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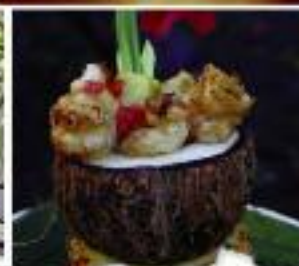
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Cover Story



21

**Guatemala... Heart of the
Mayan World**

Departments

5 President's Letter

7 Cruise Industry News &
Platinum Highlights

63 Platinum Member Listing

68 Associate Member Listing

75 Faces In the Industry

76 Around the Caribbean

Spotlight



**13 7th Annual PAMAC Conference In Roatán
a Success**

Over 100 Cruise Executives, Platinum Members,
and their guests attended the three-day
conference in Roatán, Honduras.



16 Cashing in on Cuba

Are U.S. cruise lines ready for Havana?
Is Havana ready for U.S. cruisers?



24 The Real Thing

Caribbean cruisers are looking for authentic
local arts and products, not cheap imports.



**26 Enchanting Santo Domingo Will Host the
17th Annual FCCA Conference & Tradeshow**

Dominican Republic Welcomes Cruise Industry
to the Cultural Capital of the Americas.



46 RAK Porcelain Steps Into the Cruise Market

RAK Porcelain one of the leading manufacturers of
porcelain tableware enters the cruise market.

Features

32 Cruise Passenger Spending in the Caribbean and Latin America

41 Tapping into the Special Needs Travel Market

**44 Historic Cities, Natural Beauty and a Warm Welcome Make Colombia Tourism's
Comeback Kid in South America**

51 After the 2008 Conference Trinidad

54 New Orleans – A Destination unto Itself

58 Cox & Company Ltd. St Lucia: Partnerships for a Prosperous Future

60 Virgin Excursions LLP & Virgin Port Services, The Company That "Gets It"!

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Michele M. Paige... her bags are packed...she's ready to go... on the road again!

A Time for Us

It was the best of times. It was the worst of times... So begins *A Tale of Two Cities*, Charles Dickens' classic novel about the French revolution. Those lines apply as well to the uncertain economic times in which those of us in the cruise industry find ourselves.

Never has it been more important for cruise and travel partners to link arms and share ideas. That's the spirit behind the 2009 FCCA Cruise Conference and Trade Show in St. Lucia later this month.

Economic downturns create challenges for everyone—but also spur us to think of new ways to achieve goals. FCCA members are known for seeing opportunities—not obstacles—and there are many open doors before us, as you'll read in this issue of *Cruising*.

Consider Cartagena. Now that cruise ships are returning to Colombia's Caribbean gem, travelers from around the world

are raving about the colonial city's architecture, food and warm, hospitable people. Cartagena's renaissance makes for an inspiring story that we're sure you'll want to read.

Then turn to an intriguing analysis of Cuba as an upcoming cruise market that could bring significant growth to Florida and the Caribbean. How soon before U.S. lines begin calling on Cuba? It's hard to predict when decades-long travel restrictions might be lifted, but many indications point to the opening of a hot, new destination for cruise lines.

Meanwhile, established ports continue to grow and prosper throughout the region. Look for developments in the Honduran port of Roatán, which hosted our 7th Annual Platinum Associate Membership Advisory Council (PAMAC) Conference in June. More than 100 cruise executives and Platinum members brought sound ideas and support to the three-day event.

Keep in mind, though, that destinations aren't the only keys to growing new markets. Opportunities abound in reaching special-needs groups, such as those who are physically challenged. As you'll discover in these pages, an estimated 53 million Americans with disabilities spend \$13.5 billion on 68 million trips a year.

Rain clouds may dot the sky from time to time but for the ever-growing cruise industry the horizon is bright. For us, in fact, these well may be the best of times.

Respectfully yours,

Michele M. Paige



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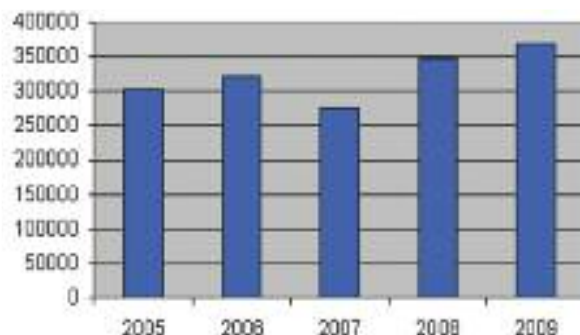
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Aruba is the best economic climate for investors, where the company Standard & Poors rated the island of Aruba an A. Its relatively high per capita income of



Aruba Cruise Passengers Five Year Analysis over a period of the first six months.

over US\$ 20,000.00, its market friendly institutional framework, and its continued political and social stability support Aruba's ratings.

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Puerto Rico's Tourism Offers for Europe Makes Sales Soar

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Yunque rainforest, explore caverns in Camuy, rappel down a mountain, learn how to surf in white sandy beaches or do horseback riding while watching the sunset. A visit to one of the bioluminescent bays is a must do in every visitor's list. Our island has something for everyone. Come and enjoy our beautiful destination, Puerto Rico.

Firefighting for Cruise Staff: Hot, Hot, Hot!



In the 90's, De Ruyter Training & Consultancy, started giving safety training to the Staff of the Holland America Line and since 2008, crewmembers exercise onshore in the Caribbean. The Curaçao branch, Dutch Caribbean Training Center, also administers classes to the Coastguard and the Curacao Towage Company, similar to its Jamaican branch, Caribbean Maritime Institute. However, it is the "hot fire training" that is deeply appreciated. "This practical training meets the required STCW competence, during which crewmembers are trained in both individual knowledge and teamwork", General Manager, Twan van Tilburg, explains. Whilst at port, crewmembers can participate and therefore don't have to fly to their home facilities, because "real time firefighting" cannot be trained onboard. The main advantage is that the whole ships' staff can be trained during regular working hours. "We hope we can set the standards

throughout the Caribbean and that more liners will follow.”

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Chukka Lands Major Carnival Contract in Belize

Chukka Caribbean Adventures, the Melville family-led winner of the Observer Business Leader Award for 2008, has expanded its operations in Belize by landing a contract with Carnival Cruise Lines to operate five destination tours, some of them exclusively. The deal required the company to double its employees in the country to 140, and build its relationship with local transport provider, Premier Charters, which took on an additional 26 50-seater coaches to accommodate the recent launch of operations.

Chukka co-managing directors Marc Melville and John Byles told Caribbean Business Report the deal increases the company's throughput in Belize City by up to 800 cruise ship passengers daily. Prior to the Carnival deal, Chukka operated 11 buses in partnership with Premier Charters, bringing passengers to its own three attractions.

Port of San Diego to Break Ground on New Cruise Terminal

The Port of San Diego broke ground for a new cruise ship terminal on Broadway Pier. The festivities included remarks from Board Chair Stephen P. Cushman; Luis Ajamil, the architect who designed the new terminal; and Carlos Torres de Navarra, director of strategic planning and port development for Carnival Corp. & plc.

Carnival Corp. is the parent company of Holland America Line, which has operated seasonal cruises from San Diego since 1998. It is also the parent company of Carnival Cruise Lines, which operates the port's only year-round ship, the 2,052-passenger Carnival *Elation*.

Carnival Corp. loaned the port \$12 million to help pay for construction of the 52,000-square-foot, two-story terminal. The terminal will be able to accommodate 2,600 passengers and will include space for U.S. Customs & Border Protection.

The facility will be the port's first “green” building and is being designed to meet silver-level Leadership in Energy and Environmental Design (LEED) certification, meaning it would use less water and energy and produce fewer pollutants.

The new terminal will also include space for private and public events on days when cruise ships aren't in port. A public space will be open in the back of the building, with an open pavilion area that will provide views of the bay. Another event area will be located on the second floor.

Last year, there were 297 cruise ship calls to the Port of San Diego, bringing nearly a million passengers. Each cruise ship that stops has an economic impact of about \$2 million. That number is calculated from passenger spending and

the businesses that serve the cruise lines, including florists, food suppliers, linen companies, cleaning companies and bus and transportation services.

MSC Splendida to Use Latest Green Technologies

MSC Cruises has incorporated the latest systems for protecting the environment into the new MSC *Splendida*.

The environmentally friendly features onboard include a five-stage Advanced Wastewater Treatment (AWT) plant to process all wastewater produced onboard.

Although the effluent produced by this system is so pure that it could be discharged into the ocean without harming the ecosystem, it is stored onboard for later transfer to land-based waste systems in port. Innovative Stateroom Monitoring System technology in the staterooms and public areas provides nearly a 25 percent reduction in onboard energy use.

This system is able to detect an open stateroom window or balcony door and adjust the room temperature setting in the climate control system accordingly. High-efficiency incinerators handle disposal of paper and cardboard waste onboard, while compacting machines and grinders sort and prepare aluminum and glass, which is later recycled in port.

These environmental safeguards of MSC *Splendida* match those used on its sister ship, the MSC *Fantasia*, which is the first passenger ship to receive the 6 Golden Pearls award from Bureau Veritas in recognition as one of the greenest ships in the world. The MSC *Splendida* is currently awaiting certification for this classification, which also includes meeting the highest standards for food quality and safety.



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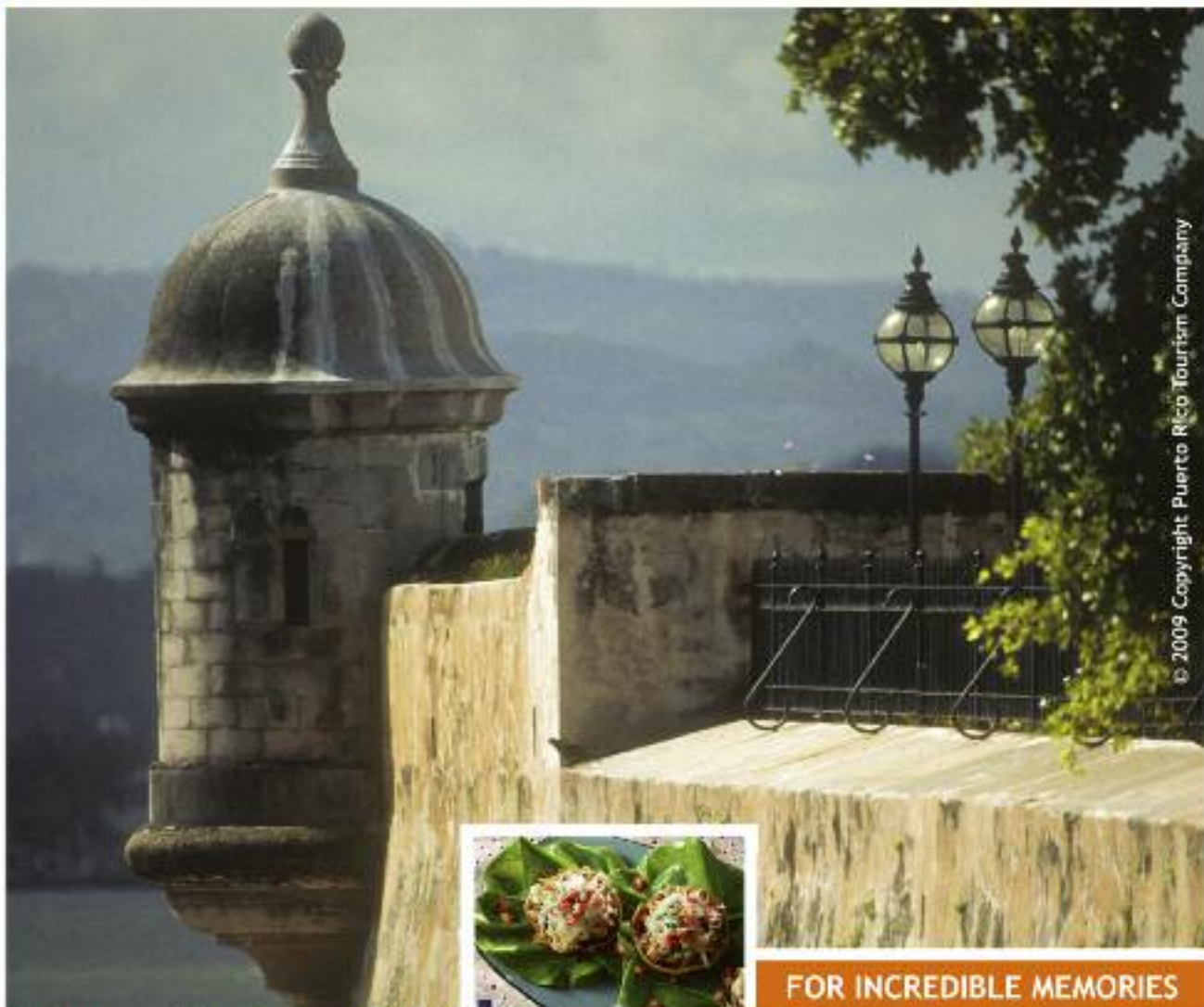
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7th Annual PAMAC Conference

In Roatán a Success

By Mario Aguirre, Honduras Tourism Board

This past June, the 7th Annual Platinum Associate Membership Advisory Council (PAMAC) Conference was held in Roatán, Honduras. Over 100 Cruise Executives, Platinum Members, and their guests attended the three-day conference, and many chose to extend their stay with a post tour to Copán Ruinas, a small town in the western highlands of the mainland.

PAMAC Conference in Roatán

The program in Roatán focused on familiarizing Cruise Executives and Platinum Members with everything this up-and-coming port has to offer cruisers. In addition, meetings were held between Cruise Executives and Platinum Members, as well as between Cruise Executives and local media.

While on the island, the Infinity Bay Spa & Beach Resort served as the host hotel. Located on the far western end of West Bay beach, this green-friendly resort opened its doors in December 2007. Currently, Phase I is complete with condo suites, a large infinity pool, and Palapa Bar. Phase II, slated for completion in early 2010, will include additional condo suites, a spa, fitness center, fine dining restaurant, conference center and lobby.

An opening reception was hosted at Royal Caribbean Cruises Ltd.'s new Town Center at Roatán Port – Central



Son of former President Manuel Zelaya of Honduras (center), with former Minister of Tourism, Ricardo Martinez (to his left), along with Central America government leaders and cruise executives at the recent FCCA event in Honduras.

America's first combination cruise port and community center. The gathering included Cruise Executives, Platinum Members, and dignitaries from Roatán and the Honduras tourism industry.

Presenting at the event were: Michele Paige, President of FCCA; John Tercek, Vice President of Commercial Development, Royal Caribbean Cruises Ltd.; Dale Jackson, Mayor of Roatán; and Epamimondas Marinakys, President of the National Tourism Chamber of Honduras (CANATURH) and representative of the Honduras Ministry of Tourism. The evening also included

entertainment by HONHS, a musical group from Guatemala, and a fashion show by Diamonds International, a retailer at the new Town Center.

Day Two of the conference began with an excursion to Gumbalimba Park in West Bay. Attendees had the opportunity to experience the Park's many offerings, such as the zip-line canopy tour, kayaking, snorkeling, or hands-on experiences with white-faced capuchin monkeys and macaws. Gumbalimba Park is one of the most popular island excursions for cruisers visiting the island.



Giora Israel, SVP, Port & Destination Development – Carnival Corporation, gives a presentation on Mahogany Bay being developed in Honduras.



Central America Ministers meeting with cruise line executives during the FCCA Platinum Conference.

Following the activities, a luncheon was also hosted at Gumbalimba Park. Remarks were made by: Ricardo Martinez, [former] Honduras Minister of Tourism; Michele Paige; Marcos Galindo, owner of Gumbalimba Park; and Romeo Silvestri, vice president of the Bay Islands Chamber of Tourism.

Of particular note among the day's activities was a visit to Clínica Esperanza in Sandy Bay, which was started many years ago by Peggy Stranges, an American. In March 2008, the clinic moved into its new two-story facility. Stranges operates the clinic with Honduran physician Raymond Cherington, M.D. and Arizona-based physician Patrick Connell, M.D.

The FCCA member lines donated clothing, supplies and seven air-conditioners to the clinic. Carnival Cruise Lines and several other Platinum Members also made donations. Michele Paige pledged to the clinic that this was not a one-time donation – assuring FCCA's continued support in the years to come. Stranges noted that many of the donations to the clinic over the years have come from cruise passengers.

In the afternoon, several members visited Carnival Cruise Lines' new port, Mahogany Bay, which is scheduled for completion at the end of this year. Afterwards, the group visited the Pristine Bay Resort. Phase I of the 405-acre luxury development, which also includes the first 18-hole golf course on the island, is also slated for completion at the end of 2009.

To conclude Day Two, a "white dress" cocktail party was hosted at the Henry Morgan Resort in West Bay, just a short tiki-torch-lit walk away from the Infinity Bay Resort.

On the third and final day of the conference in Roatán, Cruise Executives conducted one-on-one meetings with Platinum Members, and also met with Honduras cabinet members and Roatán dignitaries to discuss social and environmental solutions related to the cruise industry. Immediately thereafter, a press conference was held and panelists fielded questions from the media regarding cruise investment on the island, its impact on the local economy and workforce, and future predictions for the market.

The conference concluded with a beach bash party at the Infinity Bay Resort. Guests enjoyed a menu of delectable seafood dishes, as well as an engaging performance by a local band.

Post Tour to Copán Ruinas

Approximately 50 of the Cruise Executives, Platinum Members and their guests opted to partake in a three-day post tour to Copán Ruinas, a charming town located on the mainland, about seven miles from the border of Guatemala.

While in Copán Ruinas, Cruise Executives stayed at the Hotel Marina Copán, and Platinum Members stayed at the Posada Real de Copán. Each offer full service hotels with a pool, restaurant, bar and transportation to/from downtown and activities.

The visit to this small town began with an afternoon tour and lunch at Macaw Mountain Bird Park, where attendees dined under dense foliage and had the opportunity to hold Scarlet Macaws, parrots and other birds.



Later that afternoon, Cruise Executives met with tourism representatives from each of the Central American countries, including: Ricardo Martinez, [former] Minister of Tourism of Honduras; Mario Salinas, Minister of Tourism of Nicaragua; Guillermo Novielle, Vice Minister of Tourism of Guatemala; Napoleon Duarte, Minister of Tourism of El Salvador; Allan Flores, representative of the Ministry of Tourism of Costa Rica; Jose Manuel Heredia Jr., Minister of Tourism of Belize; Michael Singh, CEO of the Belize Tourism Board; and Lloyd Enriquez, Belize Tourism Board representative. During this meeting, the group discussed various strategies to bring more cruisers to the region.

On the first night in Copán Ruinas, guests enjoyed an authentic Maya-inspired menu prepared by Hacienda San Lucas and served at the Hotel Marina Copán. The candlelit meal featured corn soup, roasted chicken with the signature *abodo* sauce, fresh vegetables, and dessert.

The second day provided members and guests the opportunity to tour the Archaeological Park of Copán, considered by many to be the most artistic city in the Maya world. Later, Platinum Members and guests could opt for a visit to the Copán Coffee Tour or shopping in downtown. Meanwhile, Cruise Executives met again with the Central

American representatives for a press conference to inform the media about the agreed upon strategies and future plans for the region's cruise industry.

The post tour concluded with a festive reception at the town Fort, which was renovated and reopened in 2008 by the Honduras Institute of Tourism. Here, guests dined on a variety of cuisine, including handmade tortillas, and were treated to a concert by Guillermo Anderson, one of the most popular musicians in Honduras. Of particular note was Anderson's performance of the Institute of Tourism's signature song, "Todo Está Aquí" ("Find Everything Here").

CASHING IN ON CUBA

Are U.S. cruise lines ready for Havana? Is Havana ready for U.S. cruisers?

By Jeffrey Laign, Editorial Director - The PPI Group



Lines may not be beating drums, but it's a sure bet that planners are putting together packages to sell as soon as Cuba's gates swing open.

It may not be *mañana*, but sooner than later Cuba will be welcoming American cruisers with a hearty “*Bienvenido!*” But are U.S. cruise lines ready to drop anchor at Havana, and is the Caribbean’s largest island ready to roll out the red carpet for throngs of camera-toting Yanks?

Ask a cruise executive and you’re apt to get a carefully constructed answer. “After decades of travel restrictions it is hard to predict when or if those restrictions will be waived and to what extent that will allow cruise ships to call on Cuban ports,” says Giora Israel, senior vice president of port and destination development for Carnival Corporation & PLC.

That said, it’s hard to imagine that in these volatile economic times cruise lines aren’t drooling at the prospect of a new cash cow.

“We look forward to the eventual opening of Cuba as a cruise market,” says Adam Goldstein, Royal Caribbean International’s president and CEO. “We know there is great enthusiasm amongst travel agents and consumers about the prospect of visiting Cuba on a cruise. Unfortunately, it is still premature to speculate about when or in what manner the opening may occur.”

Lines may not be beating drums, but it’s a sure bet that planners are putting together packages to sell as soon as Cuba’s gates swing open.

“Most lines have contingency plans,”

says Rick Sasso, president of MSC Cruises (USA). "I am sure you will see a variety of itineraries once they are ready."

And hordes of passengers eager to try them, adds Oceania Cruise Line founder Frank Del Rio, who was born in Cuba and fled the Communist country with his parents when he was 6 years old.

"Cuba is forbidden fruit," Del Rio tells interviewers, "and that gives it very strong appeal."

The Curtain Falls

Once upon a time, Ricky wooed Lucy with *Babalu* and Cuba was a red-hot cruising destination. In the 1950s P&O Steamship Company's *SS Florida* made three trips a week from Miami to Havana. At \$42 a pop the line had no problems filling cabins.

Then came the Cuban revolution of 1959. Fidel Castro's Communist regime began confiscating private enterprises and the United States countered with trade and travel sanctions that grew increasingly stronger after the Cuban Missile Crisis of 1962.

Now, nearly half a century later, the tides seem to be turning. Earlier this year President Barack Obama made it easy for Cuban Americans to visit relatives on the island. That move spurred widespread speculation that the Cuba travel ban soon might be lifted for all Americans. Accordingly, shares of Royal Caribbean and Carnival Corp. soared.

Public sentiment for abolishing the embargo has shifted as well. A Brookings Institution report advocates removing barriers that prevent Americans from visiting Cuba. Secretary of State Hillary Clinton has



endorsed that proposal, and Congress, too, has taken up the call.

As Sen. Byron L. Dorgan (D-ND) puts it: "Punishing the American people in our efforts to somehow deal a blow to the Castro government has not made any sense at all."

The American people would seem to concur. Surveys indicate that most American travelers are eager to peak behind Cuba's Iron Curtain. The U.S. International Trade Commission puts that number at more than 1 million.

"There is significant pent-up demand from American tourists," UBS analyst Robin Farley has noted.

But is Cuba capable of putting on a party for thousands of U.S. cruise passengers? Maria Elena Lopez, Cuba's deputy tourism minister, has conceded that the island might have trouble coming up with adequate hotel rooms and terminal facilities.

That's a "problem" that could put cruise lines at the forefront of a tourism boom. Floating resorts provide a range of

comfortable accommodations. And, as Farley notes, "Havana is a natural deep-water port. Operators could build dock-side infrastructure on a much faster timeline than it would take to build a U.S. branded hotel product. Itineraries could be sold with just several months advance notice."

But what about air-conditioned buses for shore excursions, not to mention restaurants and shopping venues?

Carnival hasn't yet ventured into Cuban waters, but "we have a pretty good idea about the infrastructure there," says Tim Gallagher, Carnival spokesman.

That's because one of Carnival Corp.'s lines, Costa Cruise Lines, invested in Havana port development in the 1990s. After Carnival acquired the line in 2000, Costa had to comply with U.S. regulations and abandon its interests in Cuba.

But the primary obstacle to Cuba tourism may be red tape, writes analyst Eric Rahn. "There are multiple layers of bureaucratic governmental ministries all wanting a piece of the capitalism that will be created. It is hard to



change decades of ideology in a few short years.”

Up and Coming

Yet Rahn and other observers say it’s only a matter of time before the floodgates open. And when they do, cruise lines are poised to reap the rewards, especially Miami-based big boys Carnival, Royal Caribbean and Norwegian Cruise Line. When Cuba travel restrictions are abolished, analysts predict, cruise lines will enjoy:

- A new product to invigorate the Caribbean market and attract repeat cruisers who have “been there and done that.”
- Multiple ports such as those at Havana, Guantanamo, Santiago de Cuba and Isla de la Juventud.
- An appealing embarkation point for cruises to other Caribbean islands.

- An exotic destination reached easily and fuel-efficiently from Miami, Charleston, New Orleans or Galveston.
- A surge in regional tourism employment.
- Onboard revenues from burgeoning demand for Cuba shore excursions.
- A wide range of packages to sell.

As Sasso says, “You could sell all-Cuba itineraries or make Cuba part of a longer or weekend cruise.”

“There’s a lot in Cuba that the other islands don’t have,” Del Rio adds. “There are a lot of ports that would make very good stops as well as launching pads for other Caribbean destinations.”

To the detriment of current launching pads, such as San Juan, or other nearby cruise destinations? Not necessarily. “I actually see an opportunity for any

destination that is in the area,” Sasso says. “Ships will naturally use Florida ports as stop-offs and origin departures. And it’s possible that destinations like The Bahamas might actually benefit from expansion in the region. Ships will be drawn to the sector of this basin and you will see more ships deployed in the area.”

Sunny horizons, perhaps, but a cloud of uncertainty looms. When will it happen? How soon will it be before the United States puts a wrap on its decades-old embargo on travel to Cuba?

Wachovia analyst Tim Conder predicts “it will be one to three years, at best, before all of the pieces fall into place to allow the cruise industry to begin calling on Cuban ports.”

Sasso agrees that, “it will take time to make sure that the shore side can deliver a proper product. My guess is it will be more than a year from now. But,” he emphasizes, “it will happen.”



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Guatemala is known as "The Land of Eternal Spring," due to its implausible climate, beautiful tropical rainforests and its legendary spirit of the Mayan civilization. Rich in history and culture, the country is located in the heart of America, with a population of 13.6 million inhabitants. The unique culture of Guatemala is a combination of 22 Mayan ethnicities, Ladinos and Garifunas. The official language is Spanish and 23 others are also spoken, including 21 Mayan, one Garifuna and one Xinca.

Thanks to its privileged and strategic geographic location, Guatemala has evolved into a competitive platform for global business, due among others, to Trade Agreements signed with various countries around the globe and to a favorable macro economic environment driven through the complementary work performed by the Guatemalan Government and the private sector.

Tourism is the second source of income in Guatemala's economy and the Agricultural sector is one of the main pillars, reporting exports of US\$655 million in 2006, increasing 20% from the previous year. This figure represents 28% of total exports, and the sector provides jobs to 1,173,321 people that export agricultural products, including: Fruits, Vegetables, Ornamental Plants, Foliages and Flowers, and Differentiated Products that as a Country we can offer year round.

With access to both oceans –Atlantic and Pacific-, Guatemala's National Port System is integrated by 3 multi-purpose commercial ports. Two of those ports –Puerto Santo Tomas de Castilla & Puerto Quetzal- have specialized cruise terminals, facilities, certifications and conditions to offer safe and efficient port services for tourist reception. Security coordination and monitoring is provided for tourists at the terminals, tourist destinations and main roads, through INGUAT's security and tourist assistance program "ASISTUR." ASISTUR's regional offices and phone numbers at the main tourist destinations are available 24 hours / 7 days a week, to provide assistance and aid in case of any emergencies. Santo Tomas de Castilla Port, is located in Amatique Bay on the Atlantic Coast, 15° 42' North latitude and 88° 37' West longitude. The excellent geographic location of the bay is favored by its natural conditions,

which protects it from hurricanes and winds coming from the Caribbean. Tres Puntas Key and the Lingual de Buoy coral reef also provide natural protection in the area.

Puerto Quetzal is located on the Pacific Coast, at 90°47' West longitude and 13° 55' North latitude, being strategically located in a highly-transited area of vessels traveling from South America or the Panama Canal up north and vice versa.

TOP DESTINATIONS:

ANTIGUA GUATEMALA

Antigua Guatemala, located in the department of Sacatepéquez, is one of Guatemala's most popular destinations. Built in 1543, during an Era of extraordinary colonial wealth, Antigua sits quietly on a Highland Valley, surrounded by three outstanding volcanoes; the magnificent Agua Volcano, the smoking Fuego Volcano and Acatenango Volcano. Antigua was declared World Heritage Site by UNESCO and it is considered the most outstanding and well preserved Colonial City in all Spanish America.

Antigua is known for its natural beauty and historical monuments, making it a city of charm visited year round by thousands of tourists from all over the world. You can find first class hotels, art galleries, markets, hand-made crafts, an amazing array of restaurants (with traditional and international variety), some of the world's best Spanish Schools, plenty of travel agencies and tours, a fun nightlife and besides the city's friendly inhabitants, visitors from numerous countries.

LAKE ATITLAN

Located in the department of Sololá, you'll find Lake Atitlan, a place full of purity and natural beauty, that many have called "the most beautiful lake in the world." "Atitlan" is a Mayan word that translates as "the place where the rainbow gets its colors."

The lake was formed in a volcanic crater and it's surrounded by three magnificent volcanoes: Atitlan, San Pedro and Tolimán; as well as twelve

Mayan villages, where the culture and its traditional characteristics still prevail, such as the dress, rituals and ancient traditions, which provide tourists with a mystic and enthralling experience.

Panajachel is the largest tourist spot on the shore of the lake, where you can find a variety of shops, bars, restaurants and hotels.

TIKAL

Right in the heart of the Mayan world, Tikal is one of the largest archaeological urban centers of the Pre-Columbian Maya Civilization, standing out with magnificent temples that hold the secrets of a mystic culture that flourished in the area. In 1979, Tikal National Park was declared a World Heritage Site by UNESCO and this ancient city is also refuge for thousands of exotic wildlife species, such as the jaguar. Tikal covers 222 square miles in the midst of the tropical jungle of Peten and over 4,000 structures can be found at the site, even though it's believed that most of it is still left to be unearthed. Once you're there, the more you see and learn about Tikal and the mysterious ancient Mayan civilization, the more incredible it becomes and the longer you wish you could stay.

QUIRIGUA

Located at a short distance from the Santo Tomas de Castilla port, you can find the Archaeological Site Quiriguá, which was declared a World Heritage Site by UNESCO in 1981. This Mayan site is one of the most prominent, because of the artistry in its 22 stelae and zoomorphs or glyphs, which are among the finest examples of Classic Mayan stone carvings. In Quiriguá you can find "Stela E," weighing an astonishing 65 tons and stretching 10.67 meters in length, which is the largest quarried stone found so far in the Mayan World.

RIO DULCE & LIVINGSTON

Delight yourself with a combined tour where you'll enjoy the tropical green flora and beautiful fauna of the river's canyon, which connects the Caribbean Sea with Lake Izabal, the largest lake in the country. Nearby you can find the Chocon Machacas Manatee Reserve or visit

the San Felipe Castle, a Spanish fortress built to protect their treasures from the Caribbean Pirates. Then you can visit the colorful town of Livingston, where you'll enjoy architecture, handicrafts, dances, culinary and cultural traditions where the Garifuna, Q'eqchi and Ladina cultures merge.

GOLF & FISHING

Amongst diverse outdoor activities, golf and deep sea fishing have become major activities for tourism in Guatemala. Only 40 minutes away from Puerto Quetzal and 15 minutes away from beautiful Antigua, cruise tourists are now able to enjoy a day of golf at La Reunion Antigua Golf Resort. Located in a remarkable coffee plantation, with 360° views that allow you to enjoy the wonders of Guatemala's nature, skyline and true beauty, lays this unique resort where you can enjoy an 18 hole, world class golf course, built by master designers Pete & Perry Dye. Enjoy the dazzling view of the Pacific Coastline and the wonders of 4 outstanding volcanoes; catching a glimpse of the lava flowing down active Pacaya Volcano, hearing the rumbling noise of active Fuego Volcano, and the beautiful settings of the Agua and Acatenango Volcanoes.

Guatemala's Pacific Coast has been awarded for several years now, as the best spot in the world for the catch and release of Marlin and Sailfish. Guatemala holds the world record of most sailfish caught and released. This sport is developing as fast as its growing reputation and it is recommended for experts and anyone with an adventurous spirit willing to learn.

COFFEE PLANTATIONS

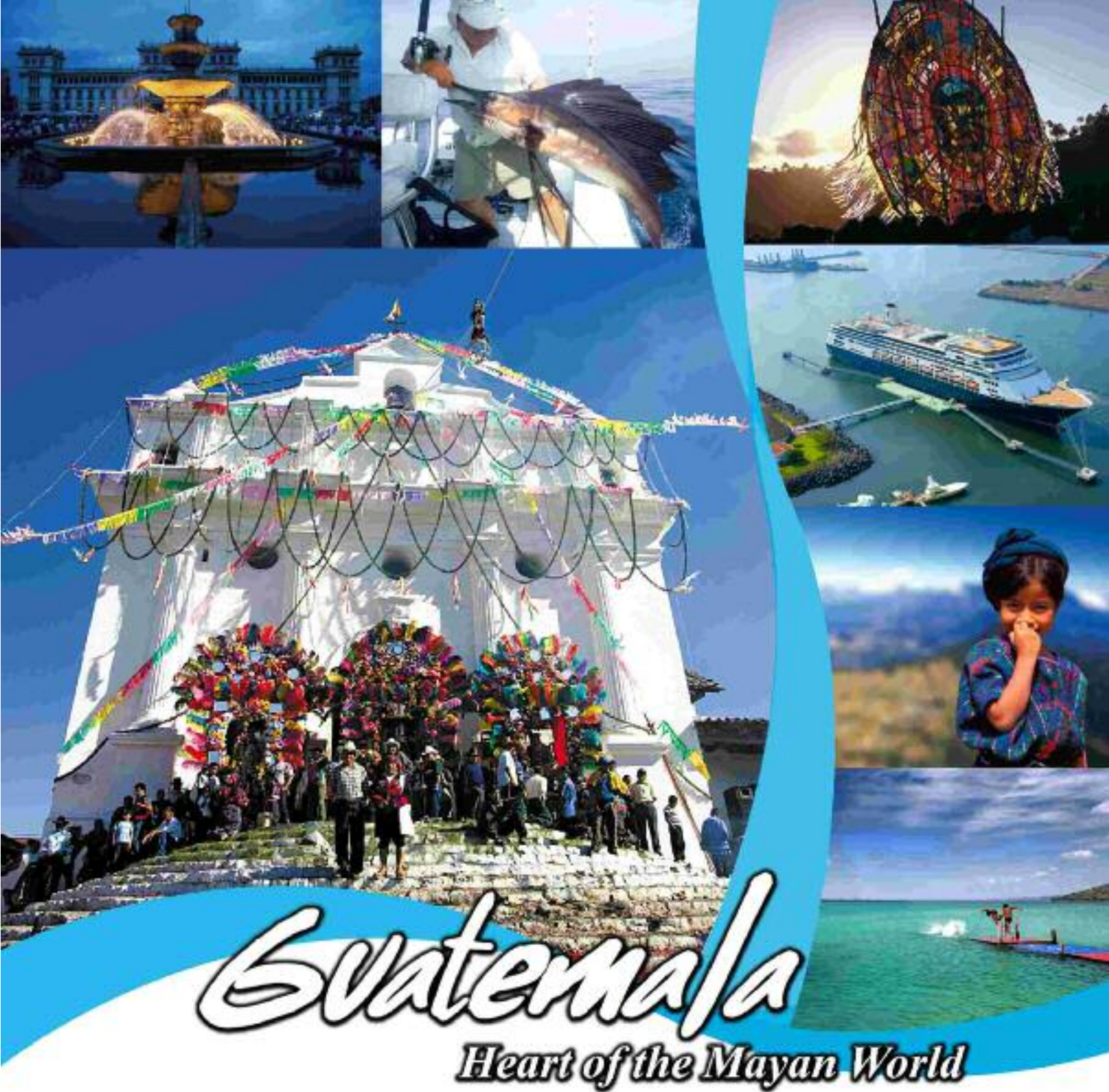
Guatemala's coffee has been revered as one of the most flavorful and nuanced cups in the world. In 2008, Guatemala's coffee earned the highest price in history at international auction. Since the early 1990s, Guatemala has led a pioneering effort to define the country's coffee-producing regions based on soil, rainfall, humidity, altitude, temperature, coffee characteristics and even cup profiles. Several coffee farms offer coffee tours available in different areas of the country.



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THE REAL THING

Caribbean cruisers are looking for authentic local arts and products, not cheap imports.

By Bill Panoff, President & CEO, PPI Group

A cruise ship pulls into a sun-kissed Caribbean port. What's at the top of passengers' to-do lists? Shopping, of course. Soon their totes are laden with duty-free bargains. Then it's time to hunt down those souvenirs to remind them of their blissful day in paradise.

Tourist stores brim with possibilities. But chances are that "island-made" bowl or "hand-carved" jewelry box bears an all-too-familiar stamp: "Made in China."

Not to worry. Throughout the West Indies cruisers will discover a drove of high-quality, island-made crafts and products. They just have to know where to look.

Tortuga Rum Cakes from Grand Cayman come in a variety of flavors to tempt even the most discriminating of the folks back home. Trinidad is the place to perk up cocktails with local Angostura bitters. Cooks will sizzle when served spices from Grenada. And who wouldn't enjoy a brightly painted canvas or ceramic vase from a region known for its wealth of skilled artisans?

Edric Roberts, for example, turns out exquisite pottery in the fashion of the Arawaks who once inhabited his Antigua homeland. At his modern studio he points out to visitors the ancient Indian motifs that embellish his innovative designs: molded clay hibiscus and breadfruit leaves, say, encircling a bowl glazed with every color of the Caribbean Sea.

Sarah Fuller, another Antiguan potter, specializes in decorative but utilitarian pieces: one-of-a-kind table lamps, sconces and tiles, as well as hummingbird feeders, mugs, bowls and platters shaped like the fish that thrive in island waters.

For Roberts and Fuller, heritage is the cornerstone of island art. Their goal is to turn out quality pieces that reflect the Caribbean's vibrant cultures. That mission spurred St. Lucia artisan Irene Alphonse to re-introduce ancient pottery making techniques to the Caribs who live on Dominica.



Photos: Caribbean Artisan Network

Dominican carver Ezekiel Jean Babbiste, in turn, has shared his calabash-carving skills with artisans on many nearby islands.

In recent years Caribbean artists have begun to network and initiate programs to promote authentic local crafts. The Caribbean Artisan Network (CAN) was founded to promote "the power of craft to creatively counter the homogenization of culture" in the West Indies.

CAN and other groups hope that their efforts will dampen demand for cheap, often poorly made imports. But island artists acknowledge that stronger, broader efforts are needed.

Perhaps the Caribbean region should follow the lead of Alaska, which launched a statewide program in the early 1980s to authenticate locally made products. "You have the state's guarantee that the product that displays the logo is made in Alaska," says program manager Bill Webb.

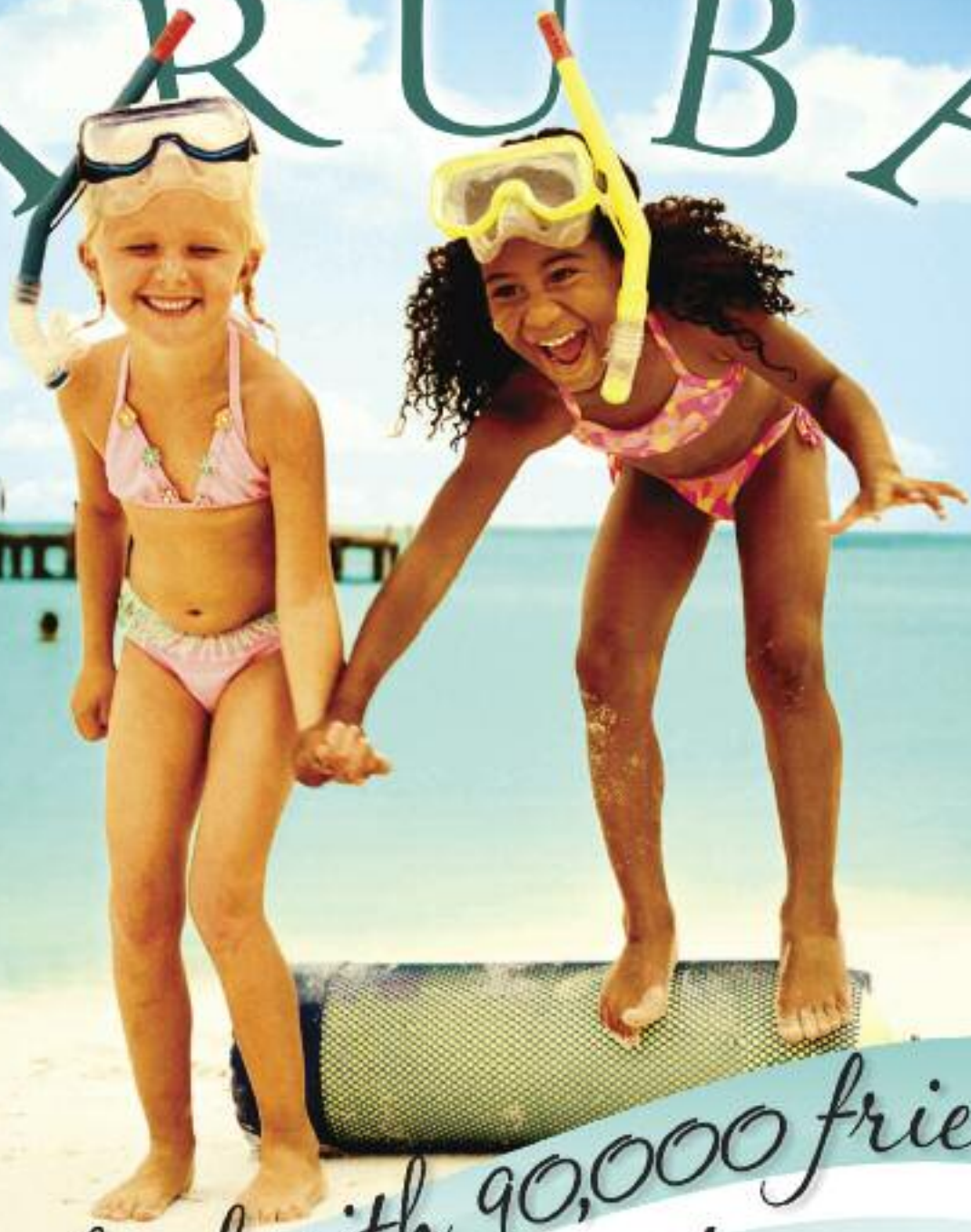
Made in the Caribbean? It's an idea made in Heaven.

Potent Potables

Cruisers looking for a local souvenir of that postcard-perfect island holiday have several options in the Caribbean. Here are a few that really capture the "spirit" of the Indies:

- Caribbean rum. Each island has its own distinctive brand. Top draws are rums made in Barbados, Jamaica and Puerto Rico.
- Guavaberry liqueur. It's the essence of St. Maarten, made from a fruit grown on the island.
- Curacao liqueur. Not just blue, it comes in all the colors of the rainbow, made from the peel of a bitter orange that thrives in the island's arid soil.

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Enchanting Santo Domingo

Will Host the 17th Annual FCCA Conference & Trade Show

Dominican Republic Welcomes Cruise Industry to the Cultural Capital of the Americas

By Magaly Toribio, Vice Minister of Tourism, Dominican Republic

The Dominican Republic (DR) is pleased to welcome the 17th Annual Florida-Caribbean Cruise Association (FCCA) Conference & Trade Show to Santo Domingo, its sophisticated and vibrant capital city, October 25-29, 2010. This region of the DR was discovered by Christopher Columbus in 1492 and further developed by his brother Bartolomé Colón. Santo Domingo is filled with abundant culture, history, exotic cuisine, the pulse-pounding sounds of merengue and a variety of arts and entertainment options. With a metropolitan population estimated at 2.3 million residents, the city is located on the Caribbean Sea at the mouth of the Ozama River and is the oldest continuously inhabited European settlement in the Americas.

Urban, hip and historic, Santo Domingo is one of the most important and impressive cities in all of the Americas. Amid its world class arts, hotels, restaurants and shopping, Santo Domingo features the historic Colonial City, named a world heritage site by UNESCO in 1990. Bartolomé Colón, Christopher Columbus' brother founded this area as Santo Domingo de Guzmán in 1498, making it the first city of the New World. These days, you can visit the 11 blocks of the ancient city and see the first church, hospital, monastery and university of the New World while walking the streets that conquistadors strolled. Proudly, Santo Domingo was recently awarded the distinction of being named the cultural

capital of the Americas for 2010, underscoring its wealth of important landmarks, monuments, arts, theater and culture that emanate from cobblestone streets in the Colonial City as well as the new infrastructure and transportation systems in the modern city.

Here you can experience centuries of history like the Columbus Lighthouse, the Parque Colon and the Alcázar de Colón in America's first town and learn how its founders established the most important city of its time. Or you can try out the recently inaugurated and modern Metro transportation system that will take you quickly to modern stops in the newer neighborhoods and burroughs of Santo Domingo. Don't



Merengue Dancers



Majestic Humpback Whales



Kiteboarder in Cabarete

miss the National Botanical Gardens, the Plaza de Cultura with many important museums, or the city's exciting nightlife, music, gastronomy, entertainment and casinos.

Surrounded by over 800 miles of white-sand beaches with two world-class cruise ship terminals in Santo Domingo, a popular port in La Romana and a beautiful cruise ship spot in Samaná Bay on the North East Coast, the DR is well-equipped to host cruise ship passengers who want to enjoy all the amenities of a world-class city while experiencing the sights, sounds and land that hosted the founders of the America's oldest town, the Colonial City.

Recently the Cruise Line Industry Association reported that nearly all travel segments name the Caribbean as the top area to visit on a cruise. Therefore, the DR considers it a privilege to work with the industry to showcase our amazing country to cruise ship travelers. With so much history and natural beauty waiting to be discovered, in the DR you're really a traveler, not a tourist.

Cruise passengers stopping at DR's ports continue to increase. In fact, the DR welcomed over 500,000 cruise ship passengers in 2008, including ports in Santo Domingo, La Romana and Samaná Bay. Santo Domingo's world class port has a privileged geographic location, nestled

at the mouth of the marine entrance to the city. Moreover, the DR's location at the center of the Caribbean is very well-suited for flexible itinerary planning as well as for easy transfers and accommodations due to excellent road and airport infrastructure in the region. The Port of Santo Domingo accommodates both turnaround and transit visits and has recently undergone a total renovation. The regeneration of the Port is part of a major development that will integrate nicely with Santo Domingo's Colonial City, providing a well-thought out transition joining the areas with sophisticated and walkable plazas, shops and restaurants, creating an even more attractive destination for cruise, yacht and high-end tourism. When the project is fully complete, there will also be a new sports marina and a 122-acre real estate development with shopping, restaurants and well-lit promenades.

The Port of Santo Domingo boasts two modern cruise ship terminals: San Souci and Don Diego. The approaching channel and turning basin to these terminals have undergone a major dredging that will allow more frequent and larger ships to dock.

Completed earlier this year, the new Sans Souci terminal, is state-of-the-art. Special care was taken to ensure the terminal combines the essential in design, and flexibility in its spaces with stun-

ning illumination. The design of the terminal is also very respectful in relation to its proximity with the Colonial City, allowing stunning views of the river, sea and Colonial City. The terminal is able to handle nearly 3,800 passengers plus crew and can accommodate today's largest ships. Sans Souci terminal also boasts a ground level for baggage handling and disembarking; a mezzanine level which accommodates immigration and customs, duty free stores, and both an internet and information center.

Nearby Don Diego Terminal boasts a contemporary, functional design, also styled to take advantage of natural light and the terminal's easy access to the Colonial City. It features two cruise reception areas that exceed expectations in providing the complete comfort of its guests. Don Diego terminal features an artistic marine stained-glass facade, an entrance hall with an information center, access to an international and local telecommunications center, and a currency exchange for the convenience of travelers. Similar to the Sans Souci Terminal, an integral lighting system includes all the outside and perimeter area of Don Diego Terminal for greater security and nocturnal visibility to visitors.

Both terminals have ample area for loading and unloading baggage, accessible parking lots for visitors and tour opera-



Cayo Levantado Island

tors' vehicles, and a complete security system. Each terminal also has parking facilities for visitors and specially designated parking spaces for tour buses, so that visitors can easily visit interesting locales in Santo Domingo or nearby towns.

Cruise ships also dock at other Dominican ports including the North East Coast's Samaná Bay on the stunning Samaná Peninsula as well as in La Romana and nearby Isla Catalina on the Southeast Coast.

The Samaná Peninsula is famous for quiet, unspoiled beaches, radiant turquoise ocean waters, lush green mountains with abundant coconut trees and peaceful solitude amid lively little towns like Las Galeras, Las Terrenas and Playa Rincon. The peninsula is a romantic destination with majestic waterfalls, the secluded Cayo Levantado, tropical forests and untouched mangrove reserves found in nearby Los Haitises National Park.

No wonder Samaná Bay is popular with cruise ships that anchor inside its protected waters. Just a short ten-minute tender ride takes passengers to the pier and beach in Samaná City and also to the island of Cayo Levantado. Near the

pier in Samaná City there are banks, ATMs, shops, a market and restaurants. Visitors can also hire a taxi or rent a car from the cruise ship dock at Samaná.

On the DR's Southeast Coast, cruise ships dock at the beautifully picturesque port in La Romana, where the famous Casa de Campo resort is situated along stunning coasts and the breathtaking Chavon river. Upon exceeding the capacity of its port a decade ago, the Central Romana Corporation invested \$12 million into a new cruise-friendly port on the east side of the Chavon river. The platform was renovated and the river channel was dredged to a depth of approximately 35 feet, allowing for more cruise ships. Inaugurated in December 2002, today, the port is a modern platform and harbor terminal, with a capacity for two large cruise ships. The port has two docking platforms, a passenger terminal and parking facilities. With so much to see and do in the area, the cruise port accommodates up to 24 tour buses.

La Romana is the third-largest city in the DR, with a population estimated at 250,000. The city is a growing hub for visitors with amazing championship golf

courses like Teeth of the Dog, Dye Four and the Links at Casa de Campo, as well as several nearby local resort spots, such as the beachfront Bayahibe and Dominicus. The area offers endless activities for cruise passengers seeking land-based adventures. A must-see in the area is Altos de Chavón, a replica of a 17th century Mediterranean village located just minutes from La Romana. Here you'll find artists' studios, craft-shops, galleries, restaurants and bars to satisfy all types of tastes. Visitors can stroll the cobblestoned paths in the artist's village or take in a show at the 5,000 seat amphitheater that has hosted luminous musical artists like Santana, Frank Sinatra, Julio Iglesias and many more.

With all the beauty and diversity in Santo Domingo, Samaná and La Romana, the DR offers a fantastic combination of environments to capture the imagination and refresh the soul. It's no surprise that cruise passengers return to visit us often and enjoy our breathtaking comforts of sun, sea and sand that captivate the senses, refresh the soul and build lifetime memories.

*See you in the Dominican Republic...
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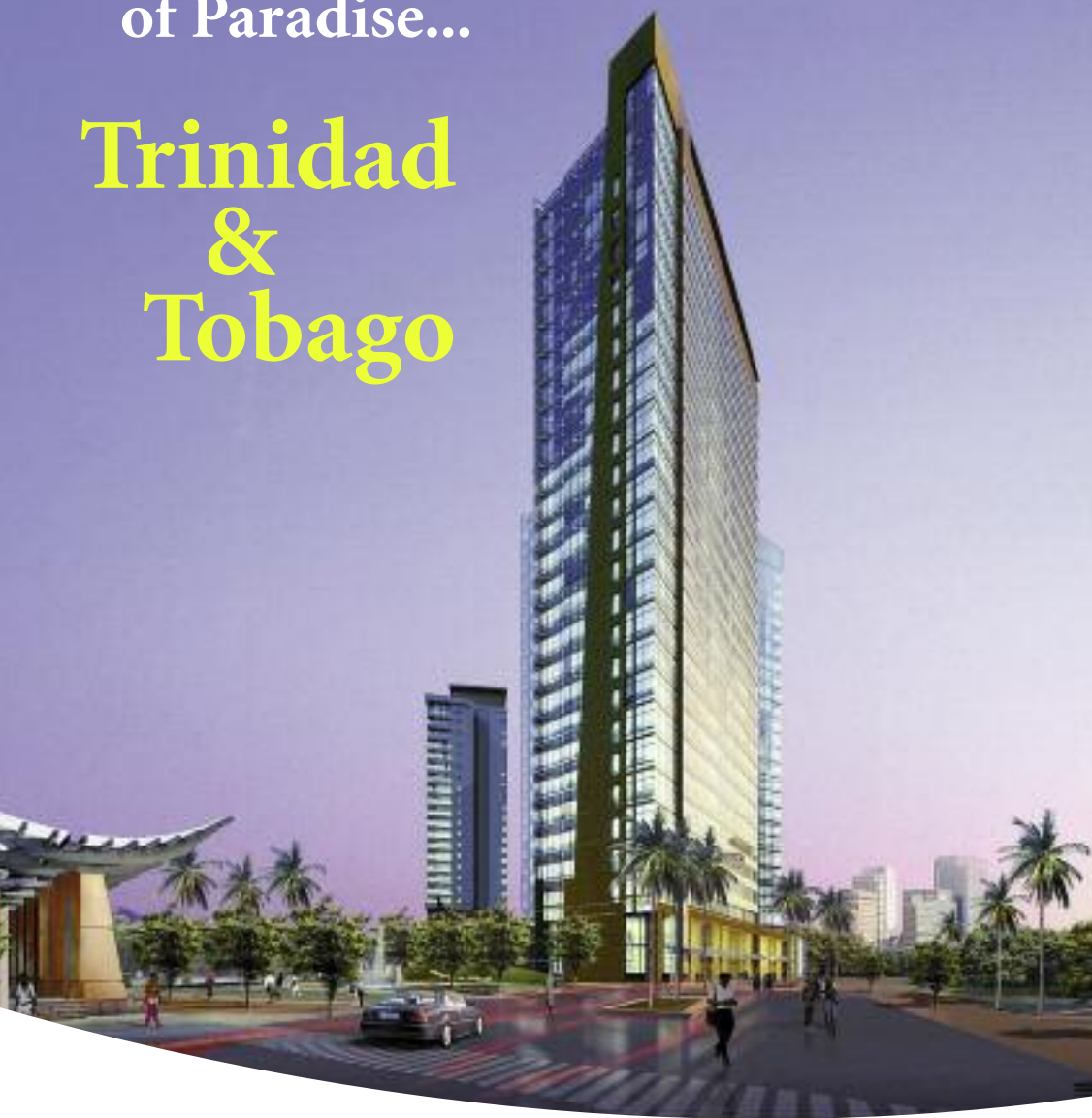
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Cruise Passenger Spending in the Caribbean and Latin America

By Andrew J. Moody, Principal – Business Research and Economic Advisors

Business Research and Economic Advisors (BREA) was engaged by the Florida-Caribbean Cruise Association (FCCA) and participating destinations to undertake an analysis of the economic impact of cruise industry expenditures in the Caribbean and Latin America during the 2008/2009 cruise season.¹ This study, the results of which are to be released at the 2009 FCCA Conference and Trade Show in St. Lucia, is an update and expansion of a similar study conducted in 2006. The objective of both studies was to quantify the direct expenditures made by cruise passengers and cruise lines and their staff and to estimate the economic impact of these expenditures as measured by employment and wages. In the 2006 study 19 destinations participated. This was expanded to 29 destinations in the 2009 study.²

A central component of both studies was a set of surveys of passengers, crew, cruise lines and destinations. The data from these surveys was used to estimate total expenditures during the cruise season. In this article we focus on the results of the spending component of the intransit passenger surveys.³ Passenger surveys were conducted over a six-month period beginning in November of 2008 and ending in April of 2009. Surveys were distributed to all passenger cabins during the day of the selected cruise call. Over the six-month period surveys were conducted for more than 625 cruise calls among the 29 destinations.

Aggregate Passenger Spending by Category for the Caribbean and Latin America

As indicated in **Table 1**, surveys from 46,838 cabins were processed. Since the average size of the cruise party was 2.1 passengers, the surveys represented the spending attributes of more than 98,300 passengers. Of these respondents 93.5% reported going ashore. Of these passengers, 79.4% reported making a purchase onshore and 57% reported having purchased a shore excursion. The vast majority of passengers, 77.5%, purchased their shore excursion from the cruise line while 17.7% purchased their tour onshore from the tour operator and 4.8% purchased their excursion through a travel agent.

Table 1 - Major Attributes of Passenger Surveys – Intransit Calls

	Number	Percent
Total Respondents	46,838	
Number Ashore	43,773	93.5%
Respondents Making Onshore Purchases:	34,750	79.4%
Average Size of Cruise Party (Persons)	2.1	
Purchased an Onshore Tour	24,960	57.0%
Purchased Onshore Tour from:		
Cruise Line	19,344	77.5%
Onshore Tour Operator	4,424	17.7%
Travel Agent	1,192	4.8%

While there was a great deal of diversity in the spending patterns across the 29 destinations, it is useful to look at the average patterns across all destinations and to compare spending in individual destinations with the average. Also, we can compare the averages from the 2009 study to the averages from the 2006 study. The average expenditures by category for the 2008/2009 cruise season are shown in **Table 2**. As indicated in the table, intransit passengers reported

¹ The 2008/2009 cruise season includes the 12 months from May 2008 through April 2009.

² The 29 participating destinations were: Acapulco, Antigua, Aruba, the Bahamas, Barbados, Belize, Cabo San Lucas, Cartagena, the Cayman Islands, Costa Rica, Cozumel, Curacao, Dominica, the Dominican Republic, Ensenada, Grenada, Guatemala, Honduras, Huatulco, Jamaica, Nicaragua, Puerto Rico, St. Kitts and Nevis, St. Lucia, St. Maarten, St. Vincent and the Grenadines, Trinidad and Tobago, the Turks and Caicos, and the U.S. Virgin Islands.

³ Separate surveys were conducted for intransit and embarking passengers.

spending an average of \$97.55⁴ in each destination. Thus, on an itinerary with 4 calls, the average passenger spent a total of \$390.20 on shore excursions and other products. Throughout the entire 2008/2009 cruise season, intransit cruise passengers spent an estimated \$1.58 billion in the 29 participating destinations during the 2008/2009 cruise season, accounting for 70 percent of the direct spending generated by cruise tourism.

Table 2 – Average Intransit Passenger Expenditures by Category (\$US), 2008-2009 Cruise Year

Purchase Categories	Average Spend per Passenger (\$US)	Share of Onshore Visits	Weighted Spend per Passenger (\$US)
Shore Excursions*	\$ 34.29	57.0%	\$19.54
F&B at Restaurants & Bars	\$ 13.12	46.1%	\$ 6.12
Local Crafts & Souvenirs	\$ 15.17	46.0%	\$ 7.06
Clothing	\$ 21.27	45.3%	\$ 9.73
Taxis/Ground Transportation	\$ 12.68	28.6%	\$ 3.67
Watches & Jewelry	\$163.59	22.6%	\$37.41
Other Purchases	\$ 43.59	21.1%	\$ 9.30
Retail Purchases of Liquor	\$ 17.57	11.5%	\$ 2.04
Perfumes & Cosmetics	\$ 28.63	4.3%	\$ 1.23
Telephone & Internet	\$ 5.18	2.0%	\$ 0.10
Entertainment/Night Clubs	\$ 38.77	2.0%	\$ 0.78
Electronics	\$ 62.11	0.9%	\$ 0.57
Total Spend per Cruise Party			\$97.55

** This is the effective average onshore expenditure and is a weighted average of the onshore purchases and the portion of the onboard and travel agent purchases paid to local tour operators. Actual reported spending for shore excursions by source is as follows: cruise lines - \$57.37; travel agents - \$77.56; and onshore tour operators - \$21.21. The weighted average actual spend across all sources was \$51.42.*

The weighted average expenditure reflects the fact that not all passengers make purchases in all categories. Clearly, the most popular expenditure category is the shore excursion, but still, only 57% of passengers who went ashore purchased a tour. The effective onshore price of the typical excursion during the 2008/2009 cruise year was \$34.29. When adjusted for the 43% who did not purchase a tour, the average expenditure for shore tours made by all onshore visitors is \$19.54. Similar calculations were made for each category.

Just under 50% of onshore cruise visitors purchased food and beverages, local crafts and souvenirs, and clothing. As indicated in the table, those passengers who purchased these products spent an average of between \$13 and \$21. When adjusted for the non-purchasers, the average cruise passenger spent between \$6 and \$10 on these items. Thus the four most popular expenditure categories (shore excursions, food and beverages, local crafts and souvenirs, and clothing) generated a weighted average onshore expenditure of \$42.45 and accounted for about 44% of total onshore spending.

Approximately 25% of cruise passengers purchased ground transportation (excluding shore excursions), watches and jewelry, and other goods. Clearly, the largest expenditure category is watches and jewelry. The average passenger who purchased jewelry spent \$163.59. With 22.6% of passengers reported making such a purchase the weighted spend across all passengers during the 2008/2009 cruise year was \$37.41. Average spending for all three categories was \$50.38 and accounted for 52% of the total average expenditure.

The remaining five categories generated relatively small levels of spending. The weighted average onshore expenditure in all five categories totaled \$4.72 and accounted for 4% of the total.

It is clear that passenger spending is concentrated in a few categories. The five categories with the highest weighted average expenditure, watches and jewelry, shore excursions, clothing, other purchases and local crafts and souvenirs, generated just over \$83 in passenger expenditures and accounted for 85% of total passenger expenditures.

⁴All monetary figures in U.S. dollars.

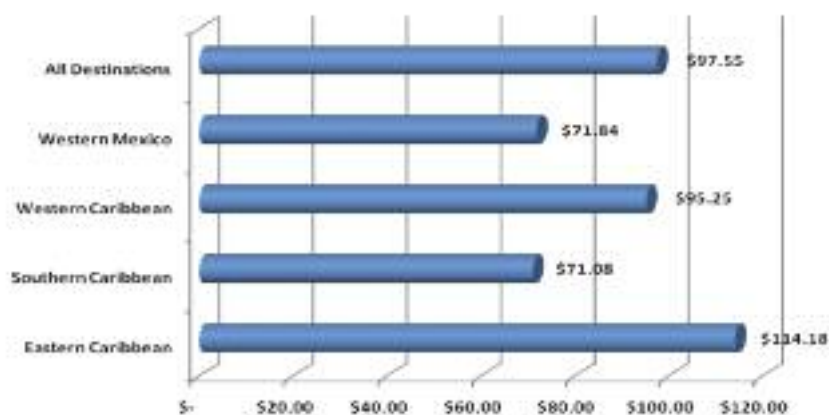
Total Passenger Spending by Region and Destination

The diversity of passenger expenditures across destinations can first be seen on a broad regional basis. We grouped the 29 destinations into four regional markets as follows:

- Eastern Caribbean: Antigua, Bahamas, Dominica, Dominican Republic, Puerto Rico, St. Kitts, St. Maarten, Turks & Caicos, and USVI
- Southern Caribbean: Aruba, Barbados, Cartagena, Costa Rica, Curacao, Grenada, St. Lucia, St. Vincent & the Grenadines and Trinidad & Tobago
- Western Caribbean: Belize, Cozumel, Cayman Islands, Guatemala, Honduras, Jamaica and Nicaragua
- Western Mexico: Acapulco, Cabo San Lucas, Ensenada and Huatulco.

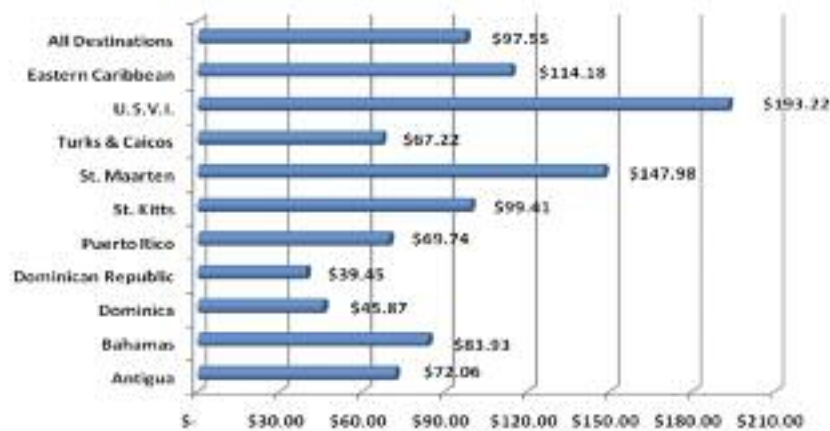
The average across all destinations and each of the regions is a weighted average where the weight is each destination's share of total passenger arrivals during the 2008/2009 cruise year. Thus the "all destination" and regional averages are more heavily influenced by the largest destinations as it should when analyzing average passenger spending. Here were six destinations with one million or more intransit cruise passenger arrivals. They were: the Bahamas, Cozumel, the U.S. Virgin Islands, the Cayman Islands, St. Maarten and Cabo San Lucas. Combined these six destinations accounted for just over half of all intransit passenger arrivals in the 29 destinations. Thus, these six destinations have a major impact on the "all destination" and regional averages.

Figure 1— Average Intransit Passenger Expenditures by Region (\$US), 2008-2009 Cruise Year



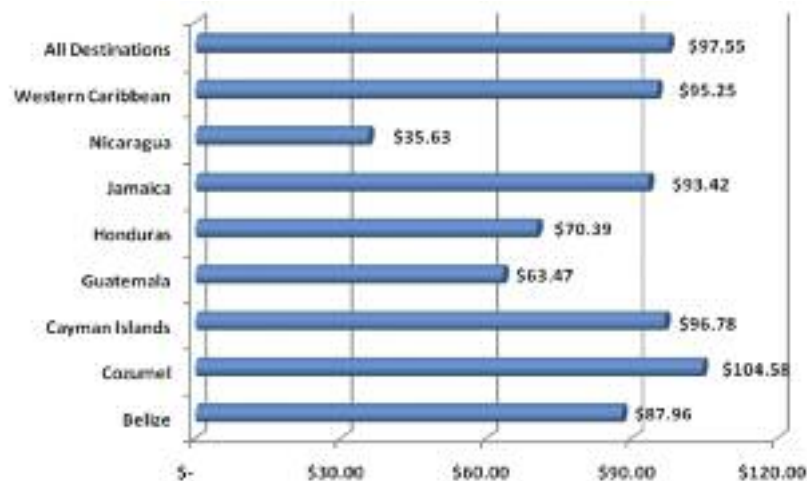
As shown in **Figure 1** the destinations of the Eastern Caribbean had highest the average passenger expenditure of \$114.18, 17% above the overall average. The above average expenditure rate for this region is driven primarily by the high expenditures in the U.S.V.I. (\$193.22) and St. Maarten (\$147.98) which, as noted above, are also among the most popular cruise destinations. As further shown in **Figure 2** these are the only two destinations in the region with average expenditures above the regional average. In fact, St. Kitts (\$99.41) is the only other destination with an average expenditure above the "all destination" average. In all three destinations, the average weighted expenditure for just about all categories is above the "all destination" average for each category. In the St. Maarten and the U.S.V.I. average expenditures for watches and jewelry are more than twice the overall average. This is due both to higher spend rates by those passengers that purchase these items as well as the fact that more than one-third of passengers reported making such purchases in these two destinations, again well above the overall average of 23%. In St. Kitts the percentage of passengers making purchases was similar to the "all destination" average but cruise passengers that visited St. Kitts spent more in most categories.

Figure 2— Average Intransit Passenger Expenditures (\$US), Eastern Caribbean, 2008-2009 Cruise Year



Average expenditures of passengers visiting the destinations of the Western Caribbean are just slightly below the “all destination” average, \$95.25 versus \$97.55. Among the destinations of the Western Caribbean only Cozumel (\$104.58) had an expenditure rate above the regional and “all destination” averages (see **Figure 3**). Average per passenger expenditures in the Cayman Islands (\$96.78) and Jamaica (\$93.42) are only slightly below the “all destination” average. Thus, the average expenditure rate for the Western Caribbean is primarily driven by spending in Cozumel which was the second largest cruise destination throughout the Caribbean with more than 2.4 million passenger arrivals during the 2008/2009 cruise year. This was augmented by the fact that an above average percentage of passengers visiting Cozumel make purchases while ashore. This was also true for passengers visiting the Cayman Islands and Jamaica, but this was offset by the fact that the average value of their purchases in most categories was lower than the “all destination” average.

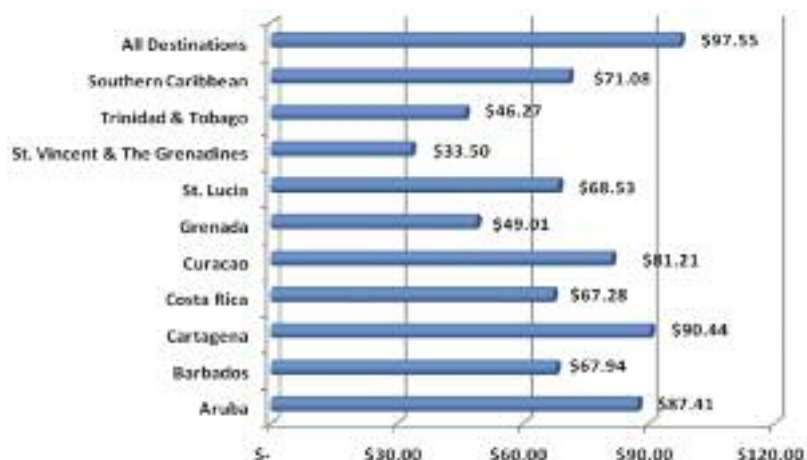
Figure 3— Average Intransit Passenger Expenditures (\$US), Western Caribbean, 2008-2009 Cruise Year



The average expenditure of passengers visiting the destinations of the Southern Caribbean (\$71.08) was 27% below the overall average. This was primarily due to the fact that passenger arrivals throughout the region were relatively modest compared to the destinations of the Eastern and Western Caribbean and subsequently they have a lower

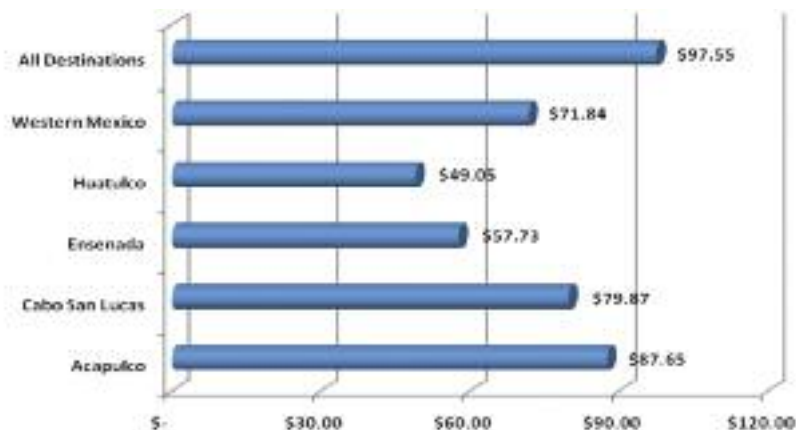
weight in the overall average. Generally, spending in this region is lower for all categories. As indicated in **Figure 4**, all destinations in this region had an average expenditure rate below the “all destination” average. Within the region, Cartagena (\$90.44), Aruba (\$87.41) and Curacao (\$81.21) had average expenditures above the regional average. These three destinations had average expenditure rates above the regional average as a result of above average expenditures for jewelry and an above average percentage of passengers having purchased shore excursions.

Figure 4— Average Intransit Passenger Expenditures (\$US), Southern Caribbean, 2008-2009 Cruise Year



As in the Southern Caribbean, the average expenditure of passengers visiting the destinations of Western Mexico (\$71.84) was well below (26%) the overall average. Again, none of the destinations in this region had expenditure rates above the “all destination” average. Throughout this region, average expenditures are lower than the “all destination” average for most categories. As indicated in **Figure 5**, Acapulco (\$87.65) and Cabo San Lucas (\$79.87) had average expenditures above the regional average. The above average spending relative to the regional average in these two destinations was primarily driven by a combination of higher spending by those that make purchases and a higher percentage of passengers making onshore purchases.

Figure 5— Average Intransit Passenger Expenditures (\$US), Western Mexico, 2008-2009 Cruise Year

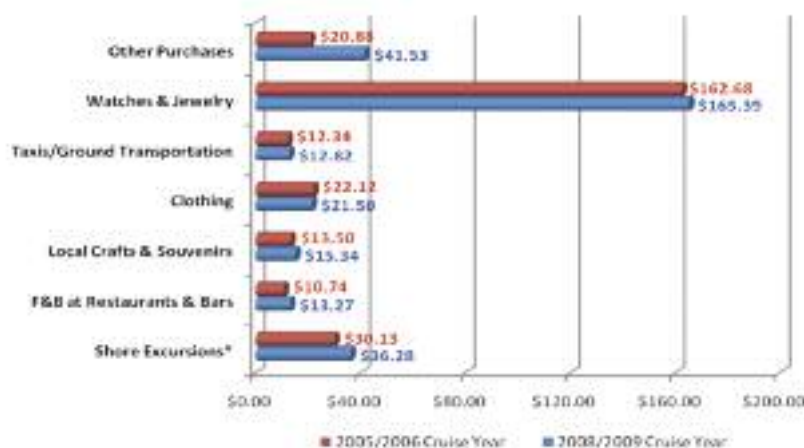


As the above figures indicate there is wide variance in the average expenditure made by an intransit passenger. The average expenditure ranges from just over \$193 in the U.S. Virgin Islands to a low of \$33.50 in St. Vincent and the Grenadines. The differences in expenditures across destinations are influenced by the variety of goods available, especially access to duty free shopping, the diversity and uniqueness of shore excursions, time spent ashore by passengers, passenger satisfaction with their visit and other factors which are discussed in greater detail in the full report.

Comparison with Results from the 2006 Study

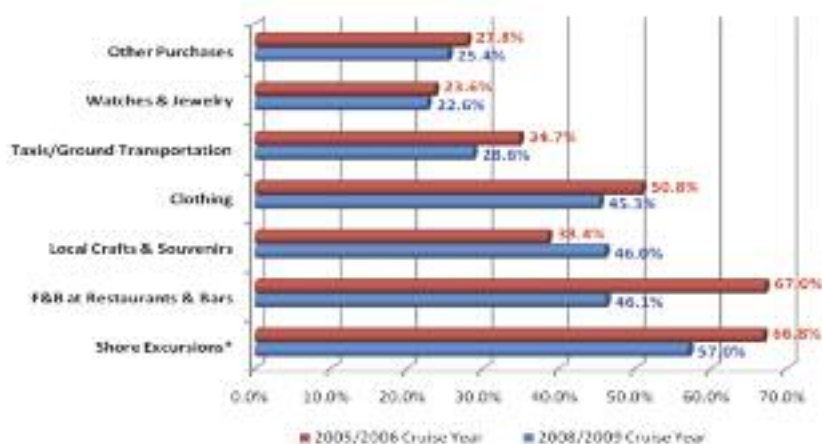
The average intransit passenger expenditure of \$97.55 during the 2008/2009 cruise year was marginally higher (0.5%) than the average expenditure of \$97.05 during the 2005/2006 cruise year. The marginal increase is the net result of 1) an increase in the average spending by passengers on those goods and services that they purchased and 2) a reduction in the percentage of passengers that made onshore purchases during the 2008/2009 cruise year. The increase in average expenditure by category is shown in **Figure 6**. For ease of illustration we have not shown the five smallest categories which account for less than 5% of passenger expenditures. As shown in the figure, the value of average passenger purchases was higher in the 2008/2009 cruise year for all major categories except clothing. The highest percentage increases were for shore excursions (20%), food and beverages (24%) and other purchases (99%). Thus, on average, cruise passengers did spend more during the 2008/2009 cruise year when they did make a purchase, whether it was a shore excursion, the purchase of a meal in a restaurant or other purchases. While the percentage increase of the average jewelry purchase was only about 2% higher, it was still almost \$3.00 higher. However, as stated above this increase in the average expenditure was offset by a smaller percentage of passengers making onshore purchases.

Figure 6— Average Passenger Expenditures by Category



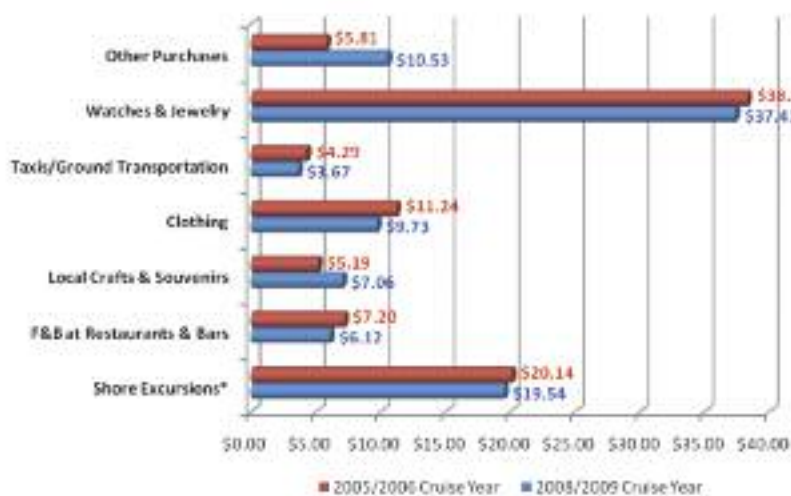
As shown in **Figure 7** a smaller percentage of passengers made an onshore purchase during the 2008/2009 cruise year in all major categories except local crafts and souvenirs. For example, during the 2005/2006 cruise year, 66.8% of passengers reported purchasing a shore excursion. This percentage declined to 57% during the 2008/2009 cruise year. An even sharper decline was evident for the purchase of food and beverages, from 67% in 2005/2006 to 46.1% in 2008/2009. Thus, it appears that cruise passengers were more selective in making purchases during the most recent period; but, when they did make a purchase they were willing to spend more.

Figure 7— Percentage of Passengers Making an Onshore Purchase by Category



Thus, when the average per passenger expenditures were weighted by the share of onshore purchasers, the weighted expenditure for some categories increased and fell for others. The weighted average expenditure fell for watches and jewelry, ground transportation, clothing, food and beverages and shore excursions as the decline in the percentage of passenger making purchases more than offset the increase in the average expenditure. In the case of clothing both the percentage and average value of a purchase declined. The weighted average expenditure rose for local crafts and souvenirs and other purchases as the increase in the average spend more than offset the decline in the percentage of passengers making such purchases.

Figure 8— Average Weighted Expenditure by Category



In aggregate, then, the decline in the weighted average expenditures, which occurred in most categories, was offset by larger increases in a smaller number of categories during the 2008/2009 cruise year. As a result, the weighted average expenditure of an intransit passenger rose slightly to \$97.55 during the 2008/2009 cruise year from \$97.05 during the 2005/2006 cruise year.

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TAPPING INTO THE SPECIAL NEEDS TRAVEL MARKET

By Andrew Garnett, Founder Special Needs Group

A wedding or conference at sea. A multi-generational family reunion. On these landmark travel occasions it's important that everyone can enjoy their vacation and experience a tour. Leaving a loved one behind because he/she uses a wheelchair or cannot walk long distances can spoil a trip for your clients and lose revenues for your company if the entire group cancels their planned cruise tour or shore excursion.

There are an estimated 53 million Americans with disabilities. According to an independent survey conducted by the Open Doors Organization in partnership with TIA (Travel Industry Association) and SATH (Society for Accessible Travel and Hospitality), adults with disabilities account for twenty percent of the population. A large and underserved market segment, persons with special needs want to travel. They spend \$13.5 billion in travel annually and take 68 million trips a year.

Servicing special needs travel, a market that includes individuals with temporary disabilities (injuries, post surgery limitations, and "slow walkers"), is an excellent specialty to develop to increase tour bookings. Special needs

travel can also boost bookings and earnings for tour operators who understand and service this niche because persons with special needs almost always travel with others, giving you access to exponentially increased bookings. How can you tap into this ready and waiting market?

Make your tour accessible

From the start of the tour until the end, your special needs clients should trust that you understand their needs and that you'll give them the best possible experience. Your tours should be created with people with special needs in mind. Make sure your tour vehicles are equipped with lifting devices or ramps and space to accommodate wheelchairs. If you are including attractions on your tour, make sure they are attractions that are handicap accessible and that there are restrooms that are handicap accessible nearby. Develop a relationship with a sign language interpreter so that if you have a guest who is hearing impaired, you are able to accommodate their needs. Provide guests with the option of renting a wheelchair or scooter if they think they may not be able to walk long distances.



Know your products

The basics still apply. You have to know your products and destinations thoroughly, adding the element of accessibility. Tourist destinations as a whole have invested substantially in ensuring accessibility features and programs in their destinations. But you need to be prepared to provide the answers. If your guest is touring a destination such as a museum or theme park, you'll need to know facts about whether or not a location is wheelchair accessible, if there are steps or an escalator, if the location allows companion animals, if there is priority seating, if audio aides or Braille guidebooks are available—and more. The information is often times available on a location's



website and in brochures but it is always best to call and confirm.

Ask the right questions

Take time to verify what's needed. Ask questions about travel goals and expectations as well as each person's specific requirements. What type of special needs equipment do they depend on at home? Are they able to walk any amount of distance or are they confined to their wheelchair? Will they be bringing a wheelchair or motorized scooter? Do they have special dietary needs?

Many people who do not use wheelchairs or walkers at home often feel more comfortable with these mobility aides for a tour or excursion. In fact, most of our wheelchair and scooter rentals are to individuals who only use such aides when traveling. Many individuals are concerned about walking long distances on an excursion.

Integrate special needs travel in your marketing

As with any segment you are targeting, be sure that segment is represented in the images in your brochures and mailers, and on your website. One image can send a powerful message that you're ready—and willing—to do business with special needs travelers. And remember, a large number of persons with disabilities

are children and young people. Images should reflect multiple age groups.

Enhance your on-line marketing strategies

According to the National Organization on Disability, four out of ten people with disabilities conduct business and personal activities online and spend twice the amount of time logged on than their counterparts without disabilities. People with disabilities are online researching tour groups, travel locations, and getting tips. Because of this, make sure your website has a separate link for special needs to demonstrate your commitment to servicing special needs clients. Create blogs that provide unique travel recommendations and tips. And look into advertising on sites aimed at travelers with special needs.

Make your place of business accessible

Validate your interest in special needs travelers by adapting your company or office to ensure it's accessible. The "talk" will seem half-hearted if you aren't prepared to "walk the walk" with elements such as audio-tape brochures, TDY/TDD phone capabilities and wheelchair ramps where needed. Subscribe to disability publications such as "Emerging Horizons," "Venture" and "Ability Magazine" and keep these visible on coffee tables or display racks. Be sure you and your staff read them.

Connect to your market

Affiliate your company with a disability organization. Organizations such as SATH (Society for Accessible Travel & Hospitality) serve as advocates and portals for accessible travel.

Partner with the right suppliers

Special Needs at Sea/Special Needs Group, Inc. (www.specialneedsatsea.com) is a one-stop resource for all the special needs equipment your customers might need, from standard wheelchairs and scooters to beach wheelchairs and oxygen. We deliver directly to cruise staterooms and hotels worldwide and are available to handle all equipment arrangements, leaving you free to do what you do best – create and sell tours.

We also deliver to resorts and convention centers. Tour operators can call us to reserve the equipment clients need. If a person is intimidated by the amount of walking on a tour, the solution is to rent a wheelchair, scooter or other mobility equipment from us.

If you're ready, there is a large, vital pool of potential travelers waiting to be tapped. And with multi-generational travel a growing trend, there's no need to leave anyone out of a great excursion because of a special need or physical limitation.

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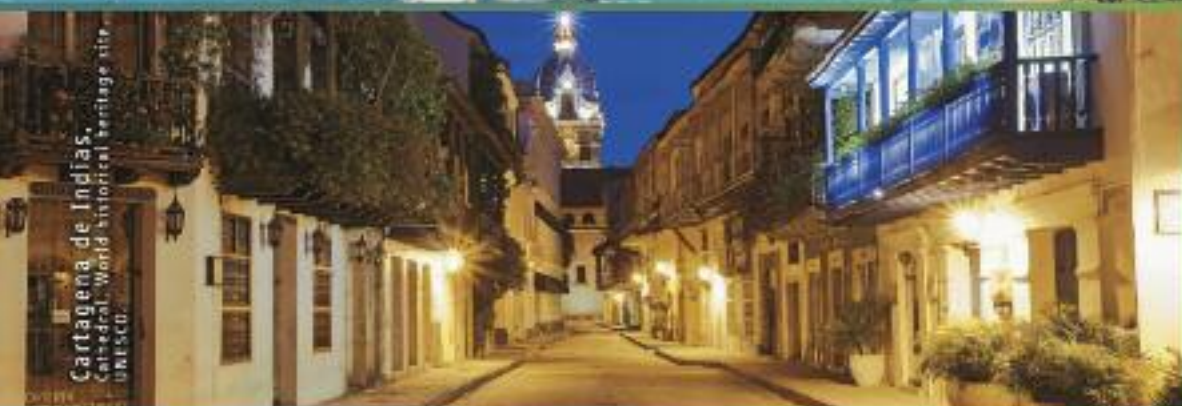
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Panoramic view of Cartagena de Indias

Historic Cities, Natural Beauty and a Warm Welcome Make Colombia Tourism's Comeback Kid in South America

By Jaime Echavarria, Director Proexport USA

Bill Clinton, Ivanka Trump and Bruce Willis have all visited recently. Lonely Planet called it “a fairy-tale city of romance, legends and sheer beauty” and “one of the continent’s greatest cultural treasures.” *Travel + Leisure* dubbed it a “hidden retreat,” *USA Today* named it one of “10 great places to get global vacation values” and the *San Francisco Chronicle* declared its streets “Epcot safe.”

The destination? Cartagena, the increasingly popular resort city on Colombia’s Caribbean coast. Savvy travelers from around the world have recently been alighting in the port city—where Nobel Prize-winning novelist and part-time resident Gabriel Garcia Marquez penned *Love in the Time of Cholera*—and have been raving about the place about their return. Perhaps Eric Rayman, writing for *The New York Times*, said it best: “With its cocaine days in the past, the Colombian seaport of Cartagena has emerged as the belle of the ball.”

Founded in 1533 on a wide sheltered harbor, Cartagena was once one of the richest ports in the New World. The high, salt-bleached walls that circumscribe its Old City were built to thwart pirates and privateers during the height of the Spanish colonial era in the 1600s. Now a UNESCO World Heritage site, the Old City preserves

the rich history and culture of days gone by, while the rest of the seaport pulsates like a salsa party with trendy hotels and restaurants, designer boutiques, emerald shops and sizzling nightlife. White sand beaches are nearby, while the smaller port cities of San Andres and Santa Marta are peaceful paradises, offering spectacular nature parks and world-class diving in the turquoise-colored sea.

Little wonder that tourism is soaring in Colombia, with more than 1.4 million visitors in 2008 and an average 15% overall annual rise in visitors in recent years. Nearly one-fourth (23%) of the visitors originate from the U.S., but the country also draws well-heeled Latin Americans like Colombia native Shakira, as well as European socialites to its cities.

More than a quarter million cruise passengers visited Colombia in 2008—an 81% increase from 2007 and a startling 356% increase from 2006. Proexport Colombia, which promotes Colombian exports, foreign investments and tourism to Colombia, estimates that a record-breaking 470,000 travelers will visit Cartagena, Santa Marta and San Andres during the current cruise season.

Some 183 ships from 25 cruise lines are expected to visit Cartagena this year—well

more than double the number just three years ago. Royal Caribbean, Celebrity Cruises, See Tours, Holland America, Silver Cruises, Azamara Cruises and MTC Hamburg y Seabourn are among the lines calling on Colombia this year. Newcomers in 2009 include Quail Cruises, Pullmantur and *The Equinox*, Celebrity’s new ship.

Colombia is equally accessible by air. Avianca, the national carrier of Colombia, connects with 22 international destinations, including every major destination in the Americas. Continental, Delta, American Airlines, JetBlue and numerous other airlines also offer service, with 29 daily non-stop flights now offered between the U.S. and Colombia. A direct flight from Miami to Cartagena takes just 2 ½ hours.

Hotel rooms are also on the rise. Between 2004 and 2008, more than 7,200 new hotel rooms were added and a number of additional rooms nearly equal that will be added by 2011. Among internationally recognized brands with a presence in Colombia are Intercontinental Hotels & Resorts, Hilton, Sheraton, Hyatt, Marriott, Radisson, Crowne Plaza and Holiday Inn Express.

While many of Colombia’s newest hotels and resorts were built from the ground up, some also take advantage of the gracious

charm of the country's colonial-era architecture. The Sofitel Santa Clara, for instance, opened in 1995 in a 17th-century convent. The sophisticated 121-room resort-style hotel mixes historic ambience with modern amenities. Likewise, Casa Pestagua is an 11-room boutique hotel that was built in the 17th century as the home of a nobleman and now serves as one of the city's top urban retreats.

"Once-grand 17th-century houses have been transformed into smart hotels that give Manhattan and Miami a run for their money," noted Jane Wooldridge, travel editor at the *Miami Herald*. Indeed, studies show that room rates, as well as food and beverage costs, at 4-and 5-star luxury hotels in Colombia run significantly below comparable four-star luxury hotels in Miami.

Colombia Extends Warm Welcome to Visitors



Palenqueras and Juan Valdez welcoming tourist from the Royal Caribbean cruiseship

Colombia's warm welcome to visitors begins the moment they arrive. Cruise ships are met by *palenqueras*, beautiful dark-skinned women in brightly colored dresses balancing large bowls of fruit on their heads Carmen Miranda-style. More than 270 street vendors, tour guides and taxi drivers in Cartagena recently received training in sales, marketing and customer service to generate consciousness of the importance of their jobs as hosts of thousands of international tourists in the city.

For more visitors, the magical ambience of Cartagena is best explored by walking. In the Old City, lovingly restored Spanish colonial homes with large wood-beamed balconies covered in bougainvillea line the cobblestone alleys. Towering cathedral spires cast their long shadows across leafy plazas buzzing with open-air cafes. Horse-

drawn carriages take visitors back in time as they tour the walled city hemmed in by ramparts and turrets.

Visit the central Plaza de las Coches, the cloister of St. Peter Claver and La Popa, a hilltop convent with spectacular views of the city and the Caribbean. Spend an afternoon at the Plaza Santa Domingo, where vendors sell sliced fruit, chopped coconut and shots of Juan Valdez coffee. Sip on a coco-limeade or mojito and enjoy a light lunch of fresh snapper and plantains. Sit back and watch as mariachis strum their guitars and a troop of *cumbia* dancers perform. Have your photo taken with the portly "Gertrudis" a statue by Colombian-born artist Fernando Botero whose fame skyrocketed when two of his corpulent sculptures were selected as focal points of the lobby of the new Time-Warner Center on New York City's Columbus Circle.

Don't leave Cartagena without checking out its famed emeralds. Those in search of gorgeous green gems like those worn by Angelina Jolie to a recent event might head to the Joyeria Caribe, which offers the prestigious IQNET certification for high quality. In the Old City, visit the family-owned Emerald Center or combine the emerald's history with a museum visit and a purchase at the Musea de la Esmeralda.

If you don't have the budget for emeralds, Cartagena is also a highly rewarding place to shop for inexpensive handicrafts. Hand-stitched *molos*, nativity scenes, cotton hammocks, baskets woven by natives from the *querreque* palm, ceramics and gourmet coffees are all good buys.

Relax at the end of the day with a sunset cocktail at Café del Mar on the city walls. Check out the scene at the Restaurant Casa de Socorro, Cartagena's "see and be seen" power spot. Stay up late for live music and dancing at Café Havana.

For those in search of sun, hop aboard a high-speed boat for a 45-minute trip to the Rosario Islands, a national park with nearly 30 islands that dangle like rosary beads in the deep blue sea. Writing in the *San Francisco Chronicle* in April 2009, Bill Fink recalled his scuba dive around the islets as "blissfully peaceful with schools of bright fish darting between cathedrals of coral."

Smaller Seaports Seduce Visitors as Oases of Pleasure

A few hours north of Cartagena, the port city of Santa Marta is also considered one of the best dive spots in the world, with a coveted PADI Level 5 rating. Wildlife such as monkeys and parrots abound in the Parque Nacional Natural Tayrona, where rivers and jungles descend through the mountainside to exquisite virgin beaches. As South America's oldest city, Santa Marta also has a rich architectural heritage that evokes the times of the banana bonanza. An ideal way to see the city is to walk through its historic downtown area, stopping at the cathedral, the museums (including the hacienda where Simon Bolívar passed away in 1830) and the Camellón de Bastidas for a romantic sunset.

San Andres, the capital of an archipelago that lies about 435 miles northwest of the continental coast of Colombia, is equally enchanting. English and Dutch corsairs, buccaneers and adventurers, their ships laden with slaves, arrived on this Caribbean island centuries ago and discovered a colorful paradise. Surrounded by "the seven-colored sea," the island offers white sand beaches, a natural swimming pool called Poxe Hole that is carved out of coral rock and is excellent for swimming, snorkeling and diving and a plethora of nautical sports ranging from jet skiing to kitesurfing.

Downtown San Andres, which is known locally as North End, also offers lively restaurants, bars and nightlife and is a shopper's haven. A free port with no value-added tax, San Andres has more than 500 shops offering well-known brands of perfume, liquor and clothing, as well as handicrafts, jewelry and accessories.

Although San Andres, Santa Marta and even Cartagena have been peaceful paradises hidden from the outside world for much of the last century, these port cities won't remain best-kept vacation secrets for long. They are too stunningly beautiful, too full of history and culture and too alive with great places to stay, dine and shop. Known in some tourism circles as South America's "comeback kid," Colombia is clearly ready for primetime.

For more information, visit www.colombia.travel.

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STEPS INTO THE CRUISE MARKET



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RAK porcelain has created a benchmark by establishing its distribution network in more than 85 nations with strong presence in all the five continents, the larger proportion of its business goes to the Hospitality sector. Its easy reach distribution strategy also includes strategic tie-ups with leading hotel suppliers and Industry players worldwide. This synergetic result ensures "Just in time availability of RAK Porcelain Brand".

RAK is in the forefront with launch of a new shape every 3 months which are created by the design trendsetters of prominence like Alain Vavro & Mikela Dorfel. The focus of the company is for a wide array of new, trendy, innovative designs that suits the taste of every Customer. The hospitality industry itself has evolved to a higher level of style, design, and functionality with the endeavour to bring delight as well as add value to the experience which is justified by the food and the quality of the products in which the food is presented on. RAK Porcelain is fully equipped to fulfill the demands of perceptive Customers of the porcelain tableware industry.

RAK Porcelain is where imaginations are expressed in the form of shapes and designs. Year 2009 at RAK PORCELAIN was focused to meet the Chefs need for creative expression of their culinary talents. RAK Porcelain



arrayed the launch of its trendy and innovative designs and shapes such as Nordic and Classic Gourmet at Ambiente in Frankfurt, the Gulfood show in Dubai and followed by Hotelex in Shanghai, China and HOFEX in Hong Kong.

RAK Porcelain has redefined luxury dining by introducing one of the finest quality of porcelain-ware in the industry today. Designs like the “All Spice range of presentation plates” and “Mazza – the new definition in Buffet Dining, finger foods and cocktails” has had rave reviews from Industry professionals. AllSpice Collection – Lets Spice it Up, the purist in RAK Porcelain collection, presents pure forms with slender, graphical lines. Truly a connoisseur delights and makes any cuisine a delicacy, this line is suited for the luxurious dining in Cruise Lines.

Mazza Collection - the new definition in Buffet dining features an entire range of pieces that offers everything you need to set a unique and great buffet. Elegant, with a love of detail Mazza Collection purely adds Glamour and Appeal to a Memorable Dining Experience.

“The B-Concept – the presenter in Buffet Dining”, “Nordic – A legacy of the clean and clear Scandinavian



design” and “Classic a contemporary gourmet collection that offers a multitude of possibilities and solutions to the professionals” are some of the other lines of RAK PORCELAIN that have had the expert culinary touch of various industry professionals. With 15 different shapes and more than 150 different patterns in just a short span of 4 years RAK Porcelain offers a wide range of choices to the World hospitality Industry.

RAK Porcelain today has an impressive list of clients of more than 600 star hotels world wide that includes world famous Burj Al Arab, Atlantis, Marriot, Fairmont, Sheraton, Le Meridian, Hilton, Shangri -la, Hyatt, Rotana,

Inter-Continental, Radissons and many others.

RAK Porcelain is where beauty, design, quality and luxury is at its best. Porcelain ware from RAK is now used in service with some of the leading airlines in the world.

RAK Porcelain is now proud to be a partner of the Florida-Caribbean Cruise Association and offer the choice of its highly sturdy & functional porcelain which is suited for stringent everyday use while enhancing the ambience of luxury with its classic look. The future of the industry is promising with more people enjoying the luxury of a Cruise and RAK Porcelain is the ideal synergistic partner to cater to the porcelain needs of this industry.





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After the 2008 Conference Trinidad

By Charles Carvalho, President & CEO Trinidad and Tobago Sightseeing Tours

Well it is almost one year after the 2008 FCCA Conference in Port of Spain, Trinidad and I am pleased to participate in the issue of the October Florida-Caribbean Cruise Association magazine and highlight some of the benefits and reorganizations received from hosting the conference. First of all, I must highlight that since the conference I have received a tremendous amount of congratulations from the FCCA membership for putting on a very successful conference and the treatment shown to all delegates and spouses in particular the high-end service at the Hyatt Hotel in Port of Spain. The quality of the service delivered during the conference is a good indication of what we give to our cruise lines and their guests in particular those on shore excursions. In the last six years Trinidad and Tobago Sightseeing Tours has won Awards from Princess Cruises for our tours based on passenger comments such as delivery of product, value for money and achieved their expectations.

Since the conference in Trinidad I have seen a new approach by the Ministry of Tourism towards the cruise industry in Trinidad and Tobago whereby a consultant was hired to do an in-depth study and have produced a tremendous document of recommendations that includes product development, home porting opportunities, marketing and the establishing of a highly specialized cruise industry committee whose goals are to undertake the Government's new approach to cruise shipping for both Trinidad and Tobago. We believe that this is a quantum leap forward and it gives us the encouragement to move forward with our own marketing and development plans by including additional products in keeping with the expectations of passengers of today's cruisers as well as repeaters who are eager to explore new tours.

On to the exciting news, in the recommendations there are plans to develop a new cruise facility in Chaguaramas

Trinidad as well as up-grading the current facility at Port of Spain as well as a new facility at Plymouth Tobago and the up-grading of the existing Scarborough terminal. Currently the Scarborough pier can accommodate two 312m vessels alongside, there are also plans to relocate the existing Cargo Port from Port of Spain, Trinidad leaving the entire acreage along the waterfront for a new look to the Capital City freeing up traffic congestion at the same time. We are however pleased to say that when the cargo port is relocated our existing cruise facility would remain on the new and pristine waterfront project of which the Hyatt Hotel and Convention Centre is the first phase, so the picture on the Horizon for Trinidad and Tobago looks great.

Looking forward, Trinidad and Tobago Sightseeing Tours is currently putting together some new tours as indicated above in keeping with industry demand and with the introduction of the Water



Taxi between the Capital City of Port of Spain and the Southern City of San Fernando using fast catamaran 150 to 400 passengers vessels we now have opportunities to build some more Adventure excursions reachable via a one hour water taxi ride. In addition to the FCCA Conference in October last year we had the Caribbean Princess and Carnival Victory berth at Port of Spain for eight days for the Fifth Summit of the Americas and because of the international coverage of these two cruise vessels for such long period of time we have been receiving calls and e-mails from persons asking us for information on cruise ships with itinerary to Trinidad, so the constant coverage of these two cruise ships did this destination well.

How important is Trinidad to the world? When President John F. Kennedy said that we would put a man on the Moon this could not have been possible without the assistance of Trinidadian Rudrinath Capildeo who calculated the interjectory to go into space, Trinidad was the first country to be accurately place on a Map as the Meridian Dateline was observed here and we have named a street Observatory Hill, we give birth to the Steel Pan used today in many countries for entertaining and as well on cruise ships, we gave birth the Soca Music, Calypso, the Flaming Limbo and most of all Carnival, whereby, Cities around the world are capitalizing on this avenue of revenue generating for their economies that bring in visitors from all over the globe. So what have we been able to accomplish since the

FCCA Conference? We have a dedicated workforce of tour guides, bus drivers and taxi drivers that are TTTIC Certified, vehicles are regularly inspected, no longer use taxis on shore excursions, use Air Conditioned buses are a must and an enhanced City Ambassador program whereby the Tourism Development Company hires and trains guides who assist cruise ship passengers throughout the Capital City of Port of Spain at no cost to the passenger this is a must use program once you have decided to take a stroll into the City to explore on your own, it is highly recommended.

What to expect in Trinidad as we continue to develop the cruise product! To start, in the recommendations we can look forward to a new **High Quality** Cruise Terminal that meets the highest international standards in terms of service, amenities and security, **Canopy Walk** in the Rainforest, enhancement of our **Historical and Marine sites**, producing more indigenous **memorabilia**, improving our current **road** infrastructure, continuation of the development of **key infrastructure** and **transportation** projects including the Waterfront, to position Port of Spain as a cruise and tourism zone. These initiatives will further enhance the development of artisans, entertainers, retail, special tours, and other hospitality services. In this regard, the Product Quality Assurance program would continue to target all those who provide their service/s to the cruise passengers by a Certification process through Trinidad and Tobago Tourism Industry Certification program

(TTTIC). This strategy would demonstrate the commitment of the Government to quality as well as to meeting the needs of the cruise industry. To ensure that our cruise lines benefit fully from all of these initiatives there are plans to develop an Effective Media Campaign for key international markets as well as the appointment of a specialized marketing and brand promotion agency and participate at all international Cruise Fora/Marketing Events and to establishing dialogue with Key Cruise Executives and other Players in the industry..

To further enhance the overall cruise experience for Port of Spain, Trinidad and Scarborough, Tobago we plan to focus on some of the main areas highly visited by passengers by creating "Anchor" points such as **Ariapita Avenue** which is already a significant attraction with its range of high quality restaurants and entertainment establishments, **Tragarete Road** would focus on sports, entertainment with the steelpan and French Creole architecture, **Woodford Square** to complement the already existing historical sites there would be a seasonal state-of-the-art outdoor exhibit. For Scarborough, Tobago, a re-design frontage of the Esplanade along the waterfront to include Tobago's unique cultural performances, all of which would add to the already existing Botanical Gardens, Scarborough Market and other historical sites and most importantly a two hundred million dollars up-grade of **Maracas Beach** Trinidad's most popular beach facility where all of our cruise ship passengers spend the day is already in progress.

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New Orleans – A Destination Unto Itself

By Robert Jumonville, Director of Cruise Operations – Port of New Orleans

New Orleans is a happening place. A first class international destination, with 7 million tourists visiting the Crescent City in 2008. New Orleans has been called the Most European City in America. Its narrow streets and wrought-iron balconies exude old world charm. The oldest public streetcar system runs from the French Quarter through the historic mansions of the Garden District to the serene oak-lined quarters of Uptown. At \$1.25, a ride on the St. Charles Avenue streetcar is the cheapest shore tour in existence.

New Orleans has attractions for travelers of all ages and interests. The city is best known for its countless restaurants, bars, music clubs and festivals. But New Orleans also touts a varied family menu, including the Aquarium of the Americas, the National World War II Museum, the New Orleans Museum of Art, the Audubon Zoo, Mardi Gras World, antebellum homes and many others attractions. For outdoor activi-

ties, swamp tours and world-class fishing are less than an hour away from downtown New Orleans.

Defying the Recession

Despite the challenges brought on by the global economic recession, New Orleans continues to make strategic investments in its tourism-related attractions.

The massive expansion of the National World War II Museum in New Orleans' Warehouse District seems to defy the economic naysayers. The museum, which tells the story of how the "Greatest Generation" quietly saved the world from tyranny, is executing a \$300 million project that will carry it through 2015. The first phase is taking shape now, with the construction of the Victory Theater, the Stage Door Canteen and the American Sector Restaurant. All three are slated to open in November 2009. With these new venues, the National World War II Museum will expand its interactive offerings.

On another museum front, New Orleans recently celebrated the completion of the Audubon Institute's Insecterium. The museum represents a \$25 million investment in the Post-Katrina economy, and it occupies the former U.S. Customs House that dates back to the 1800s. The Insecterium is a big hit among the young critters. It's a nice family complement to the world-class zoo and aquarium facilities already operated in New Orleans by the Audubon Institute.

Travel insiders are expecting more good news when it comes to New Orleans' family destination landmarks. There are plans to rebuild the former site of Six Flags in Eastern New Orleans and rebrand it as a Nickelodeon theme park.

New Orleans has always been home to some of the finest destination hotels. With the restoration of the Roosevelt Hotel in the Central Business District and its new association with the Waldorf



Top 10 things to do for free in New Orleans...

10. Take in the sights and sounds of Jackson Square in the French Quarter and experience the vendors and artists and free shows.
9. Gallery hop in the Arts District along Julia Street on the first Saturday night of each month.
8. Dance down Frenchmen Street at night, many clubs don't have a cover charge.
7. Browse the shops and stalls throughout the French Market.
6. Venture into our "Cities of the Dead" for a self-guided day tour of a unique cemetery, especially St. Louis Cemetery #1, the closest one to the French Quarter.
5. Ask Antoine's for a tour of their 160-year-old restaurant and wine cellar.
4. Take a free walking tour of downtown and the French Quarter with the National Park Service at 419 Decatur Street.
3. People watch on Bourbon Street.
2. Watch the fireworks on the Mississippi River every New Year's Eve and Fourth of July.
1. Join the parades during Carnival Season and Mardi Gras in New Orleans: the Greatest Free Show on Earth.

For information on all there is to do in New Orleans, visit neworleansonline.com.

Astoria Collection, visitors get a chance to relive the hotel's grandeur. The hotel, which dates back to 1893, was a favorite haunt of Huey Long, Louisiana's flamboyant populist governor. The Blue Room, which back in the day was a supper club that featured the likes of Louis Armstrong, Ella Fitzgerald, Cab Calloway and Tony Bennett, has been revived as a performance space once again. The Roosevelt also has added a posh Guerlain Spa and a restaurant run by celebrity chef John Besh.

All This and Cruising Too

With first class cruise facilities and unique attractions, New Orleans is the perfect home port. It adds a second dimension to any cruise itinerary. Over 75 million Americans are within an eight hour drive of New Orleans, and the city remains a great cruising value even during times of recession. Coupling a visit to New Orleans with a Caribbean cruise gives passengers two vacations for the price of one.

The Port of New Orleans makes it extremely easy to board your vessel. The two modern cruise ship terminals are located in the heart of the city, just two minutes from the Interstate. Some 35,000 first-class hotel rooms are located within a 15-block area of the terminals. Over 1,000 parking spaces are located within the Erato St. Terminal, and more than 2,000 parking spaces are located nearby. The Riverfront streetcar stops in front of both terminals, and directly serves Canal St., the Aquarium of the Americas, the French Quarter and the St. Charles Avenue streetcar.

The Erato St. Cruise Terminal and Parking Complex - opened in 2006 - is the perfect state-of-the-art terminal to embark and disembark any ship. Parking is located on the upper floors of the terminal and Sea Caps are located in the garage to assist with baggage. It all amounts to a no hassle cruise experience. The Julia St. Terminal, which was originally constructed in 1991, is

undergoing a \$9 million upgrade, including the addition of a raised, articulating gangway to accommodate the mega-ships of today. Scheduled for completion in 2010, it will give the Port of New Orleans the capability of hosting two of the industry's largest ships simultaneously. Additionally, the Port has a third cruise terminal on the drawing boards for its Poland Avenue Wharf, located approximately 1.5 miles downriver from the current terminals. For the ship operations side, New Orleans is a full service port. The port has topside repair facilities, fuel, potable water, full catering services, multi-service bonded warehouses and foreign trade zones and just about everything else a cruise ship requires to operate. The 82-foot wide wharf apron allows for ample loading space within the U.S. Coast Guard-mandated security zone.

New Orleans is the most attractive stepping stone to the Caribbean. The hottest destination in all of cruising is



the western Caribbean, and New Orleans is well positioned to take advantage of that itinerary. Four-, five- and seven-day cruises are the norm from New Orleans, offering the passenger varied choices, including Cozumel, Progreso, Costa Maya, Belize, Cayman Islands, Jamaica,

Guatemala and the Bay Islands of Honduras. If the Bahamas and Florida is your desire, a seven-day trip gets you to Key West, Freeport and Nassau.

New Orleans is a homeport that doubles as a port of call, has full service facilities and hosts 7 million tourists

each year. It provides easy access, great location, 75 million potential passengers less than a day's drive away and the best, most varied itineraries. What are you waiting for? Position your ship in New Orleans today, while there is still space available.

In south Louisiana we say "Laissez le Bons Temps Roule" – Let the good times roll. And there is a fair and festival to celebrate just about anything year round. Below is just a sampling of events that take place annually in and around New Orleans. For information on just about everything the Crescent City has to offer, visit www.neworleansonline.com.

Oktoberfest (weekends the month of October): New Orleans, Deutsches Haus, Traditional German music, dancing, food and drink.

Gretna Heritage Festival First week of October: Gretna Market, Music, crafts, rides and games, German Beer Garden, Italian Village with St. Joseph's altar, food court. Visit www.gretnafest.com.

Voice of the Wetlands Festival Oct. 9 -11: Houma Southdown Plantation House, Coastal education, with displays, food and music. (985) 851-0154. www.voiceofthewetlands.com/vowfest.html

Madisonville Wooden Boat Festival Oct. 10-11: Water Street along the Tchefuncte River. Boat-building demonstration and contests, marine auction, entertainment, flea market, food, crafts and music. (985) 845-9200 or (985) 892-0520. www.woodboatfest.org

Oak Alley Plantation Fall Arts & Crafts Festival Oct. 17, 18: Oak Alley Plantation, Vacherie, LA. Call 1 (800) 44ALLEY for more information.

Krewe of Boo Annual Halloween Parade Oct. 24: Visit: www.kreweofboo.org

Voodoo Fest Oct. 30, 31 and Nov. 1: New Orleans City Park. A three-day music festival featuring multiple stages of the best rock-n-roll, alternative and local bands. Visit: www.thevoodooexperience.com

New Orleans Po-Boy Festival Nov. 22: New Orleans, Oak Street and South Carrollton Avenue in Riverbend. The sandwich is celebrated with music, po-boy contests, children's activities, an auction and a history venue, exploring the origins of the local favorite. For more information visit: www.poboyfest.com.

Christmas-New Orleans Style, December: Tours of historic homes, candlelight caroling, madrigal dinners, chefs' demonstrations. (504) 522-5730.

Celebration in the Oaks December to January: New Orleans City Park. Lighting displays, entertainment, rides, Santa visits. (504) 483-9415.

A NOLA New Year's Eve Dec. 31: Jackson Square, New Orleans. 9:00 pm - 12:00 am, free admission. The Crescent City Countdown Club will present the traditional New Year's Eve festivities in the French Quarter includ-

ing live music and a gumbo pot drop to launch the midnight barrage of fireworks over the Mississippi River.

AllState Sugar Bowl January 1: 7:30 p.m. Annual football classic, which often decides the NCAA National Champion. The game is accompanied by festival-like atmosphere throughout the Central Business District and French Quarter. For info, visit: allstatesugarbowl.org.

Twelfth Night Phynny Phorty Phellows January 6: New Orleans, La., Annual streetcar ride kicking off the Carnival season.

Mardi Gras – Parades culminate on Feb. 16, 2010 – but begin more than two weeks before Fat Tuesday. For more info, visit: www.mardigrasneworleans.com

St. Patrick's Day: No sooner has New Orleans recovered from the revelry of Mardi Gras than it starts all over again with the celebration of St Patrick's Day being the perfect reason for another round of parades and parties through the Downtown and Uptown areas. Parades roll the weekend before St. Paddy's day, the day of and the weekend afterward.

French Quarter Festival April 9-11: Enjoy 250 hours of entertainment featuring more than 150 musical performances on seventeen stages throughout the French Quarter over a three-day weekend. Visit: <http://www.fqfi.org/>

New Orleans Jazz and Heritage Festival April 23 – May 2: Jazz Fest is the celebration of the unique culture and heritage of New Orleans and Louisiana. Featuring an endless amount of music, succulent local and regional delicacies, one-of-a-kind handmade arts and crafts, second line parades and so much more — there is something for everyone at Jazz Fest! For info, visit www.nojazzfest.com.

Essence Festival - Spend your 4th of July holiday in New Orleans to celebrate the talent of Essence music festival. For more info, visit: www.essence.com.

Satchmo Summerfest: Three days of outdoor concerts, music history seminars, jazz exhibits, a jazz mass, a second-line parade, and local food. For more info, visit: www.fqfi.org.

Swamp Fest – First weekend of November. See your favorite swamp critters, chow down on Cajun food and dance to zydeco at Swamp Fest. For info, visit: www.auduboninstitute.org.

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Cox & Company Ltd. St Lucia: Partnerships for a Prosperous Future

By Katherine Atkinson

In the height of the season, set amid the rising, verdant scenery of Port Castries, the funnels of calling cruise ships glide into harbour to take their place against the city's landscape. There is a serenity that precedes the bustle of activity that will eventually spill out into the streets: port officials organise the paper work, tour guides orchestrate their groups, taxi drivers vie for trade, and souvenir sellers display their wares. It is the scene of an ever burgeoning industry with great import for the development of St. Lucia's tourism trade and one that is central to Cox & Company Ltd., port agents and tour operators for over fifty years. Its network of alliances and sustainable relationships has thrust the family-run business into the forefront as a preferred partner for the industry's premiere cruise lines, land-based associates and the island's Port Authority.

The cornerstone of Cox & Co. Ltd. has been its ability to build and maintain a wide net of partnerships within the community where it operates. This cooperation begins behind the scenes with the government authorities to effect the smooth

running of the port agency operations arm of the company. CEO Matthew Beaubrun explains, "Our relationship with the port authority and Customs and Immigration is of foremost importance in this business. Our success stems from our confidence in the work of the men and women out in the field, who are often the first point of contact for our ship agents and visitors."

In its capacity as shore excursion agent, Cox & Co. Ltd. has enjoyed dynamic and enduring partnerships with the tours and suppliers it represents. The diversity of offerings has made it an attractive one-stop shop for every conceivable activity, or non-activity, that appeals to the varied preferences of the travel savvy passenger. From adventure tours and small craft sea excursions, to luxuriously lethargic poolside lounges at one of the island's desirable resort properties, Cox & Co. Ltd. has prided itself on the scope and variety of the shore-based options available to visiting passengers. Vice President of Tourism Eleanor Rae attributes this to the ethos maintained by the company, "We develop relationships. We

work closely with our suppliers to elevate and maintain the highest standards of quality and safety to ensure the best possible product, a source of great satisfaction for both the service provider and the visitor.”

To make sure that Cox & Co. Ltd. is always competitive, and a leader in innovation, the company has established a product development arm. In addition to working with suppliers to strengthen and expand extant programmes, Cox & Co. Ltd. has been responsible for instituting a number of original products including SNUBA, a hybrid snorkelling, diving experience that is fast taking hold as a preferred water sport activity. Tourism Product Officer Trina Sookhai explains, “Visitors to the island have more travel experience; they are looking for products that are fresh and different from the last port of call. At Cox & Company we are always looking for that edge that sets the product apart.”

One of the more successful initiatives by Cox & Co. Ltd. in its efforts to creatively and innovatively bridge the gap between land and sea tourism, has been its hotel programme. Working closely with select St. Lucian resort properties, Ladera, Sandals, Cap Maison, Windjammer Landing, Rex Resorts and Ti Kaye Village, the company has developed a series of special packages which allow passengers to visit the hotels for the day, and enjoy lunch, water sports activities, and in the case of Ti Kaye Village, an open air massage, all competitively priced. Tracey Elliot, Tourism Officer at Cox & Co. Ltd. cites this enterprise as a key reflection of how cruise ships and hotels enjoy a mutually advantageous relationship. “The idea that somehow land-based tourism suffers by the promotion of cruise line holidays simply does not add up. Cruise ship holidays offer up opportunities to convert a seven-hour port visit into a return stay of several weeks. We have every incentive to present St. Lucia as an attractive return destination. Our hotel day programmes allow our cruise ship visitors the advantage of a sampler that given the quality of the product, inevitably leads to return visits.”

The partnership between Cox & Co. Ltd. and the key players like the Florida-Caribbean Cruise Association (FCCA) in the industry extends beyond the commercial. “The company acts as a vital link between the cruise lines it represents and the local communities where it operates”, says COO Catherine Cooper. “Our role is to act as a liaison for cruise ships in their corporate responsibility programmes. We identify the needs in the various communities, and potential recipients. We then help to coordinate activities which support the efforts of the ship’s charitable drives.” Those charitable drives have reached a wide cross-section of the society. The



programme has worked to give donations, both in the form of much-needed supplies and monetary aid, to children’s homes, schools and other charity organisations. The ships also participate in a Christmas drive each year to bring the season’s cheer to families in need, hosting a Christmas party and providing gifts and food for the attendees.

Additionally, Cox & Co. Ltd. has worked with the port authority and the cruise lines to facilitate school community projects. The programme creates opportunities for school children to visit ships in port for educational tours. The benefit is twofold, providing valuable field experience for young people, as well as advancing an understanding of the industry’s contribution to the life of the community and the island’s economy. Matthew Beaubrun maintains, “Cox & Company is committed to building sustainable partnerships with the local community that highlight the mutually beneficial relationship between the sector and the island.”

The reach of the industry to St. Lucia’s economy and community life is long. Cox & Co. Ltd. through its corps of committed agents has helped scaffold a network of key players dedicated to forming alliances that underscore the spirit of integrity, cooperation and innovation in one of the sector’s fastest growing industries. Through its efforts to focus on collaborative connections with the Port Authority, Customs and Immigrations and the cruise lines it represents, Cox & Company Ltd. has established itself as a forerunner in the field, while remaining committed always to the growth and development of the suppliers and communities which support it.



Virgin Excursions LLP & Virgin Port Services, The Company That “Gets It”!

By Tony Murray, Managing Director – Virgin Excursions LLP

Headquartered at the base of the historic 17th century Blackbeard’s Castle in St. Thomas, US Virgin Islands, Virgin Excursions LLP is a multi-faceted company that provides shore excursion, port agency and consultancy services to most of the world’s major cruise lines, high-end mega-yachts and concession/retail operators. Pooling personnel resources from various sectors of the cruise industry, Virgin Excursions’ professionals have long-standing and well-trusted industry relationships having a combined cruise and marine industry experience of over half a century.

Known as a company that “gets it”, Virgin Excursions prides itself with its clear and intuitive understanding of cruise line needs, and pro-active measures that target guest and cruise line satisfaction and revenue goals. It has been innovative in the creation of *Initiative Programs*.

Never content with the status quo, Virgin Excursions has always taken the initiative to cultivate creative cooperative relationships that are driven with the endeavor of raising the bar to continually “freshen” the product with more detailed value-added components, thereby taking the cruise experi-

ence beyond the “been there, done that” scenario which has unfortunately become prevalent in various cruise destination ports.

One example of an *Initiative Program* has been the Kongens Quarter Historical District Project in St. Thomas. Through its association with Blackbeard’s Castle, the principles of Virgin Excursions and Blackbeard’s Castle embarked on an aggressive property development campaign to provide cruise guests with a “real” Caribbean experience. Via the acquisition of various depressed historical properties, both entities revitalized an

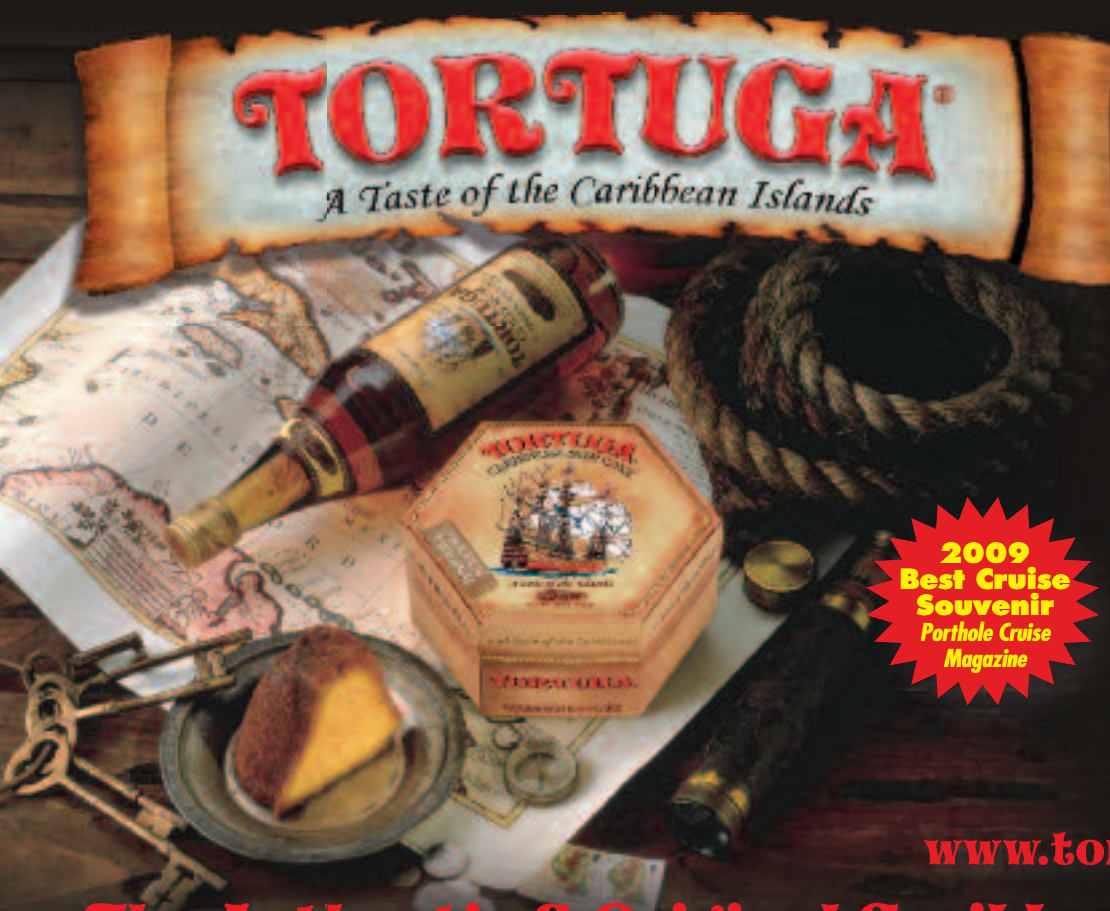
entire historic district that has become known as "The Williamsburg of the Caribbean". Several historical properties and manor houses were restored to their original splendor with an encompassing theme that embodied indigenous cultural elements such as a working Rum Factory, several Manor House Museums, quaint streets, terraced gardens, an archaeological dig (in conjunction with Syracuse University) and unique pleasurable shopping experiences. All of this was achieved with a view to simultaneously support both a cruise line's Shore Ex and Recommended Shopping Programs.

In fact, when it comes to standard business practices, Virgin Excursions has never been one to focus on the gain for just a single guest satisfaction, revenue generating and/ or logistics area, but rather, more so on what sort of syn-

chronous achievements can be realized for various areas, departments or entities at the same time – projects of a synergistic nature that maximize results.

Another *Initiative Program* focuses on green (eco) and adventure projects. Aptly identifying the need to satisfy the local void in significant eco/adventure tours, Virgin Excursions has embarked on a comprehensive Eco-Park Development Project that will encompass eco, adventure, environmental and educational elements.

Whether it be servicing all the requirements of a vessel's call in port or working to assist various shipboard revenue centers or creating comprehensive guest experience projects, Virgin Excursions LLP and Virgin Port Services is the pre-eminent provider to cruise line needs in the US Virgin Islands.



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Colombian Government Trade Bureau - Proexport
U.S.A.
Camilo Duque

Antigua Pier Group Ltd.
Antigua, B.W.I.
Conrad Pole

Canaveral Port Authority
U.S.A.
Robert Giangrisostomi

Continental Shipping
Puerto Rico
Jose Busto

Appleton Estate Rum Tours
Jamaica
Judy Schoebein

Caribbean Cruise Shipping & Tours Ltd. (CCS Tours)
Jamaica
Lee Bailey

Coordinacion de Servicios Maritimos
Mexico
Arturo Musi

Aruba Ports Authority
Aruba, N.A.
J.A. (Alfonso) Boekhoudt

Cartagena de Indias Cruise Ship Terminal
Colombia
Giovanni Benedetti

Corporacion de Costas Tropicales - Colon 2000
Republic of Panama
Augusto Terracina

Authority of Tourism Panama
Panama
Kathia Mendez

Cayman Islands Department of Tourism
Cayman Islands
Sharon Banfield

Cox & Company Limited
St. Lucia, W.I.
Matthew Beaubrun

Bel-Cruise Company Limited
Belize, C.A.
Antonio Novelo

CH2M Hill Ltd.
U.S.A.
David Mock

Curaçao Ports Authority
Curaçao, N.A.
Richard Lopez Ramirez

Belize Tourism Board (BTB)
Belize, C.A.
Lloyd W. Enriquez

**Chancla Tours
dba Tropical Tours - Mexico**
Mexico
Sunny Irvine

Discover Mexico
Mexico
Marcos Martinez

Bermello-Ajamil & Partners, Inc.
U.S.A.
Mark Ittel

Dolphin Cove Limited
Jamaica
Marilyn Burrowes

FCCA Platinum Associate Member Listing

Dolphinares/Tagepa S.A. de C.V.

Mexico
Annika Bratt

Freeport Harbour Company (Bahamas)

U.S.A.
Orlando Forbes

Halcrow

U.S.A.
Mike McFadden

Dominica Air and Sea Ports Authority

Dominica, W.I.
Benoit Bardouille

Fun Sun Inc.

Dominica, W.I.
Norman Pennycooke

Harbor Bunkering Corporation

Puerto Rico
Fernando Rivera

Elite Golf Cruises, LLC

U.S.A.
Rick O'Shea

Fury Catamaran

Mexico
Peter Norquoy

Honduras Institute of Tourism

Honduras
Mario Aguirre

Empresas Turisticas Nacionales S.A. de C.V. dba Playa Mia Beach Park

Mexico
Karin Fonseca

G.T.C.M Groupement du Tourisme de Croisiere de la Martinique

Martinique
Vivares Roy-Camille

Huggins Tours Inc.

Grenada
Laurence Duncan

Ensenada Cruiseport Village SA De CV

U.S.A
Javier Rodriguez

Goddards Shipping & Tours Ltd.

Barbados, W.I.
Rovel Morris

Jacksonville Port Authority

U.S.A.
Anthony Orsini

Esperada Holdings Company Inc.

U.S.A.
Jim Bass

Gray Line Mundo Maya & Caribbean

U.S.A.
Alessandro Mencos

Kapitol Reef

U.S.A.
Kevin Watt

Explora Tours

Mexico
Sergio Briceno

Guadeloupe Islands Tourist Board

Guadeloupe
Josette Borel-Lincertin

Mark Scot, Inc.

U.S.A.
Gina Hartley

FMT Canada, Inc. - FMT Seaport Technology

Canada
Anders Frick

Guatemala Tourism Board

Guatemala C.A.
Ana Lucia Cifuentes

Ministry of Tourism of the Dominican Republic

Dominican Republic
Magaly Toribio

Fort Street Tourism Village Ltd.

Belize, C.A.
James Nisbet

H.H.V. Whitchurch & Co., Ltd.

Dominica, W.I.
Gerry Aird

Mississippi State Port Authority at Gulfport

U.S.A.
Don Allee

FCCA Platinum Associate Member Listing

Mobile Alabama Cruise Terminal

U.S.A.
Sheila H. Gurganus

Port of Houston Authority

U.S.A.
Kay Adams

Sonora Tourism Office

Mexico
Enrique Fontes

Mobile Bay Convention & Visitors Bureau

U.S.A.
Leon Maisel

Port of Los Angeles

U.S.A.
Christopher Chase

St. Christopher Air & Sea Ports Authority

St. Kitts
Errol Douglas

MV Cozumel S.A. de C.V.

Mexico
Rafael Aguirre

Port of Miami-Dade

U.S.A.
Bill Johnson

St. Lucia Air & Sea Ports Authority

St. Lucia, W.I.
Sean Matthew

Operadora Aviomar

Mexico
Octavio Molina

Port of New Orleans

U.S.A.
Robert Jumonville

St. Maarten Harbor Cruise Facilities, N.V.

St. Maarten
Mark Mingo

Panama Canal Railway Company

U.S.A.
Thomas Kenna

Port of San Diego

U.S.A.
Rita A. Vandergaw

St. Maarten Sightseeing Tours

U.S.A.
Samir Andrawos

Panama Ports Company, S.A.

Panama
Alejandro Kouruklis

Promociones Turisticas Mahahual - Puerto

Costa Maya
Mexico
Cesar Lizarraga

St. Thomas Skyride/Tramcon Inc.

USVI
Pamela Balash

Panoff Publishing, Inc. (Porthole Magazine)

U.S.A.
Bill Panoff

Puerto Rico Tourism Company

Puerto Rico
Jaime Lopez, Esq

Suburban Transportation

U.S.A.
Teresa Ondrejcek

Port Everglades

U.S.A.
Carlos Buqueras

S.E.L. Maduro & Sons (St. Maarten) Inc.

St. Maarten
Brenda Wathey

SXM Tender Services N.V. (Bobby's Marina)

St. Maarten
Bobby Velasquez

Port of Galveston

U.S.A.
Steven Cernak

Sand Dollar Sports

Mexico
John Flynn

Tampa Port Authority

U.S.A.
Greg Lovelace

FCCA Platinum Associate Member Listing

The Original Canopy Tour - OCT Enterprises Ltd.
U.S.A.
Rick Graham

UBM International Media
U.S.A.
Michael Kazakoff

The Port of Philadelphia & Camden
U.S.A.
Michael Venuto

ULTRAMAR
Mexico
German Orozco

The Rendezvous Tour Company
St. Martin
Ian Gurr

Virgin Excursions LLP
USVI
Tony Murray

The West Indian Company Ltd.
USVI
Edward Thomas

Virgin Islands Port Authority
USVI
Kenn Hobson

Tobago House of Assembly-Dept. of Tourism
Tobago
Henry Yaniz

Trinidad & Tobago Sightseeing Tours
Trinidad
Charles Carvalho (Snr.)

Trinity Air Ambulance International
U.S.A.
Inger Lisa Sknoder

Tropical Shipping
U.S.A.
Mark Lopez

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Always Different....*

Caribbean
Adventure
Opera

FCCA Associate Member Listing

A.P.I. de Dos Bocas, SA de CV	Aquila Tours	Belize Horse & Carriage Tours & Services Ltd.
A.P.I. Puerto Chiapas	Aragon Tours Limited	Belize Sealand Tours Ltd.
AAA Taxicab & Tour Services of the Caribbean, Inc.	Arctur Travel Ltd.	Belize Shore Tours Ltd.
Abaco Springs Ltd./ Sunbound	Ardentia Caribbean Tour & Travel C.A.	Bermuda Ship Agencies Ltd.
Abanks Water Sports & Tours Ltd.	Argovia Finca Resort	Bermuda Tours
Abramson Enterprises, Inc.	Aruba Adventures	Best Car Rental N'Scooter
Ace USA International	Aruba Aloe Balm N.V.	Best of Grenada Limited
Adargatis S.A. de C.V. dba Marigalante	Aruba Cruise Tourism	Blackbeard's Cay Limited & Stingray
Pirates of the Bay and Treasure Land	Asuaire Travel	Adventure
Administracion Portuaria Intergral De	Atlantik Tours	Blackbeards Castle LLP
Quintana Roo, S.A. de C.V.	Atlantis Adventures International	Blue Caribe Kayak
ADS Mundo	Atlantis-Kerzner International Resorts, Inc.	Blue Coral Ltd.
Advance Check-In Services	Atlas Travel Agency	Blue Mountain Bicycle Tours, LTD
Agemars SRL	Avec Dignite Publishing	Blue Sail Sports
Agencia Acoreana de Viagens, S.A.	Aventuras Discovery dba Dolphin Discovery	Blue Water Adventures
Agencia de Viagens Blandy, Lda	Aventuras Mayas S.A. de C.V.	Blue Water Tours
Agencia de Viajes dba Acuario Tours	AVIA Caribbean / Aviatur	Bonaire Tours & Vacations N.V.
Agencia Ferraz - J.M. Ferraz Simones, Lda.	B & V Tours and Transportation Services, LLC	Broadreach Associates, Ltd.
Agencia Naviera Del Caribe / Anacaribe	B.C. Hightide Watersports Ltd.	Burn-B-Gone
Agenzie Marittime Sarde	Bahamas Ecoventures	C. Fernie & Co., S.A.
AJU Incentive Tours	Bahamas Experience Tours	C.T. Tour
Algoaibi Travel	Bahia Cruise Services, Ltd.	Cabo Expeditions dba Cabo Adventures
Alizes Travel	Baja Aquatics, LLC	Cabo Rey dba: Cabo Nave S.A. de C.V.
Alltournative S.A. de C.V.	Baja Bandidos S.A. de C.V.	Cactus Atv Tours
Amatique Bay Resort & Marina	Bajarama de Mexico S.A. de C.V.	Calico Sailing & Undersea Tours
Amazing Peru & Amazing Destinations	Baleares Consignatarios Tours S.L. (B.C. Tours)	Caljen HR Seives
Ameribag (Barbados) Ltd.	Bali Island Inc.	Capital & Credit Financial Group
America's Cup - 12 Metre Regatta	Ballatore Voyages	Captain Mike's Ltd.
American Hotel Register Company	Banana Boat Tours/Tropical Charm	Captains Watersports Ltd.
AmeriMed Hospitals	Bannister Island Resort Ltd.	Carib Travel Agency, Ltd.
Amin Kavar & Sons Travel & Tourism	Baptist Health South Florida	Caribbean Adventure Tours, S.A.
Amphitriton Holidays SA	Barbados Dairy Industries, Ltd./Pine Hill Dairy	Caribbean Alliance Tourism Services Ltd.
Anchorage Dive Center	Barbados Port Authority	Caribbean Festival dba Dominican Fantasy
Annie's Caribbean Tours/ Walking Tour of Basseterre	Barbados Tourism Authority	Caribbean Helicopters, Ltd.
Antigua Destination Planners Ltd. dba	Barbuda Council Tourism Board	Caribbean Parasail
Paddles Kayak Club	Barefoot Holidays St. Lucia Ltd.	Caribbean Segway Tours, LLC
Antigua Premier Tours	Batouta Voyages	Caribbean Shipping Association
Antours Dominica Ltd.	Bazz Fun Rental	Caribbean Tour Services
Aqua Adventures Tours	Beach Safaris N.V.	Caribbean Tours & Travel, Inc.
Aqua Clean Ships Caribe Inc.	Beijing Biz Travel International Travel Service Co. Ltd.	Caribbean Travel Agency, Inc/Tropic Tours

FCCA Associate Member Listing

Caribbeus Architectual Development Ltd.	Foundation	Elite Graphics Communications, LLC.
CaribCab N.V.	Croydon In the Mountains Plantation Tour	Elite Travel Ltd. - Croatia
Caribe Nautical Services, Inc.	Crucero Tour S.A. DE C.V.	Eller & Company, Inc.
Caribelle Batik (St. Kitts)	Cruise Business Review	Elroy's Pleasure Tours
Caribic Vacations Ltd. Et Al	Cruise Gallery Inc.	Emerging Payment Technologies
Carolina Corral	Cruise Plus Services and Sales	Encantos Ecotours
Casa de Campo	Cruise Ship Excursions Inc.	Eskimos DMC
Casa De Campo International Tourist Pier	CS Adventures	Esperada Cayman Ltd. / Captain Marvins
Castillo Sightseeing Tours & Travel Services, Inc.	CTG Margarita C.A.	Eureka Travel Pte Ltd.
Cat Sailing Curacao N.V.	Curacao Actief/McCo International BV	Eurocaribe Shipping Services Ltd./Tour Belize Ltd.
Catalina Adventure Tours, Inc.	Curacao Buggy Adventures dba	Euromar Travel Agency
Caterpillar Marine Power Systems	Scoobytours/Scooby's Rentals	Exotic Borneo Sdn. Bhd.
Caves of Barbados Limited	Curaçao Oil N.V. (Curoil N.V.)	Experience Belize Tours
Cayman Islands Chamber of Commerce	Curaçao Sea Aquarium	Explora Mundo Azul, S.A. de C.V
Cepolmo CXA dba Yasika Adventures	Curacao Seaquarium Beach	Explore Jamaica Enterprises - Ltd
Ceres Terminals, Inc.	De Palm Tours	Facilitators Unlimited Inc.
Certified Tour Guides Association, LLC	Deep Blue Enterprises, Ltd.	Fantasea Bermuda
Challenger's Transport Company Inc.	Delisle Walwyn & Co. Ltd/Kantours	Fantasea Tours
Charter Bermuda, Ltd	Denrus (St. Petersburg), Ltd.	Fantastic Tours
City of Key West	Destefano, Speciale & Co	Fiddler, Gonzalez & Rodriguez, P.S.C.
Clay Villa Plantation House & Gardens / Blue	Destination Management Chile S.A.	First Class Tours & Limousine Service, Inc.
Anchor Crew Bar	Destinations Antigua (2000) Ltd. -Tropical	Five Star Watersports Ltd.
Cockburn Village & Farm, Ltd (CVF, Ltd) dba	Adventures	Flowrider Wave & Black Pearl Skate Park
Conch World	DiCarlo, Inc. dba Fourtrack Adventures	Foster & Ince Cruise Services Inc.
Colonial Coffee Roasters Inc.	Discover Dominica Authority	Francis Trading Agency Ltd.
Comer Realty Investments dba The Money	Dive Dominica	Frank's Watersports
Bar/Beachcomber	DMC Denmark	Frederic Schad, Inc.
Comprehensive Hospitality Health	Dolphin Encounters	Freespirit Charters St. Lucia LTD
Management Systems, Inc.	Dolphin Ltd. dba Leeward Island Charters	French Government Tourist Office/CMT USA
Conch Tour Train	DominiTours, S.A.	Fun & Sun Tours, Rotan
Coors Brewing Company	Dorison Travel PTE, LTD	Fun Sun Inc. Grenada
Coral Cay Marine & Nature Park	Dragonfly Adventures DMC	Fun Water Tours, Inc.
Coral Island Tours	Dream Time Holding LLC.	Funa International Inc.
Coral Sea Ltd / Bermuda TLC Train Company Ltd.	Dunn's River Videos Ltd.	Funbini B.V.
Coral World Ocean Park	Dutch Tours Enterprises N.V.	Furlong Incoming
COREA & Co. (1988) Ltd.	Eco Coffee Tour and Coopeldos	Future Vision Investment Co Ltd. dba Bacab
Costa Rica Dreams	Edge Vanuatu Ltd.	Eco Park
Courtesy Taxi Co-operative Society Ltd.	Ekopark Los Cabos SA de CV DBA Wild	G.P. Wild International. Ltd.
Cozumel Medical Center	Canyon Adventures	Garth Nicholas Entertainers
Cozumel, Quintana Roo Parks & Museums	Eleuthera Adventure Tours Ltd.	Gecko's Island Adventures

FCCA Associate Member Listing

Gianco, S.A. de C.V. / Mexico Travelscape	Hooked on Belize Fishing Charter	Jamaica Tours Limited
Ginger Thomas Travel & Tour Services LLC	Horse Rental, Inc. & Carabali Mountain	Jamaica Zipline Adventure Tours
Glamour Transportation & Tours Company Ltd.	Biking, Inc.	Jananay Limited
Global Island Services	HPA, Inc.	JC Ocean Adventures
Global United Limited	Hugh Parkeys Belize Dive Connection	JCAL Tours, Ltd.
Go With Gus Tours	Humberto Alvarez Sucs S.A	Jimmy Buffett's Margaritaville Caribbean
Golden Foundation Tours Corp.	Ibercruises - Agencia de Viagens e	Johns Hall Adventure Tour/Plantation
Gorbis Travel	Navegacao Ltda.	Jones Travel Ltd.
Gourmet Foods International/Atlanta Foods	Iberoservice Incoming Services	Josiah Tour Company dba J & S Tour Agency
International	Iceland Travel	Jungle Land Explorers, Inc
Grace Bay Car Rentals & Sales Ltd.	ID Tours New Zealand Ltd.	Junkanoo Island Excursions
Gray Line Argentina	Incentivos Mexicanos, S.A. de C.V. dba	JUTA Montego Bay Limited
Gray Line Tours - Costa Rica	Destination Mexico	Karavan Turizm Seyahat Ve Nakliyat
Gray Line Tours - Nicaragua	Incentivos Vacacionales SA de CV	A.S./Karavanmar
Great River Rafting & Plantation Tour Ltd.-	Instituto Costarricense de Turismo/Costa Rica	Karpaten Turizm Romania
dba Mountain Valley Rafting	Tourism Board	Kayak Nature Tours, Ltd.
Grenada Ports Authority	Intercruises Shoreside & Port Services	Kelly's Tours at the Virgin Islands
Grupo Cafe Britt S.A.	Intermed Travel	Kelly's Watersports
Grupo Cozumeleno S.A. de C.V.	International Design & Entertainment	Kim'Arrin Cruise Services
Grupo Domirus	Associates (IDEA Inc.)	Kirk Freeport Plaza Limited
Grupos Incentivos Terramar SA de CV	International Shipping Agency Ltd.	Knapsack Tours
GTBirding	International Shipping Partners, Inc.	Kool Runnings Water Park
Guatemala Expedition	International Travel Consultants	Landry & Kling
Gumbs Taxi & Tours	Island Adventure Tours	Las Tortugas Adventures Inc.
H'Evans Scent Ltd.	Island Adventures	Lima Tours
Hackshaw's Boat Charters	Island Boats, Inc.	Lions Rental
Hamilton, Miller & Birthisel, LLP	Island Divers Ltd.	Macondo Shore Excursions
Hanschell Inniss Limited	Island Enterprises Inc.	Mahinatur Tour Operator
Happy Fish Travel	Island Events Ltda.	Malibu Beach Club & Visitor Centre
Harbour Street Craft & Cultural Village	Island Fun Cruises, Ltd.	c/o West Indies Rum Distillery
HAS Investments Inc.	Island Guardians	Mangrove Ventures dba Virgin Islands
HBS Maritime	Island Meetings & Incentive	Ecotours
HECTOURS	Island Safari Barbados	Manzanares & Canegallo Travel Business
Heli St. Martin	Island Shipping & Trading Co.	S.R.L.
Helicopteros de Guatemala	Island Treasures, LLC	Marine and Services Ltd.
Hellenic Island Services/Gem Travel	Island Village (Ocho Rios Beach Ltd.)	Maritima Dominicana, S.A.
Hibiscus Eco-Tours	IVI Vallarta Tour & Travel, S.A. de C. V.	Maritur Travel Planners S.A. de C.V.
Hillsborough Community College	IWW Island Networks Worldwide Inc.	Maryland Port Administration
Holiday Services Ltd.	Jaguar Adventures Tours & Travel	Mase, Gassenheimer & Lara, P.A.
Holiday Taxi Cooperative Society Limited	Jamaica Tourist Board	Mayaguez-Las Marias Consortium

FCCA Associate Member Listing

MC Tours - Honduras	Operadora Turistica Huatulco's DMC. SA de CV	Roger Albert Voyages
Mediterranean Shipping Company Uruguay S.A.	Pacificortez Sailing S.A. de C.V.	Romney Associates
Mesoamerica Travel S.A. - Honduras	Page & Jones, Inc.	Rovelli Organization (Novel Tours S.A.)
Metropolitan Stevedore Company	Palaceda Tours	Rozo & Co.
Mexico Adventure Guides	Palm Services Ltd.	Rumbo Sur
Meyer Agencies Ltd.	Pampered Ponies Ltd.	S.E.L. Maduro & Sons (Curaçao)
MHG Services, Inc.	Panama Excursions S.A.	Safari Tours (Bahamas) Ltd
Micato - India	Panamericana de Viajes	Salamericana de Cruzeiros
Micato - Kenya	Paradise Island Water Sports	San Salvador FunTimes
Micato - South Africa	Paradise Key	Sans Souci Ports (Port of Santo Domingo)
Mifsud Brothers Limited	Paradise Tours	Saona Tours Coral
Ministry of Tourism, Youths & Sports	Paul & Jill's Stable & Farm, Inc.	Sarl Spring (Plantation Mont Vernon)
Montego Bay Chamber of Commerce and Industry	Pelican Adventures N.V.	SCAN SA
MV Seasurfer	PH 12.6	Sea Mobile
MyExcursions.com	Pier B Development Corp.	Sea Tours Co., Ltd.
National Ticket Company	Pirate Ship Cruises of Cabo/Maritime Enterprises SA de CV	Seahorse Sailing Adventures/Paradise Breezes Co.
Native Son, Inc.	Pirates of the Caribbean Canopy	SeaScape Tours AB
Native Way Watersports	Platinum Port Agency Inc.	Secretaria de Turismo del Estado. de Sinaloa
Nautica Maya, S. de R.L. de C.V.	Playa Uvas SA de CV	Secretaria De Turismo Y Proyectos Estrategicos Del Gobierno Del Estado De Chiapas
Nautical Diversions NV	Port Authority of Trinidad & Tobago	Security Point Media, LLC
Nautilus Cayman Ltd	Port of Palm Beach	Segway of Antigua & Barbuda
Navigator Travel & Tourist Services Ltd.	Portimar - Agencia de Viagens de Turismo, Ltd.	Sendero Mexico, S.A. de C.V.
Nevis Tourism Authority	Premier Destination Services, LLC	Shell Seekers, Inc.
New England Fast Ferry Company, LLC	Pronatours	Shotover Jet de Acapulco S.A. de C.V.
New Orleans Plantation Country	PT. Sandy Delima	Singh's Taxi
Nicaragua Tourism Institute	Puerto Rico East - Go Karts Inc.	Skylimit Travel Services
Novotur Viajes C.A.	R.H. Curry & Co. Ltd.	SL Horsford & Co. Ltd.
Oasis Divers and Water Sports	Radisson Resort at the Port	Sloper Enterprises Tobago Ltd.
Ocean Fox Diving Co. Ltd.	Rancho Buena Vista	SMS Travel & Toursim
Oceans TV, Inc.	Rancho Loma Bonita	Snorkel Safaris
Ocho Rios Mini-Boat Adventures	Rancho Tierra Bonita	Snuba/Sea Trek
Old Belize	Rapsody Tours, Cruises & Charters Ltd.	Solar Tours & Travel
Old Fort Craft Market	Reid's Premier Tours Ltd.	South Carolina State Ports Authority
Old Town Trolley Tours of Key West	RES ISPA Marine Charters SA de CV	South Shore Adventures
Olde Towne Tours Inc.	Resort Adventure Centers, Inc.	Special Needs At Sea
Olive Branch Tours	Rhodes Hall Plantation Limited	Spirit of the West
On Deck Ocean Racing, LLC	Rios Tropicales	Sportstour Turismo Ltda.
Onboard Media	Roatan Island Tours	
Operadora De Viajes Bahias Gemelas SA De CV		

FCCA Associate Member Listing

St. Ann Chamber of Commerce	Topsails Inc.	Voyager Travel dba Euro-American Tours
St. Ann Development Company, Ltd.	Toronto Hippo	Walkerswood Jerk Country
St. Kitts-Nevis-Anguilla Trading & Dev. Co. Ltd.	Tour Adventures (Watapana Tours)	Waterfront Investments Ltd.
St. Lucia Heritage Tourism Programme	Tour Guides Association of Puerto Vallarta	Websters Tours, Ltd.
St. Maarten Harbour Holding Co.	Tourex Acapulco	West Bay Kayak and Snorkel
St. Maarten Port Services N.V.	Tourism Corp Bonaire	Wet n Wild Vanatu
St. Thomas Swimming Assoc., Inc.	Tourwise Ltd. dba Colorful Jamaica Ltd	White Camel Tours
St. Thomas Taxi Association	Transbalkan Travel Ltd.	White Sand Water Sports
St. Vincent & The Grenadines Port Authority	Transportation Services, of St. John Inc.	Why Knot Ltd.
Stansfeld Scott Inc.	Travel Alliance, Inc.	Wind and Sea Ltd.
Sullivan Shipping Services Limited	Travel Executives	World Tours & Cruises Ltd.
Sun Sand Tours, Inc.	Travel Experience	Wrave Ltd.
Sunbury Great House	Travel Marketing Services, Inc.	Xtreme Tours
Suncoast Investments / Y.S. Falls	Travelway Tourism and Shipping	Yellow Tourism Solutions N.V.
Sunsation Tours	Treasure Isle Cruises, Inc.-Sea Safari Club	
Sunshine Cruises (1990) Ltd.	Treasure Tours Limited	
Sunshine Holidays Ltd. d/b/a/ Travel Unlimited	Tri-Sport	
Suntrek Tours Inc.	Trident Adventures Ltd.	
Surfside Aqua sports Ltd.	Tropical Adventure Tours	
Swex Company Bahamas Ltd.	Tropical Quest Ltd.	
Swiss Travel Service	Tropical Trail Rides	
Taber Tours Inc.	Tura Turizm - Sea Mer Tours	
Tabyana Beach	Turinter S.A.	
Tall Ships	Turismo Caleta, S.A. de C.V.	
TAM Travel Corporation	Turisport	
Tan Hong - Vietexcursions	Turks & Caicos Tourist Board	
Teach Tours, Taxi Service/Auto Rentals	UNEXSO	
Team, Ports & Maritime S.L.	Union De Tronquistas	
TFL	United Tour Guides Co-op of Puerto Rico	
The Belize Tour Guide Company Ltd.	University of Central Florida/Rosen College of	
The Calypso Train Tours Ltd.	Hospitality Management	
The Caymanian Land and Sea Cooperative	USA Blue Book	
Society Limited	V.I. Equicare	
The Indar Weir Travel Center	V.I. Taxi and Tours and Travel Inc.	
The Port Authority of Jamaica	Vacation Master Jamaica Ltd.	
The Sun Pillow, LLC	Vallarta's Boutique Tequila Distillery	
The Tour Company Cayman Ltd.	Veragua Rainforest	
Tlaloc Tours S.A. de C.V.	ViaEstelaram, S.L.	
Tobago Sea Kayak Experience	Viajes Duran S.A.	
Top Rope dba USVI Rock Climbing	Viva Wyndham Resorts	



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Fabien Rodriguez - Crew Administrator

Royal Caribbean International

Hello – my name is Fabian Alberto Rodriguez Mitchell Bush Archbold Corpus from San Andres Island in Colombia. I work as a Crew Administrator onboard the beautiful *Mariner of the Seas*.

I have worked for Royal Caribbean International for four years now and have achieved many of my personal goals. I was originally hired as a Galley Utility but by being dedicated to working hard and learning and developing, I have advanced to Crew Administrator, a position that offers me great personal satisfaction. As well, it gives me the opportunity to offer my family a much better future.

Colombia

After listening to the stories I tell her, about how beautiful the ships and the itineraries are, my daughter is so excited at the prospect of cruising on any one of our ships. My parents really appreciate my at-home visits after the time I've spent onboard and can see the change in my life since my first contract with Royal Caribbean (both financially and through my personal growth). Because of that, my brothers also have an interest in working for this great company.

After several years, I can see the development of other RCI workers from my lovely island 'San Andres'. This makes our island more beautiful, attractive and productive.

I have traveled to some amazing places (having just finished a transition cruise around South America) and made some wonderful friends with people from all over the world. This has had a great impact on my life and continues to encourage me to keep working onboard for a much longer period of time to come.

I truly believe that anyone who takes their employment with RCI as a serious opportunity, they will have a stable job and a better future.

Of course, we always find time to have some fun too!

Ship Profiles



Carnival Dream

Inaugural Cruise: September 21, 2009
Shipyard: Fincantieri Cantieri Navali
Shipyard Location: Monfalcone, Italy
Country of Registry: Panama
Cruising Speed: 22.5 knots

Size & Capacities

Tons: 130,000
Length: 1,004 feet
Passengers: 4,631
Crew: 1,367



Accommodations

Penthouse Suites	12
Ocean View	258
Ocean View Balcony Suites	58
Ocean View With Balcony	817
Interior Staterooms	678

Facilities

Decks: 13
 Whirlpools 7
 Swimming Pools 3

Nationality of Crew

International

Home Port

Port Canaveral, Florida

Meetings & Greetings

With the FCCA



A delegation from Mexico meets with the FCCA. (First row left to right) Norman Quiam, Mayor of Playa Del Carmen; Michele M. Paige; Lic. Felix Arturo Gonzalez Canto, Governor of Quintana Roo; Lic Gregorio Sanchez Martinez, Mayor of Cancun. (Second row left to right) Michael Ronan, VP, Government Relations - Royal Caribbean Cruises, Ltd; Sara Latife Ruiz, Secretary of Tourism, State of Quintana Roo; Javier Gallardo, Carnival Corporation; Lic. Roberto Borge, Federal Deputy; Dip. Aurelio Joaquin Gonzalez, Local Deputy of Cozumel.

Miami Heat forward Udonis Haslem recently visited Jamaica on a goodwill mission to assist in the distribution of school supplies, clothes and athletic gear for children. Over 1,000 Jamaican youths were able to receive back to school items. Windsor Girls Home residents were able to have their first ever hair care and receive personal hygiene gift bags. Barefoot children awaited to receive their first pair of shoes. A tiny elementary school high in the mountains of Bethany Alexandria were able to receive their first ever TV set and the teacher finally received chalk, school books, pencils, pens and writing materials.

Haslem has visited Jamaica before but this was the first time he got an up-close look at the hardships many Jamaican youths face.

"I want the kids to know whether studying to become a doctor or playing professional basketball it takes hard work," Haslem said. "Things are not going to go your way all the time. There are going to be bumps in the road."

Haslem remained in the 100 degree sun for hours until every child received back to school clothing and take part in the basketball camp and received an autograph. He visited three schools and two foster homes in the span of two days.

"Some of those kids might not watch basketball but when somebody shows them they care, they will remember that for life," Haslem said. "You just have to take yourself off a pedestal as a professional player and be a regular person with them. You want them to know that once you believe, you can achieve."



Saint Lucia

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