautiful marble bathrooms, double or single beds with ergonomic mattresses, the finest Egyptian cotton sheets and a choice of pillows.

The suite facilities also include sophisticated climate control, Samsung interactive TV, Wi-Fi Internet access and Nintendo Wii consoles.

Family Friendly/"Kids Sail Free:" In this time when the economy is on so many people's minds, MSC Cruises' "Kids Sail Free" offer makes a family cruise within everyone's reach. Kids ages 17 and under sail free (plus government fees and taxes) when sharing a stateroom with two full-fare-paying adults. When you combine this offer with our special Boomer/Senior Saver rates, a sailing with MSC Cruises is a great choice for a family reunion.

All the ships are family-friendly, with specially designated children's play areas and programs and children's menus (featuring kid favorites). The "Musica Class" ships feature very large children's facilities, including indoor activity rooms, outside play areas with children's pools and slides and themed indoor/outdoor play facilities for children, plus arcades with games ranging from sports to adventure. *MSC Fantasia* has 4,300 square feet dedicated to the younger guests, with a "Water Slide" (straddling two decks to the side of the disco with amazing scenic views). This Aquapark also has 150 fountains that light up at night to the rhythm of the music. There are also three fun areas: Mini Club, Junior Club and Teen Club.

Environmental Excellence: MSC Cruises is at the forefront of safeguarding the environment. The entire fleet is certified with ISO 14001



Environmental Protection as a result of a system that regulates all activities that have an environmental impact. Our newbuilds utilize the most modern technology to safeguard the environ-

ment, including a grey and black water treatment plant, energy saving across all cabins and public spaces, and non-toxic paints specially formulated for ship hulls.

The company has received many national and international awards and certificates from recognized bodies (such as Bureau Veritas) acknowledging the measures it has taken to protect the environment. In addition, MSC Cruises is the only company to receive the prestigious "6 Golden Pearls" award from Bureau Veritas.

As a result of its unprecedented growth, MSC Cruises today operates a fleet of nine ships, with two more new vessels – *MSC Splendida* and *MSC Magnifica* – currently under construction. Today MSC Cruises carries 800,000 guests per year. By 2010, the company will operate a fleet of 11 ships, reaching its goal of carrying 1.2 million guests.

The future looks bright for MSC Cruises, both in the Caribbean and around the world.


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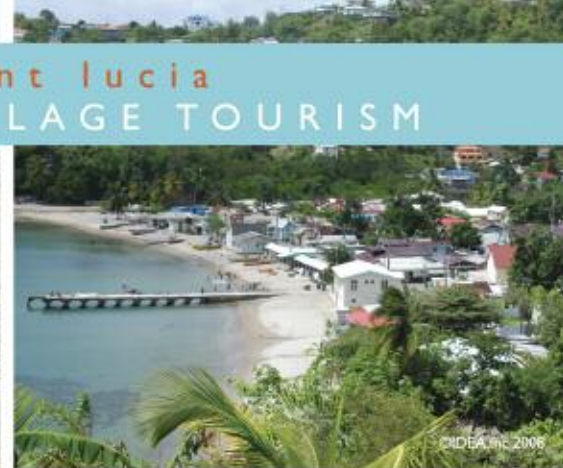


CRUISE SERVICES

For information on any of these destinations please contact Jill McCall at jmccall@graylinecaribbean.com

IT TAKES A VILLAGE

Saint Lucia's Innovative Development Strategy May Change the Face of Caribbean Tourism



By day, Anse La Raye is a sleepy coastal village of fishermen tucked quietly into Saint Lucia's western coast. Cheery buildings painted in bold shades of turquoise and magenta line the streets, each accented with the delicate gingerbread fretwork of French Creole architecture. At mid-morning the stillness of the village is broken only by the occasional humming of a craftsman, perched underneath the shade of Anse La Raye's market stalls, deftly fashioning tiny insects and flowers from dried palm fronds. In the afternoon, the relative calm of the village's main streets is interrupted at the waterfront, where it is not uncommon to find local children dodging waves and racing between vibrantly colored fishing boats along the sheltered beach. While considered the primary village of Saint Lucia's west-central quarter, also called Anse La Raye, the pace of the village is decidedly laid back.

a taste of the island

All of this changes when the sun sets on Anse La Raye each Friday. The entire village suddenly seems enlivened by a distinctly festive energy as fishermen drag in the day's catch and local women don



Provided by the St. Lucia Tourist Board

aprons over the vivid plaids of their Madras skirts and begin to stoke charcoal grills for a weekly event known as Seafood Friday. Vendor stalls and tents spring up along the oceanfront main street as villagers begin laying out freshly prepared seafood and ornate local crafts. By early evening, locals and tourists mingle in lines for enormous, fiery red steamed lobsters, tuna, crabs, mahi mahi, or conch, washing all of it down with an ice cold Piton, Saint Lucia's popular locally brewed beer. It's the type of gathering where one is apt to find a local politician inconspicuously tucking into a plate of Creole shrimp at the same table as a exuberant passel of village children. The rhythmic beat of a Caribbean band blends with the more colorful contributions of street karaoke, an attraction that grows more popular as the night wears on. Part block party, part welcome party,



Provided by the St. Lucia Tourist Board

Anse La Raye's Seafood Friday has not only become an established ritual among locals but is increasingly serving to lure tourists to the village each week with the irresistible combination of fresh catch and open-armed community.

village tourism

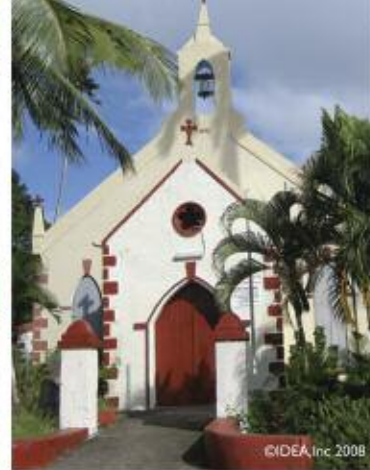
The success of Anse La Raye's Seafood Friday is certainly not an isolated phenomenon. Similar street parties are held throughout the weekend in Saint Lucia, most notably the long-running Friday Night Jump Up in the town of Gros Islet, located to the north of Anse La Raye. Saint Lucia's Ministry of Tourism hopes to capitalize on the success of these weekly events in an effort to draw more visitors to the island's villages. While Saint Lucia received over 900,000 tourists in 2007, few of these visitors roamed beyond the island's hospitality epicenter, the Castries region. Home to many of Saint Lucia's upscale, all-inclusive resorts, the island's north-west quarter dominates the tourism industry and visitors frequently see little outside of the popular Rodney Bay Village development. If visitors do venture beyond the island's familiar mega-resorts, it may only be to catch a glimpse of the Pitons, two steep volcanic spires rising out of the ocean along Saint Lucia's western coast. The Ministry of Tourism wants to change that through an innovative strategy based on the introduction of the village tourism model, a relatively new approach already showing signs of promise for expanding markets in previously overlooked areas including rural regions of Eastern Europe and South Asia. The village tourism approach in Saint Lucia has the potential to transform the island's local economies and provide countless jobs in the hospitality industry by encouraging a more balanced distribution of tourism-related business throughout the country.

"Village tourism will shift the focus from national to local with heritage village programs."

- Minister of Tourism and Civil Aviation
- Senator Honourable Allen Chastanet

a national vision plan

In order to create an effective strategy attuned to the specific complexities of Saint Lucia's tourism industry, the government of Saint Lucia recruited Orlando-based design firm IDEA, Inc. to develop a village tourism plan that would incorporate elements of the country's diverse culture and unique geographical features. The resulting Saint Lucia National Vision Plan, completed in 2008, is a comprehensive development strategy for the island which encompasses everything from infrastructure to residential planning. Among the strategies addressed in the National Vision Plan, IDEA and the government of Saint Lucia have presented a detailed village tourism initiative targeted at the long-term enhancement of fourteen of existing villages and towns interspersed throughout Saint Lucia's eleven regions. Dubbed "regional anchors," the Vision Plan builds



upon the distinctive cultural features and attractions of each village and town to establish fourteen unique branded destinations that will work to diversify and strengthen the island's overall brand. The villages of Anse La Raye, Canaries, Laborie, and Choiseul have been branded the "Creole Coast," and are being touted as the best spots to sample "true island flavor." Meanwhile, Babonneau and Grand Anse, areas with strong roots in Saint Lucia's African heritage and home to many of the island's rare and exotic wildlife, has been christened the "Tribal Coast." IDEA and the Ministry of Tourism believe that this branding strategy will not only showcase Saint Lucia's multifaceted cultural identity, but encourage visitors seek out a more complete picture of the island by exploring each of its individual villages and landmarks. To accommodate the potential for increased tourism throughout the island, the National Vision Plan emphasizes the need for more developed tourism infrastructure in each village, including the revival of waterfront areas and existing attractions. For the town of Vieux Fort, the second largest urban area on the island, this will mean an overhaul of the downtown waterfront district and the establishment of a new cruise pier to attract increased ship traffic to Saint Lucia, currently limited to the nation's sole passenger cruise terminals in Castries. View Fort will also welcome the construction of the Pointe Sable Creole District, a planned residential and commercial development with an emphasis on Saint Lucia's prominent Creole identity. Similarly, proposed initiatives for the town of Dennery include a radical transformation of the village's waterfront district and the creation of a marina, fishermen's market, and a public events space.

Perhaps one of the most ambitious development strategies outlined in the National Vision Plan is reserved not for a village, but for the city of Castries, Saint Lucia's capital. Although the Castries region is unquestionably the island's most prominent tourism destination, the actual city of Castries is largely overshadowed by neighboring Rodney Bay when it comes to attracting visitors. Redeveloping the capital city is particularly urgent given its role as a central gateway

to the island; all of Saint Lucia's cruise guests disembark at the Castries terminal. IDEA's concept for the redevelopment of the city focuses primarily on the creation of a three-mile pedestrian promenade along Castries Harbour, which will feature a diverse assortment of retail, entertainment, dining, and accommodations, separated into highly themed quarters to reflect Saint Lucia's French, African, British, and Amerindian heritage.

a distinctive cultural identity

The government of Saint Lucia unveiled their new tourism approach at the 2009 Caribbean Hotel & Tourism Association's annual Caribbean Marketplace, hosted in the town of Gros Islet. "Village tourism will shift the focus from national to local with heritage village programs," said Minister of Tourism Allen Chastanet during his presentation of the new approach, entitled "Roadmap for Saint Lucia: National Vision Plan." Chastanet continued to emphasize the necessity of maintaining Saint Lucia's distinctive cultural identity and ensuring the integration of that identity into each future development. Working with the Ministry to shape that identity into a viable marketing campaign is FutureBrand, an international firm dedicated solely to the branding of travel destinations. FutureBrand's strategy for transforming Saint Lucia's complex national identity into a solid and distinct brand will incorporate not only the island's history and culture, but established and more familiar tourist amenities and attractions.

By adopting the structured, long-term planning and branding measures detailed in the National Vision Plan, Saint Lucia hopes to set itself apart from other destinations in the Caribbean market and attract greater investment opportunities. IDEA's president, Hugh Darley, believes the Saint Lucia National Vision Plan will not only improve the outlook of the country's tourism industry, but instigate meaningful change in the day to day life of average Saint Lucians. "Every stakeholder in any government initiative must feel involved

in the process to not only write the policy but be empowered to realize its benefits on a local level. Saint Lucia has a wonderful opportunity to truly involve its people in a village tourism initiative, giving them the tools they need to establish long-term, individualized plans to reach their potential for success and growth," says Mr. Darley.

In a time when the landscape of the tourism industry is shifting to accommodate a changing set of needs and expectations in travelers, Saint Lucia's innovative development tactics may set the tone for the future of development in the Caribbean. ■



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FCCA's Holiday Gift Project Brings Joy to Children

Nearly 7,000 children in 31 destinations throughout the Caribbean and Latin America were touched by the efforts of FCCA's 13th annual Holiday Gift Project. Each year the FCCA spearheads efforts, with their Member Lines and destination partners, to bring happiness to under-privileged children throughout the region.

The crew from the Emerald Princess came ashore to visit children in Dominica. "We wish to thank the ship's staff who brought cheer and gifts to 200 children in our country," says Mrs. Deslyn Simon, Information Officer for the Discover Dominica Authority.

Feelings of goodwill stretched across the region including the Bahamas. "In spite of overcast skies, the event was a blast with

children coming out in record numbers," says Debbie D. Huyler, CM, CCHT, manager for Visitor/Vendor Relations & Ports of Entry in Freeport, Grand Bahama Island. She thanked FCCA on behalf of the Ministry of Tourism and added, "You should have seen the expression on their little faces. What the Florida-Caribbean Cruise Association team brought to these youngsters lives was phenomenal."

Santa paid a special visit to Hurricane ravished Grand Turk, Turks and Caicos Islands, with some families still living in tents, it was important to make sure the children were not forgotten. Brian Been, Product Development Manager of the Turks and Caicos Islands Tourist Board expressed his heartfelt thanks, "Truly, this project goes a long way in ensuring that the children not only have a bright Christmas but allow them to return to some degree of normalcy as they take the mantle as custodians to our 'beautiful by nature'. We thank the Florida-Caribbean Cruise Association for this unselfish act and look forward to future collaborations".

Associate Hotel Director of Celebrity Cruises' Solstice stated,

"It was an absolute honor to be part of such a wonderful program and everyone who participated would do it again in a heartbeat".

In addition to delivering a wide array of gifts to the children in attendance, Captain Hempstead of the Grandeur of the Seas presented cheques valued at \$2,000 each to the Rainbow Children's Home, Youth Empowerment Foundation Project (YEP), and the Eslyn Henley Richez Learning Centre in Tortola, B.V.I. Mrs. Rosalie Adams, Permanent Secretary in the Premier's office, conveyed the government's appreciation to the captain for the surprise donations. "The money will be put to good use," says Mrs. Adams. "It will be used to purchase some much needed teaching aids for the students of the Eslyn Henley Richez Centre. YEP plans to purchase software to help children who

perform poorly in Mathematics; and the Rainbow Children's Home will use the funds to assist with monthly expenses."

"It was a real pleasure for us to be part of this event, we thank you for the opportunity. Nothing like this has been done before in Samana and the children were very happy and grateful. Santa arrived via parasail and the children went wild!" boasts Frederico A. Schad, Bahia Cruise Services, Dominican Republic

Lorraine Herrera, Product Development Officer for Travel Belize offered her thanks, "I would like to take this opportunity to thank the Florida-Caribbean Cruise Association for their contribution of toys for our needy children this year. The children had a lovely time and were very happy when they saw Santa!"

A heartfelt thanks from Austin Huggins, St. Kitts Tourism Authority, "I would like to thank the FCCA for your kind contribution to the underprivileged children that are not as fortunate as others. To have you remember us every year goes a long way and we truly appreciate your effort".

In its 15th year, The FCCA Foundation continues to improve the lives of citizens in the Caribbean and Latin America through projects such as this. The Foundation has impacted the lives of thousands providing \$ 3 million in funding to a variety of organizations and causes.

The following destinations participated in this special event:

Acapulco, Mexico
Antigua
Aruba
Belize
Cabo San Lucas, Mexico
Costa Maya, Mexico
Cozumel, Mexico
Curacao
Dominica
Eluthera, Bahamas
Ensenada, Mexico
Freeport, Bahamas
Grand Cayman, Cayman Islands
Grand Turk, Turks & Caicos
Grenada
Guatemala

Mazatlan, Mexico
Montego Bay, Jamaica
Nassau, Bahamas
Ocho Rios, Jamaica
Progreso, Mexico
Puerto Vallarta, Mexico
Roatan, Honduras
Samana, Dominican Republic
San Juan, Puerto Rico
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St. Lucia
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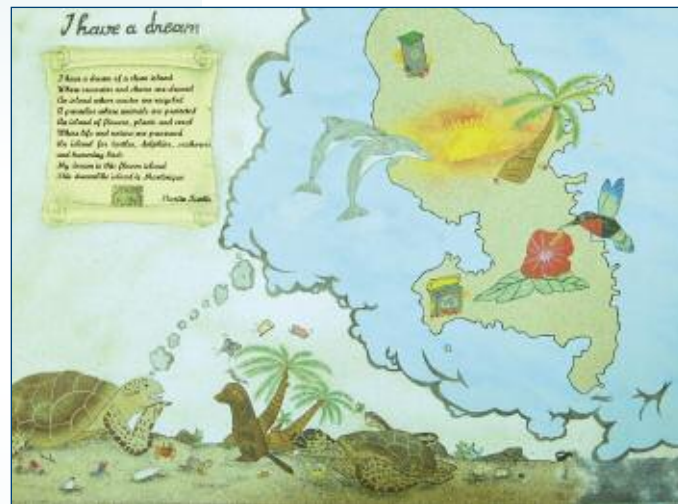
FCCA 2009

Poster Competition Winners

More than \$27,000 in prizes and scholarships awarded!



*Junior division winner,
Huddoy Walters, Jamaica*



*Senior division winner,
Laurane Pecome, Martinique*

Each year, the Florida-Caribbean Cruise Association (FCCA) invites students from the Caribbean and Latin America to participate in the annual FCCA Foundation Children's Environmental Poster Competition. This year, 17 destinations throughout the Caribbean and Latin American region participated. One entry per category was selected as a winner for the best message that advocated the role each destination plays in preserving the environment.

Winners included 12-year-old Huddoy Walters of Port Antonio Primary School from Port Antonio, Jamaica in the Junior Division (ages 12 and younger) and 13-year-old Laurane Pecome of College Cassient Sainte Claire from Fort de France, Martinique in the Senior Division (ages 13-16).

Students were asked to create a poster that visually depicted at least three ways they believe could help protect the environment and promote environmental awareness in their country.

The competition's purpose is to promote and stimulate environmental awareness among students and to effectively educate the younger generations on the importance of environmental protection. Each country submitted one poster in each age category to represent its finalists.

Huddoy Walter's poster, "Preserving Our Island's Paradise," illustrates how we can reduce our impact on the environment. The poster depicts three ways: replanting of trees, recycling of

waste materials and reducing air and water pollution. The 11-year-old's artistic creation provides a valuable reminder of how every day choices can make a difference in protecting our environment for a clean and sustainable future.

Laurane Pecome's poster, "I have a dream," promotes Martinique as a clean and ecological island. The poster's theme is inspired by Martin Luther King's famous speech, and is about a world thriving on harmony. The actions that are highlighted are garbage collection (sorting, recycling), water protection and the protection of endangered animal and plant species.

The FCCA also congratulates the second and third place winners in each division. Second place finalists were 11-year-old Kelsia Liburd from Nevis in the Junior Category and 15-year-old D'Dron Griffin from St. Kitts in the Senior Category. Third place winners were 12-year-old Josie Lee from Belize in the Junior Category and 15-year-old Rohaan K. Allport from Dominica in the Senior Category. Second place winners in both categories will each receive US\$1,500 and third place winners will receive US\$1,000.

The top winners, Huddoy and Laurane, will each receive an educational scholarship of US\$3,000. The FCCA also awards the schools of the first, second, and third place winners in both categories the same amount received by their winning student. All finalists in each division will receive US\$200 to reward their participation and good work.

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Award Winning Chukka Caribbean Adventures Partners with Mother Nature to Create the Best Nature-Adventure Tours in the Region



Chukka Caribbean Adventures, the number one nature adventure tour provider in the region, concluded its 25th Anniversary year with a roar, receiving industry recognition for their exciting tours, and earning Green Globe 21 Certification for a third year in a row.

“2008 was an amazing year of accomplishments and challenges,” says John Byles, co-managing director of Chukka Caribbean Adventures. “At Chukka Caribbean Adventures we understand that it is our responsibility to care for the natural attractions of the Caribbean that are the highlights of our tours,” says John Byles, co-managing Director. “We are passionate about sustaining these beautiful natural resources, to ensure that they are around long after we are. The success that Chukka Caribbean Adventures has had with reducing its environmental impact and in continuing to meet the rigorous standards set by Green Globe is thanks to the care and support shown by all our employees. “In our continuing commitment to sustainable tourism we are well on our way to achieving Green Globe Gold status having earned Certification for the third year.”

Chukka Caribbean Adventures’ commitment to sustainable tourism and the communities that are home to their outposts are their highest priority. The company hires locally, provides internships and assists local schools, and purchases locally-grown or sourced goods and produce wherever possible. Standard practices include energy-saving methods, recycling, and fuel and emissions control as well as incorporating community shops into its tours as refreshment stops. The company is also conscientious about raising the awareness level of its environmental mission among its guests and the communities from which it operates. Most importantly, Chukka Caribbean Adventures has ongoing educational programs for its dedicated team, from senior man-

agement to tour guides, so that each team member is able to understand and pass on ecological and environmental information.

With this ongoing commitment Chukka Caribbean Adventures continues to be recognized by industry partners as the best of the best, winning its second World Travel Award as the *Caribbean's Leading Nature Adventure Excursion Operator*. "We are a nature adventure tour company in the truest sense," says Byles. In creating its award winning tours Chukka doesn't build, it starts with nature first, as explorers to usually unseen parts of the Caribbean seeking out scenic adventure outposts. When a site is discovered the team gets creative to figure out what type of tour will set it off to its best advantage, and to offer an exhilarating experience – the Chukka wow factor — at the same time.

In the case of Jamaica's lushly forested Montpelier Estate the Caribbean's first Canopy Tour was erected without a single nail, bolt or cut into a tree; instead, a system of belts are employed to send adventurers flying through the treetops. Little-seen areas of the Ocho Rios countryside were accessible only by horse trails, so Chukka had ATV's specially designed that could navigate the trails and another great nature adventure was born. On Grand Turk marl tracks along the beach and rock coastline on the high northern cliffs became the perfect course for a dune buggy. And in Belize, a customized half track is the perfect vehicle for navigating an impossible jungle trail through the unspoiled terrain. Existing roads and trails are always used, and if any new paths are needed Chukka lets Mother Nature show the way. These methods have been applied with great success to each and every Chukka Caribbean Adventures tour – 45 and counting in four countries.

In addition to a commitment to environmental issues, Chukka Caribbean

Adventures actively supports the work of the Jamaica Society for the Prevention of Cruelty to Animals. Many of the Sun Dogs that are a part of the Jamaica Dogsled Team are rescued dogs, and a percentage of the team's merchandise sales benefit the JSPCA.

Princess Cruises also awarded Chukka Caribbean Adventures with its 2007-08 C.R.U.I.S.E. service awards for the Caribbean. C.R.U.I.S.E. awards are Princess passengers choices for best tours and tour guides: High Volume Tour of the Season: Chukka Horseback Ride & Swim, Grand Turk, Turks & Caicos Islands; Low Volume Tour of the Season: Chukka Horseback Ride 'n' Swim, Montego Bay, Jamaica; Low Volume Tour of the Season: Chukka 4WD Safari, and Tour Guide of the Season: Gary Dalling, both in Ocho Rios, Jamaica. "Our outpost on Grand Turk did an extraordinary job of getting tours up and running for the arrival of the first cruise ship just a month after Hurricane Ike," says Byles. "So we are particularly thrilled at the recognition for them."

The Chukka Caribbean Adventures mandate is to exceed all guest expectations on every tour, at every operation, every day – and we succeed. Every guide must complete a rigorous training regimen including hundreds of hours of field experience on their specific tour as the safety and well being of both guests and staff is of primary importance at all times. Maximum group size strictly

adhered to, and the highest ratio of guests to guides for any tour is six to one. Even queuing time is strictly monitored. Chukka staff performance and tour quality are always under review and not just reviewed by the company. Every guest is asked to fill out a satisfaction survey, which are closely monitored as they clearly demonstrate the pulse of the company, and for anything less than an exceptional rating a tour is reviewed, tweaked and improved.

There are more groundbreaking tours and surprises on the way for 2009. To meet demand for their number one breathtaking tour, the Chukka Canopy Tour, Chukka Caribbean Adventures has created two new experiences: the Flight of the White Witch at Rose Hall and the Chukka Bird of Paradise Canopy Tour White River Valley, making a total of five at their Jamaica Outposts. For the Tarzans and Indys looking for adventure the new Chukka Raiders of Negril Cave Tour is in the works. Chukka Caribbean Adventures is also making their popular Chukka 4x4 Safari accessible to guests staying in Negril planning a tour in closer proximity to the popular resort area. The route is still being mapped out but like the Montego Bay 4x4 Safari it will follow a path dictated by and encompassing the best nature, history and culture in the area.

For more information about Chukka Caribbean Adventures visit www.chukkacaribbean.com.





Let yourself go...The islands of Guadeloupe offer you their most beautiful assets.



REGION
GUADELOUPE



Membership is a Privilege

By Avonelle H. Pole, Antigua Pier Group



(L to R) Camilo Duque, Proexport, Colombia;
Avonelle and Lisa Jensen, Princess Cruises.

From my very first Platinum event in Mobile, Alabama to the recent Platinum Cruise to Nassau, Half Moon Cay and Grand Turk, every moment, every experience has been informative, educational, fun and memorable, and the opportunities priceless. From embarkation to debarkation, the process was seamless and impeccably organized, which I find extraordinary considering the sheer numbers involved.

The information-sharing over the months leading up to the cruise was detailed and thoughtful, and it is comforting to know that the FCCA team took the time to organize everything and all you had to do was show up!

The Atlantis Resort on Paradise Island, Bahamas made such an impression I am planning a vacation so I can further explore that mythical place. I put myself in the shoes of the cruise passenger who experiences just one day in paradise and I wanted more. Isn't that what cruising is all about anyway?

The "private-island" concept is interesting and provocative. Carnival did an amazing job with Half Moon Cay. I keep thinking about Barbuda and all those uninhabited islands off the coast of Antigua, and what they can become.

Despite the well-scripted presentation that preceded the visit, Grand Turk

exceeded my expectations. Just to think, two hurricanes back-to-back. What a comeback! It was amazing to see what can happen when everyone has the same vision and work together to make things happen. I never even made it past Margaritaville. What fun!

As for the FCCA, when an organization exemplifies teamwork and a consistent level of professionalism, adds genuine caring and that personal touch, everybody wins!

You begin to feel like family. You begin to understand the value of membership, and the privilege it brings — the privilege of having a friend like the FCCA working for you and with you. I look forward to future Platinum events, to renewing acquaintances, making new friends, building relationships, discussing the issues, learning from each other, working together towards a common goal, and appreciating and celebrating this unique industry we are privileged to be a part of.

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Expansion Pace of Cruise Facilities Moving Ahead

The expansion of the cruise and cargo facilities at the Port of St. Maarten are proceeding with the cruise pier to be completed in May 2009 and additional cruise terminal facilities by September 2009.

The US\$97.5 million project started back in late 2007 entails a new pier of 445 meters long and 21 meters wide that will be able to accommodate two cruise vessels of 220,000 tons. An additional facility with ancillary services for cruise passengers is also part of the multi-million dollar development.

Despite the global economic crisis, port officials remain confident and are cautiously optimistic that nations will weather the economic storm and pull through with global economic revival within the next 12 to 18 months if there aren't any further negative developments.

"The Port of St. Maarten will be ready to accommodate the Future Larger Vessels (FLVs) despite this challenging economic environment when they are launched and set sail to carry out their itineraries in the last quarter of 2009. We are very much looking forward to welcoming these mega cruise vessels to the Port of St. Maarten.

"The cruise industry has to adapt to the number one challenge for 2009, which is the global economic crisis. In the meantime the Caribbean region is positioning to deal with this challenge by being innovative in what they have to offer cruise lines.

"The Port of St. Maarten has the facilities to cope with small and large cruise vessels. We are currently expanding our



3D rendering of cruise facility expansion.

facilities to also accommodate the future ultra mega yacht vessels.

"Another prime area that the island is catering too is home porting of small European cruise lines. Our first experience with one line EasyCruise went very well. We have a number of other service areas that we are working on to further enhance our facilities and services to the cruise lines and passengers.

"In these challenging times we have to continue to be innovative,

upgrade and invest in order to reap the opportunities, benefits and business when global economic conditions improve," Chief Executive Officer (CEO) of the St. Maarten Harbour Group of Companies Mark Mingo pointed out.

Mingo added that he is grateful for the close working relationship that has been developed over the years between the Port of St. Maarten and the cruise lines. "These challenging times now call for us as cruise industry and destination to see where we can work together in ensuring that we both are able to sail through this crisis without too much negative consequences for both stakeholders," Mingo stated.

Driving growth to the Port of St. Maarten continues to be the over 40 attractions that the island has to offer; being the duty-free shopping capital of the North Eastern Caribbean; the friendliness of the island's people; the beauty of the destination including the 37 white sandy beaches; the dual nationality of the cruise destination, Dutch and French; and having the most modern, secure and safe cruise facilities for cruise passengers and cruise lines. St. Maarten's strategic location in the North Eastern Caribbean also plays a significant role.

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Photo by: Alexis Andrews

Antigua: The Center of Caribbean Yachting

By John Duffy, President, Antigua & Barbuda Marine Association

Yachting in the Caribbean, both as a leisure activity and for serious racing, has its roots in Antigua. Yachting in Antigua can be traced back to 1949 when Commander V.E.B. Nicholson accepted a charter from an American family. History does not record the second charter but by the late 1950's and the early 1960's, yacht chartering was becoming a recognizably important part of Antigua's fledgling tourism industry.

By 1961, the Nicholson family, realizing the value of yacht chartering, decided to hold a boat show to display charter yachts to potential customers. Forty eight years later, the Antigua Charter Yacht Show is still the biggest and best in the Caribbean. In more modern times the number of motor yachts has equaled the number of sailing yachts being offered for charter at the show.

The main tourism organization at the time, the Antigua Hotels and Tourism Association, realized that some yachts were leaving Antigua for other Caribbean islands and in 1967 had the idea of creating a regatta to encourage yachts to stay. Antigua Sailing Week was established and continues to be the Caribbean's premier regatta. Informally, Antigua Sailing Week commences with the Guadeloupe-to-Antigua Race in which yachts continually compete for the course record.

By the 1980's, some of the older, classic yachts recognized that they were no longer suited to the style of racing which had become the norm for Sailing Week, and in 1987, under the auspices of the Antigua Yacht Club, a new regatta was born, restricted to classic yachts. This Classic Yacht Regatta is not only the best in the Caribbean but also well respected around the world.

Only three years ago the Superyacht Cup, raced annually off Palma in the Mediterranean, decided to hold a comparable event in Antigua which is now an annual event and takes place in mid-

December immediately after the Charter Yacht Show.

In keeping with the world's only working Georgian dockyard, the Nelson's Pursuit Race, held each New Year's Eve, celebrates Horatio Nelson's time as commander of the now aptly named, Nelson's Dockyard, the heart of English Harbour.

February 2009 placed Antigua even further up the scale of international yachting with the inaugural Royal Ocean Racing Club's 600 mile race around the Caribbean held in conjunction with the Antigua Yacht Club. This race measures up to other internationally renowned races such as the Fastnet, Sydney/Hobart and the South China Sea Race, among others. The Caribbean 600 is poised to become one of the great races on the international calendar.

Also new to Antigua is the International Dragons, based at the newly-formed Harmony Hall Yacht Club. Designed in 1929, the Dragon was an Olympic class from 1948 until 1972, but unlike many yachts which become unpopular when they cease to have Olympic status, the Dragon has continued to increase in numbers with over 1,600 currently being sailed. Antigua will host the World Championships in 2010.

Sailing in Antigua is not limited to international racing, it is also a popular cruising destination. Antigua Yacht Club is well known for its extensive dinghy training programs while Jolly Harbour Yacht Club holds regular weekend keelboat races and regattas.

Antigua is both actively and geographically, the centre of Caribbean yachting.

For more information, contact the Antigua and Barbuda Marine Association, e-mail info@abma.ag or call (268) 562-5085.

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Faces In The Industry



**Dominican
Republic**

Jose Franco - Junior Receptionist

Norwegian Cruise Line

My name is Jose Franco and I am from the Dominican Republic. I work as a Junior Receptionist for Norwegian Cruise Line on *Norwegian Majesty*.

While at the Front Reception Desk, my job is to ensure total guest satisfaction.

I started with NCL when I opened the Norwegian Jewel in 2005 as an Assistant Cook. Through the company encouraging their employees to learn and grow in their career development, I was able to train to become a Junior Receptionist after only my third contract.

During my time with NCL I have gathered the knowledge that has allowed me to succeed in my position, and I have experienced many things including seeing different places and living with and interacting with different people from other cultures and nationalities.

I found love at sea as I met my wife who is from Romania, and together we are raising two beautiful twin boys, Jeyson and Joseph.

My advice to those who want to experience life at sea is that NCL gives you a chance to learn and grow in your career, and they truly value their employees.



Jamaica

Tena Thomas - Chef

Royal Caribbean International

Hi. My name is Tena and I am from the beautiful island of Jamaica. I have been employed with Royal Caribbean International for the last four years (4yrs), where I work as a chef working in the culinary department. When I started with the company I was sent to work on the *Mariner of the Seas*. During my contract on board I enjoyed being a chef and cooking for more than three thousand five hundred people. It was amazing to see this huge amount of food consumed in hours.

Working with Royal Caribbean is more than a dream come true. I get to see a lot of exciting places, learn about different cultures and see fascinating ports of call. Today it is an honor to work in this company which is concerned with the environment, which makes us learn policies on knowing how to protect the ocean and the reef. On board, I work with 67 different nationalities and it is like working in the world trade center with so many different languages to learn. For me, it is not only about being a chef on board, but also about seeing how we conduct ourselves when it comes to emergency issues and how to protect our guest and fellow crew members.

With Royal Caribbean International, it can be complex to do the right thing at all times because safety comes first while working on board. It is very exciting to learn that the company grows through the years and expands its business rapidly. This company provides us with extensive training when it comes to safety. They provide us with all the tools and equipments to work with. We are also given training on how to deliver good products and services to our guests and crew.

I am well satisfied with my job at RCCL. It is a great company to work in and I would surely recommend my friends and family to get a job here at Royal Caribbean International.

Around The Caribbean



Ministers of Tourism from Central America meet with the cruise industry.



FCCA Security Operations Committee meets with Hon. Vincent Vanderpool-Wallace, Minister of Tourism & Aviation, The Bahamas (Center).



(Left to right) Michele M. Paige, David Espinosa, Director General of Strategic Planning & Political Sector; Javier Gallardo, Carnival Corporation; Carolina Cardenas, past Undersecretary for Planning, Mexico.

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The FCCA would like to thank the following partners for their commitment along with helping us continue to strive towards making a difference.

Funds raised from last December's online auction event will enable us to continue giving more help to those who are less fortunate and the FCCA Foundation can continue to help those in need in the Caribbean and Latin America.

Rubicon Dinnerware/Vertex China

Vertex China has been recognized as the new leader in value china. We offer durable, attractive dinnerware style which appeal to all foodservice markets and current trends. Rubicon, the Future of Dinnerware, Stronger, Whiter. State of the art ceramic technology.

Generously donated by: Vertex China, California

Crystal Bay – Euro Collection/Vertex China

Crystal Bay sets the table at some of the world's finest 5-star hotels, restaurants and clubs. The subtle, embossed design is reminiscent of reflections on a moonlit bay. Chip warranted. Your set includes service for four.

Generously donated by: Vertex China, California

Palm – Euro Collection/Vertex China

Euro Palm — Imagine flowing fans of palm leaves at a gracious resort and you will recognize the inspiration for Palm's durable, yet elegant, wide rim. The distinctive sculptural detail never fails to please the eye. Chip warranted. Your set includes service for four.

Generously donated by: Vertex China, California

7-Night Caribbean MSC Cruise for 2

MSC Cruises newest Caribbean itineraries feature the most idyllic islands the Caribbean has to offer at an incomparable value. Escape this coming winter to the Caribbean in style with MSC Cruises. Godmother of the MSC Opera and MSC Lirica, Sophia Loren has made MSC Cruises her choice, now make it yours. Package includes an Ocean view Stateroom and is valid for the 2008-2009-cruise season.

Generously donated by: MSC Cruises (USA) Inc., Florida

4-Night Disney Cruise for 2

You are about to begin a fantasy unlike anything you've imagined, a Disney Cruise Line vacation. Adults find excitement and indulgence and children have the time of their lives. Families unite and make memories to last a lifetime. A 4-night cruise aboard the Disney Wonder in a Deluxe Ocean view Stateroom (Category 9). Dining room, stateroom gratuities, government taxes and fees are included in your prize package.

Generously donated by: Disney Cruise Line, Florida

3, 4 or 5-Day Carnival "Fun Ship" Cruise for 2

Have you ever wondered how the owner of a ship sets sail? Be prepared to go on a cruise fit for a king. You'll be able to live life up in the Owner's Suite, having your every need catered to.

Generously donated by: Carnival Cruise Lines, Florida

7-Night Costa Cruise Lines Cruise for 2

No matter what travel destinations you're considering, a cruise vacation is the best way to travel in comfort and style. Costa Cruises' vacation packages can take you to the most fascinating travel destinations in the world.

Enjoy a 7-Night Caribbean Cruise for two (space- available) onboard a breathtaking beautiful cruise ship that is delightfully different in service in cuisine, in an atmosphere filled with love, laughter and la dolce vita. Cruising Italian Style..that's Amore!

Generously donated by: Costa Cruise Lines, Florida

7-Night Royal Caribbean Cruise for 2

No one knows the Caribbean better than we do. After all, it is our middle name. And when it comes to beautiful beaches and sparkling blue waters, the Caribbean is really in a league of its own. There are countless adventures within reach on your cruise vacation. Get up close and personal with stingrays in Grand Cayman. Compete in an actual race on one of New Zealand's former America's Cup yachts in the Bahamas. Plus, there's the El Yunque Rain Forest in Puerto Rico, Christoffel National Park in Curaçao, and the Mayan Ruins in Cozumel, just to name a few.

Generously donated by: Royal Caribbean International, Florida

10-14-Night Azamara European Cruise for 2

Experience what cruising is really about in Celebrity's Europe. In Paris, enjoy the countless treasures of the Louvre Museum, and then return to the luxury of your Celebrity outside cabin - a masterpiece in itself. Begin your day with pastries and fresh fruit as the incredible city of Barcelona stretches out before you. From Northern Europe to the Mediterranean, explore lands rich in romance languages, classic architecture, food, art and music. Along the way, in true Celebrity Cruises style, savor fine wine and world-class cuisine that rival any found on these timeless shores.

Generously donated by: Azamara Cruises, Florida

7-Day Holland America Fall Caribbean or Mexico Cruise for 2

The Cruise of your dreams; warm attentive service, relaxed refined surroundings with an extra measure of personal space...enticing ways to discover the world's special places, as leisurely or as actively as you wish. Outside cabin, cruise only, space availability.

Generously donated by: Holland America Line, WA

7-Day Princess Caribbean Cruise for 2

Escape Completely!and experience a dream destination a Princess 7-day Caribbean Cruise for two.

There's something for everyone in the enchanting Caribbean. Nature lovers can immerse themselves in exotic flora and fauna. The soft-sand beaches beckon to sun worshippers. History buffs will have a field day poking around old forts and pirate castles. And what sports enthusiast could resist the chance to scuba dive, kayak, bike, fish or hike in paradise, under a rainbow of azure-blue skies and rose-colored sunsets?

Princess offers a super-star fleet as you're sailing from one fabulous port to another. Our flexible "Anytime Dining" is a unique and exciting option as well as our traditional first and second choice seating. Relax and pamper yourself and enjoy the activities on board because Princess' ships are destinations in themselves, equal in amenities and service to any land-based resort. Our ships have more space per passenger than any other fleet of super-liners.

Generously donated by: Princess Cruise, California

Olympus Digital Camera 850 SW

Whether you take this camera to the beach, to the slopes or just out on the town, its all-weather design will keep it safe from harm. Packed into its durable exterior are powerful image-enhancing features, including face detection and image stabilization, to ensure that every shot comes out looking great. Included in package: 2 GB memory card and carry case.

Generously donated by: Cruise Ship Excursions Inc. St. Thomas

Lalique Crystal Vase

Objects can be our best ambassadors. Whether you wish to show your affection, express your esteem or strengthen a relationship, a Lalique vase will always be a timeless mark of attention.

Generously donated by: United States Virgin Islands Department of Tourism, St. Thomas, USVI

7 Nights Belize Adventure for 2

An "Adventurer's Paradise" and "Mother Nature's Best Kept Secret" are two common descriptions used by visitors when speaking about Belize. It is a place that has been gifted with a plethora of natural

attractions and will make your stay in Belize one of life's great treats.

Generously donated by: Belize Tourism Board, Hidden Valley Inn, Cruise Solutions/Discovery Expeditions Belize Ltd., Portofino and Tropic Air.

7 Nights All-inclusive Roatan, Honduras Vacation for 2

Your vacation package includes Standard-Hillroom accommodations, Air tanks, weight belts and weights, Buoyancy control workshop, three single tank boat dives per day, two single tank night boat dives per week, Daily dolphin show presentations, full American meal plan – 3 meals daily, Welcome island cocktail and presentation, Tropical picnic on Tabyana Beach, Island Fiesta Night on the Key, Horseback riding and hiking, Kayaks and paddleboats, Canoeing, Entrance to Roatan museum and airport transfers.

Generously donated by: Anthony's Key Resort/Bahia Tours, Inc.

3 Nights All-inclusive Vacation for 2 in Antigua

An All-inclusive Deluxe Weekend at the prestigious Curtain Bluff Resort praised as one of the best in value and service in the Caribbean, and consistently named one of the Top Ten Resorts by Conde Nast Traveler Magazine. Curtain Bluff has one of the most highly-regarded wine cellars in the Caribbean, an array of luxurious spa treatments to relax the body and mind, and two beaches -- the calm, tranquil waters of the bay beach, and the dramatic surf beach.

Curtain Bluff offers some of the finest dining in the Caribbean, with breakfast, lunch and dinner included in the price. Afternoon Tea is served in the Sugar mill Terrace and the resort's chef teaches guests his personal style of fusing French flavors with Caribbean cuisine every Tuesday in the kitchen at the resort. Curtain Bluff also has an outstanding and extensive selection of wines from around the world, 25,000 to be exact, which they keep stored in the wine cellar on the property. There's a free-form freshwater swimming pool with two 75-foot lap lanes, 4 championship tennis courts, water sports, deep-sea fishing, a luxurious spa, beauty salon, and fitness center, and a play area and activities for children. Antigua's Greatest Adventure Ride in the Heart of the Rainforest!

The Antigua Rainforest Canopy Tour is a unique eco-tour through Antigua's lush rainforest where you embark on an unforgettable journey through the verdant forest, high above the trees. After being fully briefed by our experienced Rangers, who will also assist you with the required harness and equipment, your exhilarating tour of the rainforest journey can begin!

Full Canopy Tour - approximately 2 1/2 hours duration

Your guided tour of the full 21-element experience starts at the architecturally pleasing Old Pump House with a walk over an 'Indiana Jones' inspired suspension bridge, which spans the gorge to the far bank and the start of the tour.

Generously donated by: Curtain Bluff Resort Antigua, Rendezvous Tour Co, Antigua rainforest Canopy Tour

3 Nights All-inclusive Vacation for 2 in Antigua

Ranked #7 in "World's Best Service" by Travel & Leisure Magazine

"A Private Paradise" – Brides magazine

"One of the Top 10 Caribbean Resort"s – Conde Nast Traveler

Located on the southern tip of Antigua on 20 acres of lush tropical gardens on the Curtain Bluff peninsula overlooking the Caribbean Sea, Curtain Bluff is surrounded by a reef which protects the property's two beautiful Sandy beaches, the tranquil waters of the bay beach and a dramatic surf beach. For over 40 years, Curtain Bluff's extraordinary service and amenities have set the standard for excellence throughout the Caribbean. Curtain Bluff is a member of the prestigious Virtuoso group of select properties worldwide.

There are 72 eco-friendly guest rooms and suites including Executive suites, each with a private garden patio and upstairs dining terrace.

Curtain Bluff offers some of the finest dining the Caribbean, with breakfast, lunch and dinner included in the price. Afternoon Tea is served in the Sugar mill Terrace and the resort's chef teaches guests his personal style of fusing French flavors with Caribbean cuisine every Tuesday in the kitchen at the resort. Curtain Bluff also has an outstanding and extensive selection of wines from around the world, 25,000 to be exact, which they keep stored in the wine cellar on the property. There's a free-form fresh-water swimming pool with two 75-foot lap lanes, 4 championship tennis courts, water sports, deep-sea fishing, a luxurious spa, beauty salon, and fitness center, and a play area and activities for children.

Diamonds International, one of the world's largest jewelry retailers was established nearly two decades ago. Their extensive collection includes luxury jewelry, elegant timepieces, and the finest gemstone products. Lines offered include Audemars, Jaeger. LeCoultre, Raima and Chopard. They are the foremost specialists in retailing jewelry pieces, yet they are an independent retailer for many watch brands, such as Cartier, Corum, Piaget and Wenger. Package includes two \$50.00 gift certificate to be used towards purchase at Diamonds International – Antigua.

Offer includes two complimentary tickets to swim with the Stingrays. A short boat ride on calm water will take you to Stingray City, Antigua. Here you will be able to pet and feed Southern Stingrays in their natural environment. The calm, clear, shallow water makes this easy and fun for everybody! You will learn all about these amazing animals from your experienced guide. This is an extremely Safe, Fun and Educational Excursion. You might end up even liking Stingrays by the end of the trip! Snorkel on coral reefs with colorful fish life. Remember "our Rays re the brightest rays in the Caribbean, not to mention Friendly, Gently, Kind and Sweet"...you get the idea.

Generously donated by: Antigua Pier Group, Curtain Bluff Resort, Diamonds International, Stingray City Antigua Ltd.

5 Nights Vacation for 2 in Antigua

Nested and perched above its beautifully landscaped gardens in Falmouth Harbour, this oasis stands admirably like Admiral Nelson stood in his days in this part of the world. The elegant and sophisticated

Antigua Yacht Club Marina and Resort (AYCM) is the haven for the super yacht market for which Antigua is world famous and also ideal for couples and families looking for an idyllic getaway. The Resort boasts 49 accommodations, 19 of which are hotel rooms, 24 studios and 6 one-bedroom suites accentuated with well-sought amenities, a fully equipped Fitness Centre, Turkish Steam Bath, SPA and Emergency Medical Centre.

Located within easy walking distance of Pigeon Beach, AYCM is a full-service marina in the heart of a Caribbean Village-style complex featuring a variety of boutiques, outdoor cafés, restaurants, art galleries, a travel agency, bookstore, liquor store, supermarket, marine chandlery, telephone and internet services.

Adventure Sports Tourism has been the trend adopted the Antigua Yacht Club Marina and Resort; therefore, water sports like Scuba Diving, Snorkeling and Fishing are very prevalent. However, trail hiking to freshly opened sites from the days of Horatio Nelson is very thrilling and popular. Ferry Services to Rendez-Vous Bay and Pigeon Beach are also organized by the resort.

After dinner at this elegant French Restaurant, you will come away feeling thoroughly spoiled. Chef Patrick Gauducheau can be found on the pages of Who's Who of Chefs as well as on the Discovery Channel's Great Chefs of the World". Incorporating the best features of Caribbean and French haute cuisine, the restaurant has also made Gourmet magazine, and various Caribbean gastronomic guides recommended LeBistro as a must! A varied menu, which also caters for vegetarians, includes lobster, snapper, salmon, veal, pasta, paté and salads. An extensive wine list is also available and you may choose a half bottle of wine per person and a cocktail from the bar as a welcome upon arrival. LeBistro is open for dinner only, except Mondays and reservations are absolutely de rigueur! French, Italian, Spanish and English are spoken, making it easier for international visitors.

Noreen Phillips Couturière is a globally acclaimed fashion powerhouse. Specializing in fabulous evening wear sophisticated cocktail attire, as well as easy casual and lovely semi-formal fashions. In addition to her trademark shop in Antigua, Noreen's gorgeous collections are now available in her showroom and Boutique in St. Maarten under the Noreen Phillips International label.

Her "Baby Doll" bouffant cocktail dress is made of tulle in black and lined in nude to create a contrast. It has a metallic finish, and is embroidered in pink and gold organza embossed with gold thread and silver and gold sequins. All cut by hand. Size 12.

Come swim with the Stingrays. A short boat ride on calm water will take you to Stingray City, Antigua. Here you will be able to pet and feed Southern Stingrays in their natural environment. The calm, clear, shallow water makes this easy and fun for everybody! You will learn all about these amazing animals from your experienced guide. This is an extremely Safe, Fun and Educational Excursion. You might end up even liking Stingrays by the end of the trip! Snorkel on coral reefs with colorful fish life. Remember "our Rays re the brightest rays in the Caribbean, not to mention Friendly, Gently, Kind and Sweet"...you get the idea!

Departures are 9am, 11am, 1pm and 3pm everyday! We suggest you check in at least 15 minutes prior to departure. Please call (268) 562-7297 for reservations.

Generously donated by: Antigua Pier Group, The Antigua Yacht Club Marina Resort, Le Bistro French Restaurant, Noreen Phillips Couturiere International, Stingray City Antigua Ltd.

5 Nights Vacation for 2 in Barbados

The Divi Southwinds Beach Resort in Barbados is ideally located on a half mile of white sand beach amidst twenty acres of tropical gardens.

Over one-hundred-and-thirty spacious suites with fully equipped kitchens and a host of amenities make the Divi Southwinds Beach Resort a perfect choice for a Caribbean family vacation or a special island holiday.

We will be the #1 choice in the car rental business in the Caribbean providing quality vehicles and friendly customer service. We will continually train our team of dedicated employees and upgrade our fleet and facilities to ensure that we exceed customer expectations and ensure a fair return on investment to our shareholders.

Barbados, the most easterly island in the Caribbean, is the home of Harrison's Cave. This magnificent, crystallized limestone cavern is said to be one of the wonders of the world. Its pure clear water and flowing streams helped to create the beautiful stalactites and stalagmites, which propagate the cave. You will be amazed by nature's mastery as you journey through this living cave. Join us and Unearth the Adventure.

The award winning Atlantis submarine tours helps you to create amazing unforgettable memories in one of the most highly recommended attractions in Barbados. Imagine yourself in a real submarine, with big view ports all around, fully submerged in the aquamarine Caribbean Sea, as curious exotic fish peek in at you and sea fans sway. This fully narrated "must-do" under-sea voyage can take you to a shipwreck and to depths of 150 feet, in air-conditioned comfort. Come dive with us on Atlantis Submarine in Barbados. Offer include dive for two guests.

Tiami Luxury Catamaran 5 Star Lunch Cruise - From the moment you step onboard this sleek catamaran, you know you are in for something special. After being greeted by our friendly and outgoing crew, indulge in a selection of local bread and fruit along with complimentary champagne and orange juice cocktails. Cruise along Barbados' scenic coastline to a secluded bay. Here you can opt to go for a swim in the azure waters of the Caribbean, relax on the beach, or join our professional instructors for an optional snorkel tour of beautiful coral reefs teeming with tropical fish. After snorkeling, feast on a sumptuous lunch featuring local dishes along with cool refreshments from an open bar. At another stop you will have the unique opportunity to view and swim with our fascinating sea turtles

When in Barbados, the one show you must see is Bajan Roots &

Rhythms, held at The Plantation Theatre every Wednesday and Friday from 6:30pm to 10:15 pm. It is the only dineer and cabaret style stage show designed to offer visitors and locals alike a genuine representation of Barbadian culture and its influences.

Generously donated by: Atlantis Adventures Barbados, Barbados Tourism Board, Courtesy Rent-a-Car, Divi Southwinds Beach Resort, Harrison's Cave Barbados, Tall Ships (Cruise Management Limited), The Plantation Dinner Show.

5 Nights Festive Vacation for 2 in Cozumel, Mexico

The Coral Princess Hotel & Resort overlooks the turquoise Caribbean on the quieter north side of the island. A 5-minute ride from Cozumel International Airport, Golf Course and Downtown San Miguel for dining, shopping, nightlife and the ferry to Playa del Carmen.

The new Contemporary Modern style of the hotel hasn't change the personalized service that distinguishes the hotel.

The package also includes a jeep rental for 5 days (license to drive required) and two-park hopper passes for free entrance to 4 of the best parks in Cozumel including Discover Mexico and Chankanaab. Discover Mexico will personally oversee all aspects of this vacation. Winner must contact Victoria Lalta at the FCCA when making their vacation plans to arrange VIP service with Discover Mexico.

Generously donated by: Discover Mexico Park, Cozumel, Coral Princess Hotel & Resort

4 Night Vacation for 2 in Belize

The Radisson Fort George Hotel & Marina is unquestionably Belize's premier hotel. Ideally located in Belize City and only 20 minutes away from the International Airport, the Radisson is very convenient for both business and leisure activities. The hotel offers two pools, Jacuzzi, fitness center, marina, dive shop, gift shop, two restaurants, two bars, café, tour desk, business center and over 6,500 sq. ft. of meeting space.

Our Club Tower Rooms are newly renovated deluxe rooms with a panoramic view to the Caribbean Sea. Elegant and spacious, they feature in-room safes, marble floors and fine dark wood furniture.

Full Day tour includes Lamanai Mayasite & New River Boat Tour – Enjoy a one hour drive from Belize City and a refreshing walk in the rain forest to see the Howler Monkeys in their natural habitat and some of the magnificent flora and fauna at its best.

Howler Monkey Sanctuary Tour – A one-hour drive from Belize City and a one-hour boat ride. Lamanai is the longest occupied area in the Maya world. This package comprises of one-hour river tour with beautiful orchids and wild life along the way, which may include crocodiles.

Generously donated by: Fort Street Tourism Village

4 Nights of Modern & Colonial Guatemala

Viva Clarion Suites

Located in Zona Viva, close to the most important center of commerce, international organizations and exclusive shopping centers in Guatemala. And only 10 minutes to/from La Aurora International Airport. Viva Clarion suites offer guests 172 comfortable suites, with a living room and separate bedroom, beautifully decorated with panoramic views of the city, mountains and volcanoes. A one of a kind

Hotel El Catrin Bar

Looking for a quick getaway...then head to "A Modern & Colonial Guatemala." Your 5-day/4 nights package begins with transfer to Hotel Viva Clarion suites, your host in Guatemala City for overnight accommodations.

For over 50 years we have been your host in La Antigua Guatemala. Our commitment from the very beginning has been to provide the finest hospitality service to everyone who visits this charming city. Conveniently located in La Antigua Guatemala, 45 km from Guatemala City. From the hotel is easy to arrange walking tours to the most interesting historic sites in this city declared a World Cultural Heritage by UNESCO in 1979.

Day 2: Breakfast. Have a glimpse of the modern City of Guatemala while you visit the Giant Relief Map, The Central Plaza, and the National Palace now known as the National Cultural Palace, the Metropolitan Cathedral and Ixchel Museum. In the early afternoon, continue to Porta Hotel Antigua, your host in La Antigua Guatemala for overnight accommodations.

Day 3: Breakfast. Visit La Antigua Guatemala, famous colonial city preserves its original features as though time has stood still and which due to its rich historical and cultural value, was declared "World Cultural Heritage" by UNESCO in 1979. While you are here, learn about the different techniques used for weaving the world-known Guatemalan textiles and how threads are tinted. Porta Hotel Antigua will again be your host for overnight accommodations.

Day 4: Breakfast. Morning at leisure. In the afternoon return Guatemala City. Hotel Viva Clarion Suites will once more host your last evening's accommodations.

Day 5: Breakfast. Three hours before your departure flight time, you will be transferred to La Aurora International Airport.

Donated by Kim'Arrin Cruise Services, Viva Clarion Suites, Porta Hotel del Lago, Porta Hotel Antigua, Servicios Turisticos del Peten (STP)

Extended Weekend for 2 in the Land of the Maya, Guatemala

Day 1: Arrive in La Aurora International Airport, where you will be met by our representative and transferred to Viva Clarion Suites, your host in Guatemala City, for overnight accommodations.

Day 2: Breakfast. Transfer to La Aurora International Airport to board your flight to Santa Elena Petén. Upon arrival at The Mundo Maya

International Airport, you will be transferred to Tikal National Park declared World Cultural Heritage by UNESCO in 1979. To date, Tikal is one of the most studied sites of the Maya culture. Enjoy lunch and visit the Sylvanus Morley Museum and then return to Maya Internacional, your host for this evening's accommodations.

Day 3: Breakfast. Morning at leisure. Transfer from hotel to the Mundo Maya International Airport for flight back to Guatemala City. Viva Clarion Suites will once again be your host for this evening's accommodation.

Day 4: Breakfast. Three hours before your departure flight time, you will be transferred to La Aurora International Airport.

Generously donated by: Kim'Arrin Cruise Services, Viva Clarion Suites, Porta Hotel del Lago, Porta Hotel Antigua, Servicios Turisticos del Peten (STP), Maya International and Transportes Aereos Guatemaltecos (TAG)

5 Nights for 2 in The Land of the Living Maya, Guatemala

Day 1: Arrive in La Aurora International Airport, where you will be met by our representative and transferred to Porta Hotel Antigua, your host for this first evening in La Antigua Guatemala, for overnight accommodations.

Day 2: Breakfast. Full day tour of La Antigua, formerly the colonial capital of the "Kingdom of Guatemala". Visit its monuments, convents and palaces. Once more you will overnight at Porta Hotel Antigua.

Porta Hotel del Lago

For many years we have been your host in Atitlan. Our commitment has always been to offer the best hospitality service to all our guests. Our facilities include all the services that today's traveler expects in a safe environment- surrounded by nature- beauty and tradition. Porta Hotel del Lago is conveniently located on the shore of Lake Atitlan- 147 Km. from Guatemala City. It is surrounded by volcanoes and colorful native towns that can be visited by a picturesque trip by the lake. The absolute tranquility of the valleys give the impression of a vast garden like no other- which makes lake Atitlan one of the most beautiful lakes- in the world.

Day 3: Breakfast. Transfer to IXIMCHE, one of the main cities of the Kaqchikel culture and the first capital city of the Spanish settlers. Visit the site. Continue to Panajachel, located at the shore of Lake Atitlán, one of the most beautiful lakes in the world. Porta Hotel del Lago will be your host for overnight accommodations.

Day 4: Breakfast. Depart to Chichicastenango to witness the most colorful open-air indigenous market in the area. People from nearby villages gather on Sundays and Thursdays to trade their products. In the afternoon, return to Guatemala City. Viva Clarion Suites once more will be your host for overnight accommodations.

Day 5: Breakfast. Enjoy a museums tour, visiting the National Museum of Archaeology and Ethnology as well as the Popol Vuh and the Ixchel museums. Once more you will overnight at the Viva Clarion Suites, your host for this night.

Day 6: Breakfast. Three hours before your departure flight time, you will be transferred to La Aurora International Airport.

Generously donated by: Kim'Arrin Cruise Services, Viva Clarion Suites, Porta Hotel del Lago, Porta Hotel Antigua, Servicios Turisticos del Peten (STP)

5 Nights Getaway for 2, Mazatlan, Mexico

Los Sabalos Hotel is the perfect destination for a holiday you'll never forget. Located in the golden zone. Mazatlan's hottest tourist strip, it provides an idyllic ambiance so essential to enjoy the sunsets and spectacular beaches of Mexico's Pacific Coast.

Generously donated by: Tropical Tours, Mazatlan and Los Sabalos Beach Resort

7 Night Vacation for 2, Mazatlan, Mexico

Package includes stay in a Junior Suite (Mitla). Specially designed for comfort of couples and families, includes dining for four, kitchenette, two double beds, a Sofa-bed, private bath with bathtub, TV set and Balcony with ocean view.

Generously donated by: Tropical Tours, Mazatlan and Royal Villas Resort

7 Nights Villa Vacation for 6, Montego Bay, Jamaica

The 4 bedrooms Villa experience on the golf course. A full staff is there to support your every need. Parents and children alike will find a wide variety of activities. The Villa experience gives the family the benefit of outstanding amenities. Children especially find the island experience a great adventure. Our staff is famous for its rapport with children, allowing the entire family to enjoy their holiday. Reservations are based on space availability and include breakfast. Not included are airfare and transportation. Also included are two complimentary tours. Valued until December 2009.

Generously donated by: CCS Tours Ltd., Jamaica

4 Nights Stay in Guatemala

Your adventure begins with your first two nights (weekend) at Clarion Suites Hotel, Guatemala City. Our hotel is located in the heart of Zona Viva, at only ten minutes from La Aurora International Airport, close to the most important Business District, with nearby shopping center and entertainment. Clarion Suites is a five star Hotel, and the only All-Suites in Guatemala City.

Package includes:

- Transportation Airport - Hotel Under request (Please provide us your flight number and arrival time)

- 2 Complimentary nights for 2 people on weekend in Deluxe Suite (Friday and Saturday nights)

- Complimentary Buffet Breakfast for 2 people

Your journey continues with your day (Sunday), staying at Antigua Guatemala, at Hotel Casa Santo Domingo.

Hotel Casa Santo Domingo is a five-star hotel. Open its doors in June 1989. Its located 45 Km., from the capital city (50 minutes by car) and barely 10 minutes walking distance from the center of the city of Antigua Guatemala. La Antigua Guatemala is a city in which each fountain and wall could tell us a story but instead, is limited to give out the explosive happiness of a beautiful bougainvillea or the nostalgia of a lilac jacaranda. Each studding door, each ruin, the color of the moss covered centenary rocks, tells us about the nostalgia that wraps the City of the Perpetual Roses between gentle landscapes. Casa Santo Domingo has a large collection of colonial objects, which has been formed through the years. The collection is very complete and is totally registered at the Registry Department of the General Directorship of Cultural and Nature Patrimony of Guatemala. www.casasantodomingo.com.gt

Package includes:

- Transportation Hotel – Antigua (Provided by Gray Line Tours)

- 1 Complimentary night for 2 people on Sunday Night in a Deluxe Suite
Additional services: Swimming Pool, Jacuzzi, a Restaurant with International cuisine.

Transportation to Guatemala City. (4 schedules / 08:00, 11:00 am 16:00, 19:00 hrs) by Gray Line Tours

Enjoy your last night in Clarion Suites Hotel, Guatemala City.

Generously donated by: Amatique Bay Resort & Marina, Gary Line Tours, Hotel Casa Santo Domingo, Antigua Guatemala.

3 Nights Exclusive Stay for 2, Mazatlan, Mexico

Pueblo Bonito Emerald Bay Hotel. One Junior Suite subject to space availability. Dinner for 2 people in Cordeliere Restaurant. Offer is non-refundable and non-transferable. Valid through December 31, 2009, except for Holidays.

Mexico Travelscape will provide Transfers airport-hotel-airport.

And one tour, guests can select from: Sighseeing tour with visit to Historic District (4 Hrs) Or A country tour named: Mexican Artisans Town & Tequila Factory (5 hours)

Generously donated by: Mexico Travelscape, Mazatlan and Pueblo Bonito Emerald Bay.

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For more information contact the St. Lucia Tourist Board at **1-758 452 4094** or visit **www.stlucia.org**