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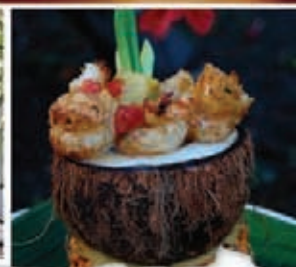
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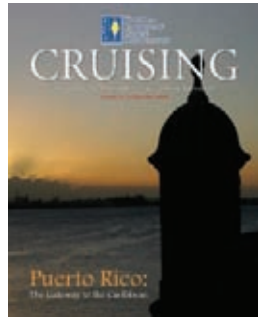
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The Florida-Caribbean Cruise Association
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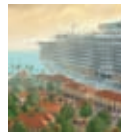
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(Left to right) David Mock, CH2M Hill; Richard Sasso, MSC Cruises (USA) Inc.; Michele Paige and Phillip Allen, Port Everglades at the 2009 FCCA Cruise Conference and Trade Show in Saint Lucia.

Dreaming Large

Dream no small dreams, for they have no power to move the hearts of men. German writer, philosopher and scientist Johann Wolfgang von Goethe offered those words of wisdom to contemporaries of the late 18th and early 19th centuries but the advice today is equally sage.

Ask Mike Drakulich, who tells us in this issue of *Caribbean Cruising* how his dreams of tropical bobsledding manifested as Mystic Mountain Ltd., one of Jamaica's most popular new action attractions.

In challenging economic times, dreaming outside of the box is essential, delegates noted in St. Lucia recently at the 16th annual Florida-Caribbean Cruise Association Conference and Trade Show. That's because cruise passengers today are seeking experiences that are not merely fun but unique,

Amilcar Cascais, Carnival Cruise Lines' vice president of tour operations, told participants at a workshop on shore excursions.

Innovation certainly characterizes Jamaica's new Falmouth Cruise Terminal. In these pages we bring you up to speed on the 32-acre venture developed by the Port Authority of Jamaica and Royal Caribbean International to support its stunning new *Oasis of the Seas* and other mammoth ships.

Destinations throughout the Caribbean must dare to dream, says Hugh Darley, president of IDEA, Inc., the agency that designed the new terminal. "Port cities need to build their destination as a brand so travelers ask for it by name."

That's one of the reasons that San Juan is a Caribbean cruising hub. With its wealth of museums, galleries and historic sites, the jewel of Puerto Rico is known the world over for spotlighting 500 years of colonial Spanish culture and heritage.

To carve a niche in the marketplace, destinations and lines must observe, analyze and communicate, says Larry Stauffer, Disney Cruise Line's manager of island recreation and shore excursions.

"Get out there and see what happens in your operations," Stauffer told FCCA conference delegates in October. "Ask your crew what needs to change."

And always dare to dream large.

Respectfully yours,

Michele M. Paige



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Port Everglades Installs New Gangways at New Home of Royal Caribbean's Oasis-class Cruise Ships

Port Everglades has installed two new flexible, custom-designed Mobile Elevating Gangways and a Fixed Walkway 16' wide and 379' long with sliding doors at Cruise Terminal 18 in time for the arrival of Royal Caribbean International's new 5,400-passenger *Oasis of the Seas*.

The state-of-the-art switch-back Mobile Elevating Gangways, designed and built by FMT of Sweden, feature an unprecedented design that incorporates some of the most innovative technologies available today to effectively service the largest cruise ships in the world with their special architecture.

The FMT Gangways' main features are the flexibility for servicing the varying elevation heights and horizontal locations of cruise ship doors and cruise terminal entrance locations along the fixed walkway, as well as safer handling, speed, and operation through computer-controlled equipment.

The Gangways will automatically follow ship movements if affected by tidal, wind and wave fluctuations. They are connected to the Port's data network through modems for remote online maintenance and have operational reliability with two independent power sources.

As the future home to the two largest

cruise ships in the world, Royal Caribbean International's *Oasis of the Seas* and *Allure of the Seas*, Port Everglades is expected to become the No. 1 cruise port in the world by 2011.

To accommodate these revolutionary cruise ships, the Port has more than tripled the size of Cruise Terminal 18, from 67,500 square feet to 240,000 square feet. The terminal's mega-size will accommodate mega numbers of cruise passengers and their luggage so that both arriving and departing guests can go through processing procedures simultaneously.

Each Oasis-class ship is projected to generate approximately 584,000 passenger movements annually at Port Everglades.

Carnival to Launch Year-Round Cruises from Charleston, S.C.

Carnival Cruise Lines will introduce the first year-round cruise schedule from Charleston, S.C., with the deployment of the 2,056-passenger *Carnival Fantasy* in May.

Carnival Fantasy will operate five-, six- and seven-day voyages to the Bahamas and Key West from the Passenger Terminal in historic downtown Charleston beginning May 18. Carnival expects to carry more than 140,000 passengers annually from the port. Including Charleston, Carnival will operate from 20 North American homeports in 2010, with 12 year-round departure points.

Carnival Fantasy is currently based in New Orleans and is scheduled to transfer to Mobile for a program of four- and five-day cruises that will operate from that port from Nov. 10 through May 10. Replacing the *Carnival Fantasy* in Mobile will be its sister

ship, the 2,052-passenger *Carnival Elation*, which will reposition from San Diego to launch year-round service from that port May 15.

In addition to four- and five-day cruises from Mobile, *Carnival Elation* will operate a series of seven-day Western Caribbean voyages in spring, summer and fall 2010. Prior to the start-up of its new Mobile-based program, *Carnival Elation* will sail on a 15-day Panama Canal cruise departing from San Diego April 30.

Azamara Cruises Becomes "Azamara Club Cruises"

Azamara Cruises - the two-ship brand launched in 2007 with the 694-guest *Azamara Journey* and sister ship *Azamara Quest* - became "Azamara Club Cruises," with a newly refined focus, and a series of new attributes designed for upmarket, experienced travelers.

"This isn't a strategy of going 'from good to great,'" said Azamara Club Cruises President & CEO Larry Pimentel. "This is about taking an already great product and making it exceptional."

Tapped to take the helm of Azamara Cruises in July of this year, Pimentel spent several weeks talking with travel agents, past guests and press to determine how to make his great-to-exceptional goal a reality. He also tapped a small new team focused 100 percent on Azamara, including VP of Sales & Marketing Edie Bornstein, AVP of Hotel Operations Bert Van Middendorp, Director of Marketing Signe Bjorndal, Director of National Accounts Michelle Nevin, and an eight-member field sales team dedicated solely to Azamara.

"Today's cruisers have incredible new vacation options - like Celebrity's stun-

ning Solstice Class, and Royal Caribbean's *Oasis of the Seas*," said Pimentel. "Azamara Club Cruises will distinguish itself by delivering the destination like no other line."

Azamara Club Cruises will visit 140 ports in 50 countries in 2010, with itineraries featuring more overnight stays to allow guests to immerse themselves in communities and cultures. Among the overnight locations are Istanbul, Turkey; Sorrento, Italy, which offers a host of tour options along the Amalfi Coast and Capri; a full three days and two nights in St. Petersburg, Russia, on Azamara's Scandinavia and Russia itineraries; and multiple overnight stays in Azamara's Southeast Asia region, including Ho Chi Minh City, Bangkok, Singapore and Hong Kong.

Praised for its dining experience since

its founding, Azamara will continue to place a heavy emphasis on fine cuisine, and will expand its focus on wine to include vintages from boutique wineries around the world. Guests will have the opportunity to taste high quality wines that may be unavailable at home, because the selected vineyards produce a strictly limited quantity each year, distributed primarily locally. The featured wines will be offered complimentary at lunches and dinners on every sailing.

A Historical Berthing In Curaçao

The narrow canal, that connects the main port activities of Curaçao with the Caribbean Sea, is called the St. Anne Bay. The historical city of Willemstad was built around this canal, with the famous pontoon-bridge connecting the city areas. Due to the

modernization of the shipping industry, the main port activities moved to the Schottegat, the big inner-bay on the other end of the canal. The St. Anne Bay became the berthing area for mainly cruise ships, which moor only on the Westside, called Otrobanda. The Eastside wharves are only used for the berthing of small barks and tugboats of the Curaçao Towage Company, to have enough space for transit to the Schottegat bay. On December 23th, 2009 the Eurodam (HAL) moored at the Eastside wharves, for the first time since the modern-day cruise industry. Although this was a one-time event, due to the blocking of the canal, it made history. The Ventura (P&O) and Celebrity Constellation also visited the island that day. None of mentioned cruise ships could pass under the 183 ft (55.8 m.) bow-bridge.

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Puerto Rico: Past and Present

At the heart of this modern Caribbean cruise hub is a wealth of culture and history dating back to Columbus.

Puerto Rico is making the most of its 500-year-old Spanish colonial heritage. Not only has the island developed as a major cruise hub, it also is growing a brand as the Caribbean's gateway to culture and history.

"From museum exhibits to magnificently preserved art and architecture, splendors are waiting to enchant visitors," says Jaime López, executive director of the Puerto Rico Tourism Company. "Visitors can go back in time and relive Puerto Rico's richness."

Among the best places in to discover Puerto Rico's wealth are San Juan, Ponce and St. German.

San Juan

Puerto Rico's capital is a vibrant city boasting chic hotels, restaurants and shops, but its heart beats in Old San Juan, the historic district. Founded in 1521 by Spanish explorer Juan Ponce de León, Old San Juan vividly reflects Puerto Rico's unique colonial past

Cruise guests should visit **Plaza de Armas**, the original main square once used as military drilling grounds. Bordered

by San Francisco, Rafael Cordero, San José and Cruz streets, the plaza serves as a central meeting location. Here they will find **La Princesa** building, which once was a prison, and **La Fortaleza**, a former fortress that now is the official residence of the Governor of Puerto Rico. Built in 1540, La Fortaleza is the oldest functional executive mansion in the United States. Another of Old San Juan's historic treasures is the **Castillo de San Felipe del Morro**, or "El Morro" Fortress. From this site on San Juan Bay, soldiers fought off attacks by the English and Dutch.

It has been said that Old San Juan has more museums per square foot than anywhere else on Earth. Old San Juan itself is often considered a life-size museum of colonial architecture because of the number of buildings that have been declared **National Historic Sites** by the National Historic Preservation Office.

One of the most famous museums, the **Casals Museum**, offers insight into the career of cellist Pablo Casals. Casals' medals and cello, along with manuscripts, photographs and a videotape library, invite visitors to explore the life of this exceptional musician. In addition, each year in late February



and early March, San Juan celebrates his legacy with the Casals Festival.

At the San Juan **Museum of Art and History**, a bustling marketplace in 1855, you'll find exhibits of traditional Puerto Rican art and audiovisual shows focusing on the island's rich history. The **Museum of the Americas**, housed at the **Cuartel de Ballajá**, military barracks built in the 1850s, offers the finest collection of popular and folk art in Latin America.

Ponce

Puerto Rico's second-largest city beckons visitors with its own historic attractions. Ponce evolved into a center of international commerce during the 19th century. Wealth from trading brought about lavish architecture seen today in elegant homes and public buildings.

Referred to as *La Perla del Sur*, (Pearl of the South) Ponce is home to the tree-lined **Plaza Las Delicias** and its old fountains, well-kept gardens and the **Cathedral of Our Lady Guadalupe**, dating from 1835. One of the city's most significant sites is the **Fountain of the Lions**, dedicated to the eight locals who saved the city from destruction by fire in 1899.

The red- and black-striped **Ponce Firehouse** will enchant sightseers with its unique look and intriguing past. Originally constructed as an exhibit for Ponce's Industrial Agricultural Exhibition in 1882, it was used by local firemen from 1885 to 1989 and today is a museum that showcases the history of firefighting in Ponce.

The **Ponce Museum of Art**, designed by Edward Durell Stone, who also designed New York's Museum of Modern Art, will captivate art lovers with the finest collection of European works in the Caribbean, featuring art by Velasquez, Rubens, Gainsborough and Rodin. Housing more than 1,000 paintings and 400 sculptures, it includes a superb collection of pre-Raphaelite art, and baroque paintings and sculptures. It is currently undergoing a two-year remodeling to better

house its expanding art collection. The **Ponce Museum of History**, housed in two adjoining, neoclassical buildings, has 10 exhibition halls covering Ponce's development from the Taino Indians to the present.

Right outside Ponce, the **Serrallés Castle**, a mansion built in 1930 for Ponce's wealthiest family, the Serrallés, owners of the Don Q rum distillery, is another museum worth exploring. Visitors take a step back in time as they stroll through the museum, which is filled with furnishings and antiques from long gone eras.

San Germán

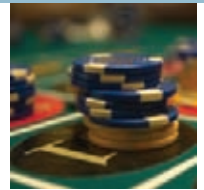
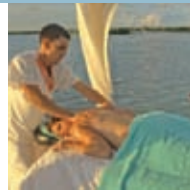
Puerto Rico's second-oldest town, with its unusual two-plaza layout (**Plazuela Santo Domingo** and **Plaza Francisco Mariano Quiñones**), melds Victorian, Creole and Spanish colonial-style architecture. The **Capilla de Porta Coeli** (Heaven's Gate Chapel), was built in 1606 as a chapel and convent. Today it is a small museum that houses religious art, colonial paintings and other centuries-old treasures.

The **Casa Alcaldia Antigua** (Old Municipal Building) served as the city hall and municipal prison from 1844 to 1950, and the yellow and white neoclassical **Iglesia San Germán de Auxerre**, which dates back to 1739 is still open for mass today.

For More Information

Contact the Puerto Rico Tourism Company at (800) 866-7827 or www.gotopuertorico.com. The Puerto Rico Tourism Company (PRTC), founded in 1970, is a public corporation responsible for stimulating, promoting and regulating the development of the tourism industry. It markets Puerto Rico as a tourism destination through advertising, public relations and promotional activities; promotes tourism among local residents; provides visitor orientation and technical assistance to investors; evaluates tourism facilities and establishes standards of quality; and regulates and oversees gaming operations. PRTC has offices and representatives in the U.S. mainland, Canada, Europe and Latin America.

THE DIFFERENCE BETWEEN A PORT OF CALL AND A PORT CALLED HOME.



San Juan is the largest cruise homeport in the Caribbean. Thirteen cruise lines visit Puerto Rico on Central and Eastern Caribbean cruises, 5 of which homeport in San Juan, running more than 10 individual ships: Carnival Cruise Lines, Celebrity Cruises, Princess Cruises, Royal Caribbean International, Seadream Yacht Club and Silversea.

They all chose Puerto Rico because it is the only Caribbean destination that offers passengers so much to do and enjoy before and/or after their voyage. From pristine beaches and world class golf courses to a centuries old colonial walled city. From relaxing spas and a tropical rain forest nominated as one of the New Seven Natural Wonders of the World to designer shopping and unique culinary delights. It's all here in one amazing place.



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Christmas Docks in the Tropics

By Jeffrey Laign

As Christmas comes to the Caribbean, kids count the days until Santa arrives—not in a sleigh pulled by flying reindeer but on the deck of a cruise ship.

How else would the Florida-Caribbean Cruise Association spread holiday cheer in the sun-kissed region it calls home?

“This year the holidays were brighter for 7,000 children,” says Michele M. Paige, president of the FCCA, whose charitable foundation has brought the Holiday Gift Project to the Caribbean and Latin America for 14 years. “Underprivileged children in 31 destinations are treated to a very special holiday as they receive gifts

delivered by crew members from FCCA Member Cruise Lines.”

“Underprivileged children in 31 destinations are treated to a very special holiday as they receive gifts delivered by crew members from FCCA Member Cruise Lines.” Michele M. Paige, FCCA President

Frequently, Association-sponsored festivities are as unique as the tropical cultures that characterize the region. Last Christmas in the Dominican Republic, for example, Santa arrived at an FCCA holiday party on a parasail. In 2009 Santa’s helpers returned to the island nation to pass out presents in Samana.

The association brightened holiday horizons on other islands, too: Antigua, Aruba, Bonaire, the British Virgin

Islands (Tortola), Cayman Islands (Grand Cayman), Curacao, Dominica, Grenada, Puerto Rico (San Juan), St. Kitts, St. Lucia, St. Maarten, St. Vincent, the Turks and Caicos Islands (Grand Turk) and the U.S. Virgin Islands (St. Thomas.)

In the Bahamas, revelers gathered in Freeport, Nassau and Eleuthera. Jamaica got in the spirit with celebrations in Montego Bay and Ocho Rios. Mexico welcomed FCCA member-line crews in Acapulco, Cabo San Lucas, Cozumel, Ensenada, Mazatlan and Progreso. And in Central and South America, beribboned packages thrilled recipients in Belize, Colombia (Cartagena), Guatemala and Panama (Colon.)

“It was a joyful happening, with all kinds of games and activities for those kids,” said P.B. Cicilia, Bonaire’s commissioner of tourism. “Many, many thanks to all the members of the FCCA.”

Federico A. Schad of Bahia Cruise Services in Santo Domingo helped to put on a holiday party in Samana. “Nothing like this has ever taken place here,” Schad says. “The children were very happy and grateful.”

Micky Arison, FCCA chairman, attributes much of the program’s success to crew members who volunteer to share their spirit and enthusiasm. “It is with pride that I watch how totally involved the crew are with each child,” says Arison, chairman/CEO of Carnival Corporation & plc. “And every child receives a special gift—chosen just for them!”

As many as 25 crew members from member lines volunteer to make the season merry. “Some even dress up as Santa Claus and his elves!” Paige says. “This is a very popular event for crew volunteers, as they are able to give back to the destinations they visit and see first hand the happiness this brings to the children.”

The FCCA Foundation the Association has provided more than \$3 million for charities and projects that benefit the

region. The foundation raises funds through annual events:

- FCCA Online Auction. Bidders in December vie for everything from vacation packages and artwork to jewelry. In 2008 the auction raised more than \$25,000 for the foundation.
- FCCA Gala during the Miami-based Cruise Shipping Miami conference in March, industry partners meet with key cruise executives over dinner. Proceeds from the banquet benefit the foundation.

Over the years, the foundation’s Holiday Gift Project has grown substantially, adding destinations and drawing more volunteers from cruise lines.

“The FCCA works with a local toy distributor to purchase gifts for approximately 200 children in each participating destination,” Paige says. “With the assistance of our member lines, the gifts are loaded on designated vessels and offloaded in destinations on dates that have been reserved for the holiday event.”

Sometimes the arrival of an FCCA vessel heralds a real Christmas miracle. In September 2008, for example, Hurricane Ike destroyed 80 percent of homes on Grand Turk. By Christmas, many families were still living in tents.

The FCCA holiday party “ensured that the children not only had a bright Christmas, but allowed them to return to some degree of normalcy,” says Brian Been, product development manager of the Turks and Caicos Islands Tourist Board

But as wise men long have proclaimed, it is better to give than to receive. That’s something Arison says he has discovered by working with the foundation, “I am,” he says, “proud to be involved in the creation of the FCCA Foundation and the yearly gift-giving to underprivileged children. It always moves me to see the excitement and euphoria of each of the children who receive a gift each year.



Saint Lucia Welcomes FCCA Conference and Trade Show

By Chris Roberts

With knock-out views at every turn, St. Lucia was an ideal backdrop for the 16th Annual Florida-Caribbean Cruise Association Conference & Trade Show. Highlights included special events and workshops as well as governmental meetings and economic discussions.

St. Lucia tourism officials had an opportunity to showcase the island's appealing attributes to the nearly 1,000 delegates who attended the 2009 conference from October 26 to October 30. Tours gave FCCA colleagues a chance to enjoy St. Lucia's many scenic attractions.

"What a magnificent island, with a diversity of products," said Giora Israel, Carnival Corporation & plc's senior vice-president of port and destination development.

Although rising fuel costs have spurred some lines to cut back on Eastern Caribbean itineraries, St. Lucia remains popular with itinerary planners and passengers, Israel noted. An upswing in South American and European traffic he said, should spur growth in the region. "The national and geographical diversities of the Eastern Caribbean countries will surely be rewarded as the cycles of the cruise business continue to evolve" And, he said, "The establishment of more homeports in the Caribbean is making Eastern Caribbean countries more accessible."



That's welcome news for Allen Chastanet, St. Lucia's minister of tourism. "The conference is excellent exposure to industry leaders and it shows us where we need to head."

Convention delegates came from more than 40 destinations, some as far away as Dubai and Portugal. "We were able to set up new business partnerships from the Caribbean to Latin America," said Patrick Powers, vice president for business development at Gray Line Tours.

Marilyn Burrowes, vice president of marketing for Dolphin Cove in Ocho Rios, Jamaica, reported similar experiences. "We made a couple of key connections this time that we didn't have before."

That's what the FCCA is all about, Rick Sasso, president and CEO of MSC

Cruises North America and CLIA Marketing Committee Chairman, said as he opened the conference at St. Lucia's new Gaiety Theater. "Friendship, Cooperation, Communication, Advancement—that's what FCCA means to me," Sasso told the delegates.

Sasso said that the cruise industry would strive to continue delivering full ships to St. Lucia and other islands. "Our industry," he said, "means \$40 billion of economic impact and a 7.5 percent annual growth rate in the past 30 years."

The Caribbean, moreover, is poised for growth, said Micky Arison, chairman and CEO of Carnival Corporation & plc. "While Alaska will lose 17 percent of its passengers for 2010, the Caribbean will gain," said Arison, who also is FCCA chairman. "The summer looks particularly promising."

“Convention delegates came from more than 40 destinations, some as far away as Dubai and Portugal”

Making the most of that potential “requires the participation of everyone,” Chastanet reminded the group. “St. Lucia can’t compete with Mexico. We will never be the closest or the cheapest, so we have to be the best when it comes to welcoming our visitors.”

Conference workshops focused on practical concerns, such as ensuring that guests enjoy quality shore excursions in ports of call. Another seminar examined changes in the FCCA tour operator insurance program. Inger Lisa Skroder, CEO of Trinity Air Ambulance International, a new FCCA platinum member, explained how insurance works with medical air transportation and how quickly passengers can be brought to full-service facilities by air. “We make all the arrangements and can lift off within an hour to reach the destination and patient,” Skroder said. And in one-on-one meetings destination tour industry partners were able to discuss plans and projects with cruise line executives.

Other conference highlights included: The 16th Annual Trade Show, which attracted 38 exhibitors, including tourism boards, tour operators, port authorities, and entrepreneurs introducing products and services.

The Annual Golf Tournament, sponsored by RAK Porcelain, which attracted more than 75 participants and raised funds for the FCCA Foundation.

Opening-night entertainment from St. Lucian musicians and dancers.

A salute to the winners of the annual FCCA essay contest: Netanya Keil, 11, from Trinidad & Tobago, and 14-year-old Shaquille Brown from St. Andrews School for Girls in Kingston, Jamaica. Their essays called for cruise terminal expansions, increased portside entertainment and more venues for duty-free shopping.

Tours of St. Lucia highlights, including Soufriere, the picturesque seaside town

on the southwest coast, and the St. Lucia Extravaganza at Pointe Seraphine.

But, as most delegates acknowledged, the most important reason for attending the FCCA conference was to network with colleagues. Perhaps Federico Gonzalez-Denton, Royal Caribbean International’s director of government and community relations for Latin America and the Caribbean, said it best: “Where else can you go to meet the very people who have grown the industry?”

In the Spotlight

The annual FCCA conference affords industry partners an opportunity to showcase local attractions and developments. In one-on-one meetings with cruise line executives at the St. Lucia conference:

Ron Tarter announced that he is launching his SUBCAT submarine adventure in Antigua.

Nelson Dilbert from Grand Cayman introduced his Seven Fathoms Rum Company in George Town, which ages its rum in underwater barrels.

Anne Sommerfield, who traveled from Majorca, Spain, told lines about Iberoservices Incoming Services.

Carl Wegener from Kvichak Marine scheduled appointments in hopes of securing orders for tender boats.

Brenda Edwards announced that Harrison’s Cave, one of Barbados’ key attractions, will reopen in the first quarter of 2010.

Hail, Colombia!

Colombian President Alvaro Uribe Velez was among Caribbean governmental leaders who expressed support for the cruise industry in a closed meeting before the opening of the FCCA conference in St. Lucia.

“If your passengers go to Colombia and trust Colombia, it will be easier to create jobs and attract investors,” Uribe said later, after greeting about 50 cruise line executives and industry partners, including Antonio “Junior” Porras, director general of Aviatur, Colombia’s largest tour and destination management company.

Uribe also told Lisa Jensen, manager of Caribbean and Atlantic shore operations for Princess Cruises, that he would work to improve shopping programs in Colombia by ensuring that all tour bus guides take passengers to cruise line-recommended stores.

“I was complimented—and a little nervous,” Jensen later conceded, but added that having the opportunity to address issues and concerns with key leaders was a prime benefit of attending the FCCA conference each year.

FCCA Partners at the 2009 FCCA



Cruise Conference & Trade Show





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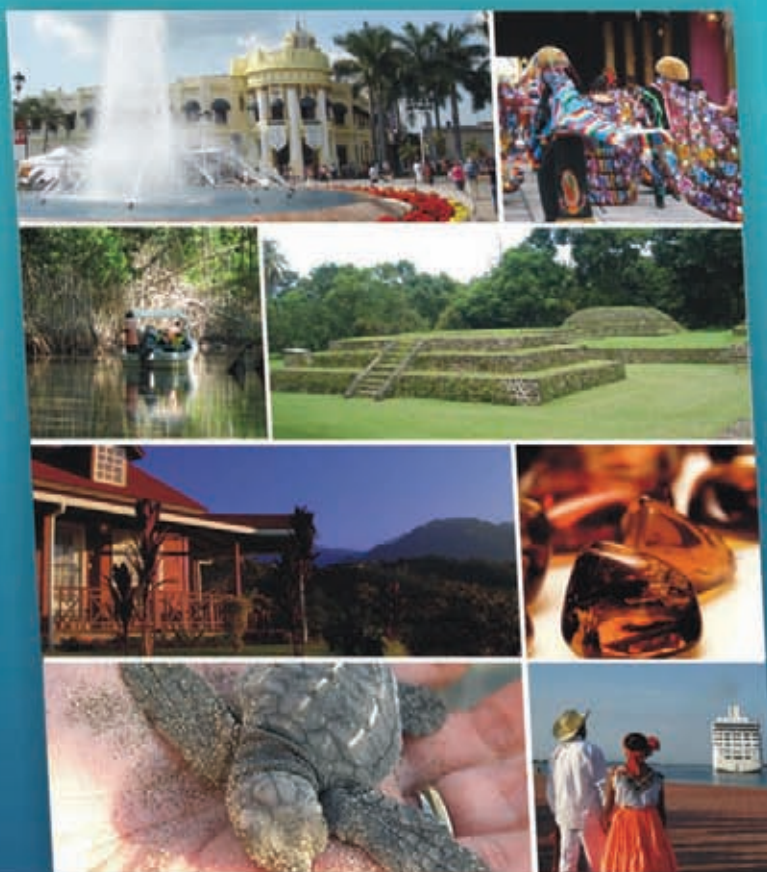


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If You Build It, They Will Come

Follow your dream and anything is possible, even a bobsledding attraction in Jamaica.

By Mike Drakulich

More than 50 years ago my dad bundled my mom and my little brother and me into our family car (I think it was a Hudson) and drove us from San Diego up the California coast to what he said was the grand opening of a new park. I imagined swings and monkey bars. What I discovered was an adventure that would change my life by teaching me how to make my dreams come true—even a seemingly impossible dream to open a bobsledding attraction in Jamaica.

Today Mystic Mountain Limited is one of the Caribbean's premier tourist attractions, and it all began on that long-ago day in my family's car.

We drove for hours and then turned inland, traveling past miles and miles of orange trees. Just as my brother and I were whining, "Are we there yet?" for the 10th time, I caught a glimpse of what seemed to be a snow-covered mountain towering over those orange trees.

The "park" was Disneyland and the bobsled ride we took down the side of the man-made Matterhorn Mountain was the most thrilling adventure of my young life to date. Just as exciting were the sky buckets in which we soared above the crowd from one end of the park to the other.

I went to bed that night dreaming of mountains and bobsleds and sky buckets, and remembering what Walt Disney had said that day of the Grand



Opening: "All our dreams can come true if we have the courage to pursue them."

But a tropical bobsledding adventure? Could I dare to dream that into existence?

The Concept

I was traveling in the United States the summer that the movie *Cool Runnings*, about the Jamaica Bobsled Team, was released. I stopped in the ski resort of Park City, Utah, for a bite to eat. I looked out of the restaurant window and saw scores of people riding up a mountain on a ski lift. Then they came

down the mountain, not on skis, but sliding along a cement tube on a piece of plastic. It was a bobsled ride! Now the dreams of a little boy were rekindled. I thought: *Hey, we can do that in Jamaica!*

I headed to the island in search of a mountain. That was the easy part. They are many fine mountains in Jamaica. Finding someone to share my dream was quite another matter.

The Dream Team

In 2002 I shared my ideas with a good friend, Horace A. Clarke, a former Member of Parliament who was retir-

ing after a distinguished 30-year career in public service. A poker buff, Horace immediately jumped into the game.

He encouraged me to think big and outside of the box, so we acquired 100 acres of pristine seaside tropical forest with a 700-foot-tall mountain minutes from Ocho Rios (mid-way to Dunn's River Falls) and began to dream big.

Could we imagine, like Kevin Costner in *Field of Dreams*: "If we build it, they will come?" We asked Giora Israel at Carnival Corporation & plc if he thought that Jamaican bobsledding might appeal to cruise-ship passengers. He was amused by the concept and told us that he loved it. Giora and David Candib from Strategic Planning soon were instrumental in helping us to develop our plan.

Word spread as we progressed. Josef Preschel of Rain Forest Trams came to Jamaica to see what we were up to. At the time, Rain Forest Trams operated four eco-tourism parks in Costa Rica, St. Lucia and Dominica. Josef became our partner, bringing cash equity and invaluable technical experience to the table. Our project's chief engineer, John Dalton, became a shareholder in the venture. Then Milverton Reynolds, president of the Development Bank of Jamaica, joined our board, providing us with the additional funding necessary to complete the project, whose initial 2003 budget had grown from \$3.5 million to nearly \$7 million.

Dreams Come True

We broke ground on Mystic Mountain in September 2007 and the park opened 10 months later, in July 2008, a construction record in Jamaica. In our first year of operation we welcomed 89,000 smiling visitors, garnered rave reviews for what Giora Israel has called a "destination-defining attraction," and took home the Jamaica Hotel and Tourism



Association Attraction of the Year award.

Safe, Fun, Exciting and Educational are the key words we use to reach the family market, which is huge for us. Families flock to Mystic Mountain to enjoy our unique bobsled ride, aerial tram, zip lines and waterslide. Visitors learn why Jamaica is the "Land of Wood and Water" by exploring the exhibits in Mystic Pavilion, which also showcases the island's maritime and cultural history, along with its rich athletic heritage. Families are looking to have Fun together in a Safe environment that offers Exciting adventures and provides an Educational experience. We think we have achieved that at Mystic Mountain.

In addition, our company is committed to preserving Jamaica's beautiful environment and to educating the public about our natural resources. We have gone the extra mile to achieve those goals. We cut no roads on the property, hand-carried and -assembled our entire bobsled track, poured all of our cement and installed our Sky Explorer towers by helicopter. The towers were specially designed in a unique F configuration to avoid cutting trees.

We pump and treat our own water from springs on the property, have no paper



towels in our bathrooms, and use waterless urinals and composting toilet systems. We generate our own electricity and use an alternative-energy battery storage-inverter system. That has reduced our fuel consumption and carbon emissions by 50 percent. By 2012 we aim to produce all of our power by wind and solar energy.

We receive great feedback from our overseas visitors in countless Internet blogs and forums. That feedback has driven our name recognition and increased sales more than we might have realized through any advertising campaign. We are particularly pleased with the support we have had from the Jamaican market. By word of mouth we have quickly become a favorite destination for Jamaican families, school and corporate groups, and those of the "Jamaican Diaspora," who live abroad but return to their homeland to visit.

Jamaicans take a great deal of pride in Mystic Mountain. Many consider the attraction to be "first world." Certainly we do our best to live up to those expectations. And we continue to dream, for it was with a dream that that all of this began.

Mike Drakulich is co-founder and managing director of Mystic Mountain Limited.

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World Class Port Design: A New Era

By Lucy Pesticcio, Project Coordinator - IDEA, Inc.

Designers and operations experts are putting the finishing touches on plans for the new Historic Falmouth Cruise Terminal, now under construction in Falmouth, Jamaica. This 32-acre development, produced in partnership between Royal Caribbean and the Port Authority of Jamaica, designed to accommodate Royal's Oasis of the Seas, is set to usher in a new era of world-class port design.

What makes this new port project so special? "With today's travel savvy passengers, and the intense competition occurring in the cruise industry, destinations have to brand themselves or be left out of travel itineraries. Port cities need to build their destination as a brand so travelers ask for it by name," explains Hugh Darley, president and executive producer of IDEA, Inc., the design and vision planning agency behind Historic Falmouth. Darley presented his details at FCCA's conference workshop 'Destination Product and Passenger/ Visitor Experience.' "The Falmouth project is positioned as a marketable destination through the integration of the town's historic heritage within the port experience. That positioning continues to be the touch point for every decision throughout the design-build process," Darley adds.

Three-Prong Approach

To create a successful port development, IDEA uses a three-prong approach that unites cruise tourism, land based tourism, and the local resident population. When all three entities are included in the planning mix, each contributes to the port in a variety of ways, and all benefit from it.

Darley directs that, while a cruise port can be the anchor for such a development, successfully branded ports must include other sustainable businesses as well. A good variety of restaurants and shopping, authentic local merchandise, offices, attractions, and cultural activities are among the choices. By including other businesses, port developers can bring urban life to a location twenty-four hours a day. Residents feel a connection to the port and become a part of the destination, returning the heart and soul of the city to the waterfront. In this manner, even on days when a ship isn't docked, the port remains a part of the community and an extension of the local culture.

In branding Falmouth as a port destination, Darley's team created a Vision Plan for the port and its historic waterfront district that detailed every aspect of the project, from the development of an immersive guest experience, to land plan-

Port Development with Urban Planning



Cruise Port can be the anchor but;

“You must think beyond the anchor – to other sustainable businesses as well”

Create a 24 hour clock; bring urban life back to the waterfront!



Three-Prong Approach for a Successful Port Development

**Local Resident
Population**

**Cruise
Tourism**

**Land Based
Tourism**

“Island ports should not forget: only yesterday, the cruise ship that’s about to arrive at their port was just visiting another destination. If cruise ports want visitors to remember their island by name, they must distinguish their island—and their port—from the destination before them”

ning and cultural integration. The result was a plan that reflects the small scale of the port’s historic location yet meets the requirements of welcoming over 6,000 visitors per ship call. The 11-acre wharf provides customs and security operations alongside a comprehensive assortment of guest offerings including cafes and dining, boutique shops, craft markets, entertainment, historical attractions, and live-and-work offices and residences.

Unlike many Caribbean cruise port destinations with modern architecture, Falmouth’s architectural roots are reflected in the port’s building program, displaying influences of Georgian style architecture as well as building features that will be recognized instantly as purely Jamaican.

Costumed characters will emerge from the pages of Falmouth’s history books to entertain and inform visitors on their way to excursions and tours. Whether guests visit the port by land or by sea, IDEA ensured their experience at Historic Falmouth will reflect an unprecedented blend of authentic Jamaican heritage and Caribbean culture.



A Sense of Arrival, Time, and Place

IDEA also designs branded destinations with a strong sense of arrival, a sense of place, and a place in time. Operators should make sure that their port and its surroundings are alive, attractive, safe, and welcoming. With ships getting bigger and better, ports must offer something special to compel passengers to disembark at their port of call. Even before guests step onto the island, the successful destination port must bring visitors’ fantasy and vision of the Caribbean to life, and exceed all expectations.

Island ports should not forget: only yesterday, the cruise ship that's about to arrive at their port was just visiting another destination. If cruise ports want visitors to remember their island by name, they must distinguish their island—and their port—from the destination before them. One way to do this is make sure the port and the surrounding town centre are clean, pleasantly landscaped, and friendly. These three attributes sadly are not prevalent in many tourist destinations, but they are key to delivering a favorable guest experience. Another way is to take advantage of your island's history, culture, and personality to captivate guests with your story. Strive to deliver an authentic and meaningful experience.

The Vision Plan for Falmouth produced a custom tailored brand development and design package that defined the optimal guest experience at the port, and now acts as a 'road map' for immediate and future design disciplines. The Historic Falmouth Cruise Terminal celebrates the authentic personality and essence of the destination—in this case, a historic Georgian era town in Jamaica. Working with Royal Caribbean and national heritage agencies, IDEA created a far-reaching program of historic restoration projects that highlight opportunities to preserve and repurpose many of

the town's notable 18th and 19th Century Georgian structures, transforming them into authentic historical attractions.

To ensure that Falmouth itself is ready to greet the throng of passengers arriving at its door, Hugh Darley and his team at IDEA are working closely with the local parish counsel to plan and seek funding for street and sewer improvement programs. By applying his signature approach, Darley has been busy guiding local businesses in building their destination product as well, by creating ways for them to invest in the rebirth of the region and deliver an authentic experience in a clean, safe environment for residents and visitors alike.

Vision Planning

IDEA, Inc. (International Design and Entertainment Associates) is a design firm based in Orlando, Florida, that uses its unique vision planning process to create distinctive branded destinations and ports of call for the hospitality, tourism, and entertainment industries. IDEA's clients include cruise lines, developers, retailers, and landside operators. Through a variety of services including Vision Planning and its proprietary Tropical Brainstorm workshop, IDEA crafts the development road map for the ultimate guest experience.

Distinguish Yourself from Your Competition



*"Destinations must brand themselves
or be left out of travel itineraries."*



"inspiring others to dream"



IDEA, Inc. designs signature ports of call and distinctive branded destinations unlike any other.

Uncover the potential for your port development or destination. Attend a one-of-a-kind Tropical Brainstorm workshop this coming spring. Gather your key players and travel on a working cruise for a storm of inspiring ideas.

ANNOUNCING

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Facilitated by: Hugh Darley
Executive Producer, IDEA, Inc.

Date: Spring 2010

Location: a Caribbean cruise ship
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From Ship to Shore

FCCA conference workshop spotlights cruise tour programs.

By Chris Roberts

What would a cruise be without shore excursions? Port tours are among the most popular purchases by cruise passengers, and spin off revenue for lines, destinations and operators. That's why cruise providers always must be looking for ways to shore up shore excursion programs, experts told delegates in St. Lucia recently at the FCCA's 16th Annual Conference and Trade Show.

It's essential for cruise lines to collect feedback about the excursions they offer, said Larry Stauffer, manager of port adventures for Disney Cruise Line. "Get out there and see what happens in your operations. Ask your crew what needs to change."

Also on hand at the October conference were executives from Royal Caribbean International, Princess Cruises, Holland America Line and Carnival Cruise Lines', including panel moderator Amilcar Cascais, Carnival's vice president of tour operations.

"We run cruise ships," Cascais said.

"We have no intention of doing tours." But lines, he emphasized, must work with tour operators to ensure that cruise guests are offered quality excursions. Passenger satisfaction, he said, affects many levels of local economies.

Althea Palmer, shore excursion manager for RCI's three brands, agreed. "You are the pulse of the destination," she told delegates. To inspire shore excursion managers to strive for excellence, "we have incentives in place for those who are trusted on board and customer service-driven."

Princess also operates an industry-leading incentive and recognition program for tour operators, said Lisa Jensen, the line's manager of shore excursion operations. C.R.U.I.S.E. (Courtesy, Respect, Unfailing In Service Excellence) Awards "acknowledge and reward top tour guides in each Caribbean port. It's an effective way to provide positive feedback."

A cruise must provide first-class excursions for groups as well as

individual travelers, added Joanne Salzedo, Norwegian Cruise Line's director of shore excursion product development, "We have a manager dedicated to group business."

The panel identified several issues facing providers and operators in coming months: Tour proposals will continue to be requested early.

Tour pricing structures are likely to remain constant. Price reductions, the panel agreed, are not on the horizon.

It's important for cruise lines and tour operators alike to keep on top of the changing marketplace.

And, as Jensen noted, many factors must be considered when offering tour programs. At the St. Lucia workshop, "we touched on proposal requirements, risk assessment, insurance and invoicing procedures."

Those are factors that cruise guests are unlikely to ponder. What they will remember, panel experts said, is the experience they had while exploring the attractions of a port destination.

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We had the opportunity to meet many of you in St. Lucia recently and explain face to face how our program will support you in the future. For those of you that we have not met, we would like to take this opportunity to tell you a little about Aon and how our insurance program will function.

Aon is a global insurance brokerage and risk management consulting firm that specializes in the cruise line and tour operators industry. We have more than 40 Aon and Aon affiliate offices throughout the Caribbean and Latin America and over 120 worldwide.

At the request of the FCCA, Aon has developed a new Tour Operators Liability Insurance Program as an alternative to current FCCA members. Some characteristics of our insurance program are described below:

Insurance Coverage

- General Liability / Third Party Coverage
- Contingent Auto Liability
- Contingent Watercraft Liability
- Meets Cruise Line insurance requirements

Insurance Program Design Features

- Program has a tiered rating structure based on risk profile of Low / Medium / High. Base rates are then adjusted based on annual revenue.
- All tour activities are covered within the program with the exception of Parasailing and Scuba Diving. Aon is assisting tour operators who offer these activities with insurance coverage outside the FCCA program.
- Liability limits up to \$10 million can be provided within the program
- Premium financing is available

Administrative Support –

- Aon Risk Services coordinating office is in Miami, FL
- Applications available online through the FCCA website
- 24 hour claims support
- Safety & loss control provided by Aon and Insurers

Participant Requirements

- Must be an FCCA Member

Aon and our insurers will also make significant investments in Claims Management and Safety and Loss Control. These functions will be important to the long term success and sustainability of our program. Claims management involves the advocacy and facilitation of claims for our member clients to ensure that they are resolved efficiently. Safety and Loss Control initiatives will also be developed to support the overall safety of cruise passengers.

Since Aon's involvement began in September 2009, we have communicated with over 300 FCCA members and placed over 100 new policies. We stand ready to meet the needs of the FCCA membership and look forward to working with many more of you in the future!

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- Contingent Watercraft Liability Coverage
- Claims Consulting Services
- Loss Control Services

With more than 40 Aon and Aon Affiliate offices located throughout the Caribbean and Latin America, we stand ready to serve the needs of the F-CCA membership.

To inquire about Aon services for F-CCA Members, **contact: Hellen Mena Savitt**, Aon Risk Services, p: +1.305.961.6231, e: hellen_savitt@ars.aon.com



More Progress for Progreso

A new facility for crew members and two FCCA workshops have inspired this Mexican port resort to continue striving for excellence.

The Port of Progreso is known as the gateway to Mexico's Mayan World. Close to famed archaeological sites such as Chichen Itza, Uxmal and Dzibilchaltun, Progreso introduces cruise visitors to a magical land in which past meets present. Friendly locals and a variety of amenities and services guarantee that a visit to Progreso will be remembered forever.

To ensure that Progreso remains a leading destination, tourism workers from taxi drivers to handicraft vendors recently attended a training day sponsored by the Florida-Caribbean Cruise Association, the Port Authority of Progreso and the City of Progreso. Adam Ceserano, FCCA SVP, presented two workshops that focused on the importance of delivering quality service to cruise passengers and crew members.

More than 170 taxi drivers, bus drivers, rental car agents and tour guides turned out for the first workshop, the Taxi Pride Program. Ceserano emphasized friendly service and passenger expectations. A big smile, Adam Ceserano told the group, goes a long way.

Service of Excellence, the second workshop, drew 165 vendors, restaurant waiters, tour operators and immigrations and

customs officials. Adam Ceserano reminded the group that good customer service directly affects port economics. Higher tourist satisfaction, he said, means more profits for all who work in tourism. Happy customers, moreover, are likely to return to Progreso and recommend the destination to friends.

The workshops on August 25 followed the launch of Progreso's Crew Club. An initiative of the port authority, the club is a gated relaxation area reserved for ship crew members. The club boasts a pool, volleyball court, bar and outdoor areas for other activities. There also is a clubhouse with a living room, pool table, a TV lounge and Internet-connected computers and wireless areas.

The club was inaugurated on August 24 by FCCA President Michele M. Paige; Ivonne Ortega, governor of the State of Yucatan, and Mario Cuen, director of the Port Authority of Progreso. The group said it envisioned more facilities, tours and services to increase the potential for cruise tourism in the area.

Progreso is a unique tourist destination, featuring Mayan cultural, beautiful beaches and natural wonders. We thank the FCCA, the port authority and all of our industry partners, and we vow to remain true to our long-term goal: providing every visitor to Progreso with first-class service.



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Special Opportunities: Part II

By Teresa Ondrejcek, VP Operations - Suburban Transportation

Travel and tourism for the disabled are opportunities for the provider as well as the traveler. Disabilities affects 15-20% of every country's population: There are at least 800 million people with disabilities worldwide and there are 55 million people with disabilities in the United States. People with disabilities spend \$13.6 billion per year on travel related services. This is including more than 32 million trips per year, 17 million hotel visits and 9.4 million airline flights, according to a market study by Harris Interactive/Open Doors Organization. The total travel market in the United States, amount to more than \$1.2 trillion. That's almost 10% of the entire travel industry!

The cruise industry has made travel for the disabled much easier in the last five years. Figures show that about 12% of disabled adults are taking a cruise. The repeat business is higher than 59% stating that they will take another cruise within the next 5 years.


An obstacle that disabled travelers face is locating accessible transportation outside of the U.S. Destinations should consider the requirements of special need travelers, such as parking lot accessibility, restrooms, and building access when planning for disabled travelers.

With the availability of the internet and social networking, you can reach even more of these customers than ever before. While surfing the internet, you can access dozens of disability related sites that show what a wonderful array of options



are available to the disabled. There are also a large number of magazines that go out to hundreds of thousands of People with Disabilities around the country (Sports & Spokes, Venture magazine), also radio shows (Blog Talk Radio: Access Anything).

Knowing the needs of the disabled traveler can help broaden the scope of the travel industry whether you are in the transportation, tourism, or dining services. The potential for expanded growth is there, as more and more people become aware of the many ways they can network with the disabled traveler. Remember travelers with disabilities represent the fastest growing and largest untapped tourism market in the world today!



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In Memoriam

Meshulam Zonis

(1933-2009)

Many of you remember that when the FCCA convened in Cozumel in 2007 we paid tribute to a special man. Cruise industry icon Meshulam Zonis passed away on November 1, 2009. He was 76, and he left us far too soon. All of us in the industry will miss him, especially his friends at Carnival Cruise Lines, where he spent more than 30 years as head of the company's operations department.

Zonis' longstanding association with Carnival pre-dates its formation in 1972. In 1966, he was managing agent of a shipping company owned by Ted Arison. Six years later, Arison brought Zonis aboard his newly formed Carnival Cruise Lines. There he headed the operations department until 2000, when he retired. For the next three years he served on the board of Carnival Corporation & plc.

Known for his gregarious personality and kind heart, Zonis played a key role in growing Carnival from a one-ship operation to the world's largest cruise operator. As senior vice president of operations, he guided the company through its rapid expansion while developing a talented, dedicated team of operations professionals.

Zonis' contributions to Carnival and the cruise industry are immeasurable. In addition to colleagues and friends, he leaves behind his wife, two sons and several grandchildren.

Meshulam Zonis was one of a kind. We mourn his passing but take comfort in knowing that he will live on in our memories.



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Lima,
Peru

Carmen Rodriguez-Branch – International Ambassador Royal Caribbean International

My name is Carmen Rodriguez-Branch and I am the International Ambassador aboard the *Adventure of the Seas*. I was born in Lima, Peru and traveling has always been part of my life. Although my initial step was to work in the Ministry of Foreign Affairs of Peru, my passion for Hospitality took over and shifted my career to cruise lines.

In 2007, I joined Royal Caribbean International's family within the Guest Services Team on the *Adventure of the Seas*. I've since moved into the International Ambassador role. What is my job? Well, I take care of the non-English speaking guests, assisting them in their own language in order for them to understand and enjoy all aspects of their cruise vacation.

Royal Caribbean International is trying to reach every corner of the world, not only by having new itineraries but also by hiring people like me so our guests can have a more personal cruise experience – in their own language, and with someone who understands their mannerisms.

Languages are a powerful tool that can open a lot of doors! All the best!

Adiós, Au revoir!, Ciao!, Tchau!, Tschüss!



Limon,
Costa Rica

Reina Cameron Oline – Stateroom Steward Norwegian Cruise Line

I'm Reina Cameron Oline, 29 years old and a single mom who is proud to raise my three-year old daughter. I was hired by NCL on April 29, 2002 as Utility Hotel on *Norwegian Wind*. Working hard gives me the opportunity to be promoted as a Stateroom Stewardess. Deciding to work onboard the ship is one of my greatest decisions of my life. As a single mom, I work hard to give a better future to my child and NCL blessed me to do this. My mom and my sister are taking good care of my daughter when I'm away. I'm lucky to have a very supportive family.

I was so excited when I first came onboard and feeling proud to myself, working with over 60 nationalities onboard gives me great interest to know other cultures. I have become friends with Asian crew members and they taught me wonderful things about their country. Another great thing in working onboard is your chance to travel to different places around the world; my favorite destination is Alaska. Another good thing onboard is that everything is provided for the crew, which helps us to save a lot.

For all single moms around the world I am proud to say that we are chosen to be blessed. Continue to love your family and yourself, give them the best future. Working onboard the ship is one of your options to fulfill your future and help your family. "It is not bad to dream high as long as you work hard and reach for your goals."

Good luck to all sailors and let's make the world a better place to live.
God bless you all!

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