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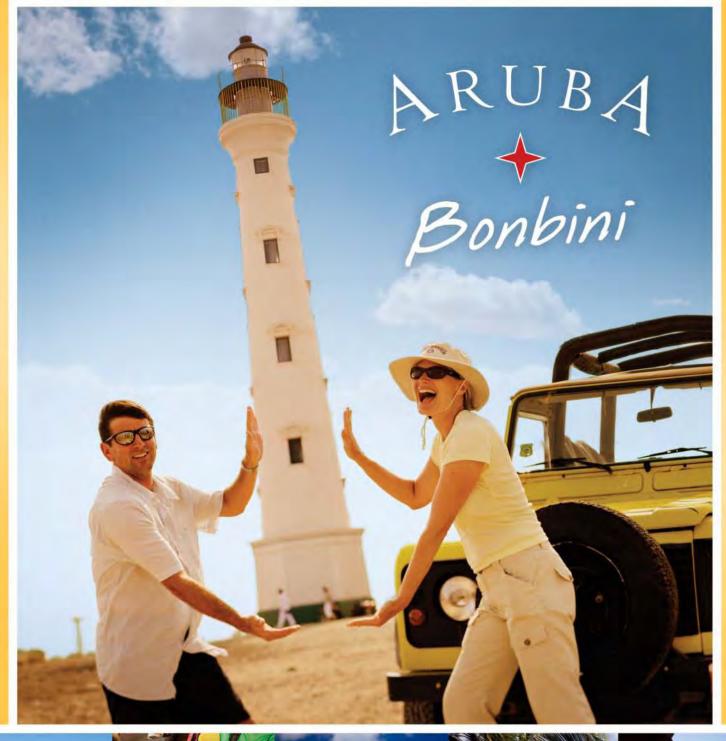
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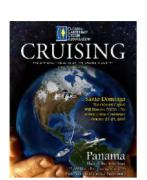
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(Left to right) Daniel Gibbs, President of St. Martin Office of Tourism; Michele M. Paige and Hon.
Glen Beache Minister of Tourism, Youth & Sports, St. Vincent & the Grenadines at the FCCA Cruise Conference and Trade Show in Saint Lucia.

Even in the roughest waters the cruise industry not only stays the course but sails ahead, thanks largely to the teamwork and spirit of cooperation that are the hallmarks of the Florida-Caribbean Cruise Association.

The year-end numbers are in—and they are impressive. In 2009 cruise demand continued to outstrip supply, even during one of the harshest economic environments we've seen in years.

Cruise lines premiered 14 new ships, and passenger volume grew to a record 13.445 million, a 3.4 percent increase over 2008. In addition, the Caribbean held its ranking as the dominant cruise destination, accounting for more than 37 percent of all cruise itineraries in 2009.

This year horizons are even brighter. Among a dozen new feature-rich cruise ships is Norwegian Cruise Line's much-anticipated Epic. Debuting in June, Epic is equipped with an array of onboard facilities, amenities and services.

Destinations as well are developing throughout the Caribbean and Latin America. Just 10 years ago, for instance, Panama offered little more than a crossing route from the Caribbean to the Pacific. Now, with the help of the FCCA and member cruise lines, Panama is making its mark as a major destination, appealing to more than 300,000 cruise visitors a year.

As Henry Yaniz, president of Miami-based Cruisenet, writes in this issue: Successful destinations beget successful itineraries, which build successful cruise regions." The key to success? "More and more," Yaniz says, "we see a growing spirit of cooperation and true partnership among cruise lines, industry vendors and suppliers, and cruise ports of call."

That is what the FCCA is all about. The selling environment this year is likely to remain challenging for all providers of goods and services, including travel, but I am confident that if FCCA members continue to pull together, our regional cruise industry will move full-steam ahead.

Respectfully yours,

Michele M. Paige



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#### Cruise Officials Hold Productive Meetings With Cruise Industry Stakeholders And Cabinet Of Antigua

Led by Michele Paige, President of the Florida-Caribbean Cruise Association, five senior officials from Carnival, Royal Caribbean, Norwegian and Princess Cruise Lines visited Antigua in February for a day of interactive sessions with local cruise stakeholders and members of the Antigua Cabinet. The visit was part of an annual road show to evaluate ports and attractions, and offer advice on how to improve the tourism product.

Paige reinforced the fact that the Caribbean is still the largest part of most cruise itineraries, but pointed out that market share had decreased because new markets have opened up in destinations like China, Turkey and Brazil.

Deputy Police Commissioner Neil Parker laid out crime-fighting strategies to reduce crime and improve the quality of life for residents and visitors, while the St. John's Development Corporation announced new legislation to help bring law and order to taxi operations in St. John's.

#### Mahogany Bay Cruise Center Officially Opens in Roatan

The \$62 million Mahogany Bay Cruise Center in Roatan, Honduras, officially opened February 10 with a ribbon-cutting ceremony attended by local dignitaries and VIPs. The ceremony kicked off the center's 2010 cruise season, which will see about 200 cruise ship visits and 500,000 passengers in the coming year.

Mahogany Bay is a joint project between Carnival Corp. & plc and local businessman Jerry Hynds. Among those attending the ceremony were Hynds; Honduran President Porfirio Lobo Sosa; Giora Israel, Carnival Corp. senior vice president of port and destination development; and Capt. Salvatore Rassello of Carnival Cruise Lines' Carnival Valor, which was docked at the facility during the festivities.

More than five years in development and two years under construction, the Mahogany Bay Cruise Center encompasses 20 acres of waterfront property and includes a two-berth cruise terminal that can accommodate up to 8,000 passengers daily. Mahogany Bay has a new chair lift system that takes cruise ship guests from the welcome center to Mahogany Beach, a 10-acre private island featuring an 825-foot-long whitesand beach with a beach volleyball court and watersports.

In addition to Carnival, other Carnival Corp. brands call at the facility, including the Yachts of Seabourn, Princess Cruises, Holland America Line, Costa Cruises and P&O Cruises. Several non-Carnival Corp. brands also visit the center.

### First Civilian Air Ambulance To Fly Into Port au Prince, Haiti



A Haitian Medical Doctor injured in the earthquake that struck Port-au-Prince was flown via air ambulance to Fort Lauderdale, Florida for medical treatment. The Doctor was severely injured during the earthquake when the building he was in came down on top of him, puncturing a link, fracturing ribs and partially paralyzing his left arm.

Trinity Air Ambulance air lifted Doctor Jean Duval out of Haiti on Saturday January 16th, after friends of the Doctor's from Norcross Georgia, contacted Trinity, a Fort Lauderdale based air medical transport company. Trinity Air Ambulance coordinated the medical air transportation with their aircraft and medical staff and the admissions to the treating facility in Fort Lauderdale, Florida. Trinity was the first civilian air ambulance company allowed into Haiti after the earthquake and completed 15 medical evacuations within the first 48 hours of t he earthquake.

It turned out to be an early birthday gift for Doctor Duval as his birthday was on Sunday, January 17th. As of this writing the Doctor remains in stable and improving condition as reported by this family and friends. It will be a birthday that he will never forget.

### Guatemala: A Diverse Yet Unique Cruise Destination!

Guatemala is renowned as "The Country of Eternal Spring" due to its weather, considered one of the best and healthiest in the world. The country is located in the heart of America and the unique culture of Guatemala's population is a combination of 22 Mayan ethnicities, Ladinos and Garifunas. Since 2003, the number of incoming tourists has maintained a positive trend achieving a growth of 95% in the number of visitors in only five years. In 2009, tourist arrivals equaled to 1.5 million visitors.

Guatemala has two important marine ports (Pacific and Atlantic Coasts), both containing adequate tourism infrastructure required by the Cruise Lines that currently operate in the country. Additionally, Guatemala offers a diversity of tourist destinations and products in a relatively small territory: Nature, biodiversity, sun and beaches, volcanoes, eco-tourism, fishing, golf, adventure, colonial and Mayan cities, and the warmth of its culture, being the country's competitive advantage.

#### Nicaragua, the Fabled Land of Lakes and Volcanoes -- of Savory Coffee, Smooth Rum and Sublime Cigars!

Nicaragua, the still undiscovered destination that offers cruise passengers unspoiled nature, soft adventure and rich culture. The safest country in Central America, Nicaragua boasts pristine ocean beaches and eco-adventures from kayaking on one of the world's largest lakes and hiking up stillsmoking volcanoes to zip-lining through the forest canopy. And let's not forget wildlife and bird viewing - and simply strolling through historic cities such as Granada and Léon, where the Spanish Colonial churches and haciendas are among the most beautifully restored in Latin America and marimba bands play in the shade of mango trees. The friendly Pacific Coast towns of San Juan del Sur and Corinto are jumping off points for fascinating shore excursions as well as relaxing spots to watch Nicaragua's dazzling ocean sunsets. For more information on Nicaragua, visit www.visitanicaragua.com

#### Dolphin Cove, Ocho Rios, Jamaica's # 1 Attraction, now the largest marine Attraction in the Caribbean.

Starting with 4 dolphins and an enthusiastic staff, Dolphin Cove has expanded steadily each year. The Ocho Rios facility has 16 dolphins, interactive programs with stingrays and sharks, a nature trail with birds, snakes, iguanas and turtles, mini boat tours, glass bottom kayaking, a snorkel trail and a pirate village with entertainment, restaurants and shopping.

In December 2008 Dolphin Cove Grand Cayman opened its Swimming with the Dolphins Attraction.

The largest expansion is planned for Hanover and with 20 beautiful acres and 4 natural bays; phase I will be completed June 2010. When all phases are completed, Jamaica will be able to boast the largest marine attraction in the Western Hemisphere.

### Chukka Caribbean Adventures Initiatives

Chukka Caribbean Adventures continues to develop new and unique based adventure experiences in the Caribbean. Our four years Green Globe certification and three years World Travel Awards demonstrates our commitment to the highest level of environmental and quality standards.

We plan to stay on top of market trends by improving and expanding our other experiences to meet the changing needs of our visitors. We expanded into a diverse range of quality bus tours to prime historical sites and nature which is consistent with our brand promise "adventure in the best of nature".

We anticipate the opening of a new Cruise Port in Falmouth Jamaica where we will also be offering diverse activities.

### Norwegian Cruise Line to add Tampa as Cruise Home Port in Fall of 2011

The Tampa Port Authority is pleased to announce that Norwegian Cruise Line will home port its 2,240-passenger vessel *Norwegian Star* in Tampa for the 2011/2012 season. Beginning in October 2011 through April 2012, *Norwegian Star* will offer 7-day Western Caribbean cruises from Tampa, with 26 sailings scheduled. This move by Norwegian further expands the cruise line's Caribbean market and spotlights Tampa's attractiveness as a growing cruise port with potential for capturing a new and larger market segment.

*"Norwegian Star* home porting in Tampa for the first time will give the more than eight million residents in the north and central Florida region a chance to experience Freestyle Cruising," said Kevin Sheehan, Norwegian Cruise Line's chief executive officer. "A short drive from eight of the top U.S. theme parks and some of the Gulf's most beautiful beaches makes for a great pre or post stay in Tampa before heading out on an exotic Western Caribbean cruise."

"We are extremely pleased to partner with Norwegian Cruise Line in bringing their outstanding brand of cruise experience to Tampa," Richard Wainio, Tampa's port director and CEO, said. "An additional cruise ship home porting in Tampa means a welcome boost to tourism that will bring significant benefits to the local and regional economy," he said.

#### The Port Of Miami Is The Proud Home Of NCL's New *Norwegian Epic*

The Port of Miami is pleased to welcome this summer Norwegian Cruise Line's (NCL) new F3 ship, the *Norwegian Epic*, NCL's largest and most innovative Freestyle Cruise ship.

Following a series of inaugural events in Europe and the U.S., the 4,200 passenger *Norwegian Epic*, will homeport in Miami and will offer alternating 7day Western and Eastern Caribbean voyages through April 2011.

This new cruise vessel represents the next generation of NCL's Freestyle Cruising – a ship that incorporates a wide range of new features and amenities. To date, the company has revealed four unique nightlife venues that rival the experiences of Las Vegas, Ibiza, the French Riviera and South Beach. NCL plans to unveil additional details about the Norwegian Epic in the near future.

"We are proud of the commitment NCL has made to the Port of Miami", said Port Director Bill Johnson. "This new addition to our 2010 cruise line-up will be one of the largest and most well appointed cruise ships in the world. It's a fantastic addition to our already impressive line-up."

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### FCCA Member Cruise Lines Come to the Aid of Haiti in its Time of Need

#### By Brian Major

The devastating January 12 earthquake that struck the Caribbean island of Haiti killed hundreds of thousands of people and left approximately two million residents homeless. In the aftermath of the disaster, the member cruise lines of the Florida-Caribbean Cruise Association (FCCA) acted quickly to assist the Haitian people, delivering food, water and medical supplies, offering logistical and tactical support to help families to locate loved ones, and providing grief counseling to victims and their families.

Royal Caribbean Cruises Ltd.'s Haitian port-of-call at Labadee, located eighty miles from Port-au-Prince, was unaffected by the earthquake. Royal Caribbean has continued regular calls at Labadee, delivering food, clothing and medical supplies and much-needed tourism income along with vacationers.

Working in tandem with the U.S.-based charity Food for the Poor, six Royal Caribbean International and Celebrity Cruises ships called on Labadee in January, delivering more than 400 pallets of supplies including water, rice, dried beans, powdered milk, canned goods, medical supplies, hygiene products and disinfectants to the island.

Royal Caribbean also teamed recently with Teaneck, N.J.based Burn Advocates Network, Ltd. to deliver 56,000 pounds of medical supplies to For Haiti with Love, a Haitian burn injury center. Located just outside of Port-au-Prince, the facility was heavily damaged in the earthquake. The supplies were shipped to Haiti from Bayonne, N.J. February 5 aboard a Royal Caribbean ship. The Burn Advocates and Royal Caribbean are planning additional shipments on Feb. 26 and March 16.

Royal Caribbean has also pledged all net revenue generated by its post-earthquake Labadee calls to Haitian relief, and is collecting guests' donations to Food for the Poor's relief effort. To date, guests have donated \$170,000. In all, Royal Caribbean will have contributed approximately \$2 million in relief assistance.

Although most Haitian officials praised Royal Caribbean's efforts, a segment of bloggers, travelers and media commentators expressed discomfort with the idea of tourists enjoying post-earthquake vacations in Haiti. In recent weeks, government and tourism officials have expressed the importance of the Labadee calls.

"We applaud this decision and feel [media] criticism is not only unfair but conveys a complete lack of understanding of the overall condition in Haiti following this horrific disaster," Haiti Tourism Minister Patrick Delatour told the Associated Press. Calling Royal Caribbean's decision "courageous" and important to Haiti's recovery, Delatour said Royal Caribbean has been among Haiti's largest foreign investors for more than 30 years.

Maryse Kedar, president of SOLANO, Royal Caribbean's Haitian subsidiary, called the Labadee visits "the only substantial commerce taking place in northern Haiti." François Guillaume Jr., executive director of the Haitian-American Chamber of Commerce of Florida, survived the earthquake when he left the Hotel Montana minutes before its collapse. Kedar told Prensa Latina that "[Haiti] needs the cruise industry more than ever to continue visiting."

"This is obviously a disaster that affects all of us, and we feel the grief personally as many of our employees and members in Miami have been directly affected," said Richard Fain, CEO of Royal Caribbean. "The moral imperative was to bring relief supplies as well as tourists and economic activity to Haiti. I am proud of the response from our people here and in Haiti. Obviously, Haiti's recovery will require a longterm commitment, and we plan to be an active participant and contributor to Haitian relief." To that end, Fain has assigned John Weis, Royal Caribbean's associate vice president-private destinations, to work with Paul Farmer, the deputy U.N special envoy under former President Bill Clinton, on coordinating relief efforts. Weis helped to direct Labadee's initial development and offers an intimate knowledge of Haiti, said Cynthia Martinez, a Royal Caribbean spokeswoman.

Meanwhile, FCCA member Carnival Corporation and its affiliated brands are donating \$5 million to relief efforts coordinated by several international organizations including UNICEF, the University of Miami's Project Medishare, the American Red Cross, and Save the Children.



Palettes of water destined for Haiti waiting to be loaded onto Navigator of the Seas.

For example, Carnival's Holland America Line has created a program enabling employees, crew and guests to contribute to the American Red Cross — with all donations going directly to relief efforts.

In January, employees aboard the Holland America Line ships Westerdam, Zuiderdam, Eurodam and Ryndam, along with officers from Noordam, joined members of Holland America's Seattle-based staff to deliver more than 17,000 pounds of food, clothing and medical supplies to the Dominican Republic for transport to Haiti.

"I am very proud of our employees, guests and friends for reaching out to join Holland America Line in response to this catastrophic event," said Stein Kruse, president and CEO. "Our thoughts and prayers go out to the many victims and their families in this time of great need."

At Carnival Cruise Lines, guests aboard all 22 ships can donate to the American Red Cross for Haitian Relief and Development through their Sail & Sign accounts. Finally, Carnival Corporation's Cunard Line division is also accepting guests' onboard donations to the Haitian Disaster Relief Fund.

Finally, Carnival Corporation is working with the National Basketball Association's Miami Heat on a coordinated relief effort to collect emergency supplies to be shipped to and distributed in Haiti. "We are saddened by this tragedy, one of the worst natural disasters of our lifetime, and are deeply concerned for the people of Haiti," said Micky Arison, chairman and CEO of Carnival Corporation and FCCA chairman. "We hope this donation will help provide much-needed assistance. Our thoughts and prayers go out to all of those affected by this catastrophe." The Walt Disney Company, the parent company of FCCA member Disney Cruise Line, has contributed \$100,000 in humanitarian aid to the Red Cross International Fund to support immediate relief efforts in Haiti.

Meanwhile, Disney Cruise Line shipboard employees have designated \$9,000 in personal contributions and company-matched funds to the Red Cross through the company's Disney Cruise Line International Community Fund. Disney Cruise Line has also worked with FCCA and the Cruise Lines International Association (CLIA) to provide bottled water across the region.

Disney 's shipboard employees continue to plan fundraisers to support relief efforts, say company officials, and are also making personal donations through Disney to the American Red Cross Haiti Relief and Development Fund.

Finally, Disney's ABC television network supported a commercial-free airing of January's "Hope for Haiti Now" telethon, donating free air time for the program, which raised \$61 million for disaster relief. As part of the effort, Disney Cruise Line employees volunteered their time to answer more than 15,000 calls pledging cash donations.

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### The Evolution of Panama

By Salo Shamah, Minister of Tourism, Panama

Panama has always been the place for evolution. Since the Isthmus emerged from the ocean and created the natural bridge between North and South America, Panama has been the central focus of changes in the world. Beginning in the 1500's Panama was the route for the Spaniards to bring gold from the Pacific Coast Countries to Spain, traveling through the famous gold road that connected Panama City to Portobelo and San Lorenzo. The two Spaniard fortifications are located at the Caribbean coast of Panama. This route transitioned into what is now the Panama Canal which is the world's leading route of commerce for the majority of the countries.

Now the Panama Canal is having its own evolution with

its expansion, as the project will create a new lane of traffic along the Canal by constructing a new set of lochs. Details of the project include the following integrated components:

- Construction of two loch complexes—one on the Atlantic side and another on the Pacific side—each with three chambers, which include three water-saving basins;
- Excavation of new access channels to the new lochs and the widening of existing navigational channels; and,
- Deepening of the navigation channels and the elevation of Gatun Lake's maximum operating level.

The Cruise Industry has also gone through changes with the years. Before the year 2000, Panama was only a crossing



route for the Cruise Ship through the Panama Canal with very sporadic calls at the Caribbean and Pacific Ports. However, with the construction of new ports infrastructure and Government interest in having this Industry as a part of our country's economics, and with the help of the FCCA and all the Cruise Lines, Panama started receiving its first Cruise

Ship to our country and now we have more than 300,000 cruise passengers per year.

The Cruise Industry has also evolutionized, and now Panama is the new Home Port of Latin America. Its main reason is because COPA AIRLINES, the National Airline Carrier, has daily direct flights to most of the important cities of Latin-America making it the best airline carrier to bring passengers from any part of Latin America to a single destination. In a 2007 report, IATA places Panama as the 8th most impor-

tant Hub in the world in relation to its GDP. Also, there is NO VISA required for most of the countries in Latin America making it very easy to travel to Panama and there is no language barrier. The Home Port in Panama does not have to be focused in one special market or country. With the vast amount of flights daily, Panama has the capacity to bring enough passengers from any given destination and the capacity to flow from one market or country's main supplier of passengers to another, depending on the market strength for any given period of time; Sinces all the countries have different school periods, different national holidays, different religious holidays and different climate seasons. In addition, there is big potential in a year round operation for home port, as the supply of passengers for the Cruise Ship can come



from all over Latin America.

Panama has also other unique advantages for the positioning as a Home Port, one of them being logistics. Panama has 3 major Ports in the Caribbean Coast where daily ships from all over the world bring goods to Panama to be distributed to the

> different Continents, making this an easy way to bring goods needed for the cruise and also in an emergency it can be brought to Panama on one of the flights that come from any of the nine cities of the United States (Los Angeles, Dallas, Houston, Atlanta, New York, New Jersey, Washington, Orlando and Miami) or any Latin American Country. Also, Panama (Colon) has a port infrastructure that was designed specifically for the operation of a Home Port ship with enough area to oper-Embarking ate both and Disembarking, with a separate

area for the loading of the ship, making the operation very easy for both the ship and the passenger that comes to take the Cruise.

Panama has for many years been the shopping destination for Latin America making this another important element that makes Panama the right choice for the Home Port. Panama has the Colon Free Zone that is the main supplier of merchandise to all over Latin America, so the store and mall located in Panama City have the latest in brand names, and local brands with the best prices as the merchandise comes directly from the manufactures to the Colon Free Zone.

If we talk about tourism, Panama has a wide variety of





tourist attractions that are unique and have world recognition. We can start with the Panama Canal that is the Eighth Wonder of the World in which passengers are able to experience a shore excursion navigating through it in a small ferry where passengers are able to feel the lowering and rising of the water levels at the lochs and even been able to touch the walls of the lochs, seeing the operation in either side of the Canal at Gatun Lochs or Miraflores Lochs, and also are able to see the Coral's surroundings through the Panama Canal Railroad. The amount of ways to see the Panama Canal, gives the best reason to come back and see it in another way. Plus in the future, passengers will be able to see the construction of the expansion of the Panama Canal.

Other tourism attractions include the Embera Indian Tribe, that is one of Panama's Indigenous Cultures that is located along the Panama Canal and the Chagres River which is accessible and tourists are able to visit them in their natural habitat. The Emberas are well known craftsmen who make unique crafts like the Corotu Wood, carved animals and the tagua which is a seed that they carve in forms of animals and plants and the end product looks and feels like marble. Embera is undoubtedly a unique experience.

Panama City, is a Cosmopolitan City located in the Pacific coast of the country and it is only a 45 minute bus ride on a four lane highway from the city of Colon located on the Caribbean coast of Panama. In Panama City, passengers are able to see Old Panama, that was the first city founded in the Pacific Coast of the Americas and Colonial Panama which was later built.

Panama is always in a constant transition, changing and building for the future as it will play a key role in the World Commercial Trade and to be the center of the growth of the Cruise Industry in the Latin American Market.



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### Santo Domingo, the Cultural Capital Will Host the FCCA's 17th Annual Cruise Conference

hen considering sites for their annual conference, the Florida-Caribbean Cruise Association (FCCA) selects truly authentic Caribbean destinations that embody the region's magnificient beauty and rich culture. It is truly fitting that the 2010 Cultural Capital of the America's, the Dominican Republic's (DR) Santo Domingo, is welcoming the 17th annual conference this October. Santo Domingo is a sophisticated and vibrant global center for

culture, commerce and tourism and was designated the 2010 Cultural Capital of the Americas by the American Capital of Culture Organization (CAC).

Located on the Caribbean Sea along Santo Domingo's ocean boulevard, this October the elegant Renaissance Jaragua Hotel and Casino and the charming Melia Santo Domingo Hotel will welcome FCCA to first city of the Americas.

Discovered by Christopher Columbus

on his maiden voyage to the New World in 1492, Hispaniola is the second largest Caribbean island. When Columbus first saw the island centuries ago, he was overwhelmed by its beauty, describing it in his famous journal as "a beautiful island paradise with high forested mountains and large river valleys." In 1496, Columbus' brother Bartholomew, was appointed governor and founded the city of Santo Domingo. Today, it is an important center of commerce with 2.3 million resi-



dents, dozens of world-class museums, arts and entertainment options.

With over 500 years of spirited Dominican culture, Santo Domingo's assets are especially unique and offer the world a living testament to the past that formed the nation and ignited exploration of the New World. In the Colonial City, visitors can explore the Alcázar de Colón, Colombus' home, and also the first cathedral, university and hospital of the Americas. Here, historic buildings rest along cobblestone streets that Spanish conquistadors once strolled. A few minutes away in the modern Santo Domingo you will find the new state-ofthe-art Don Diego and Sans Souci cruise terminals. With two major airports, highways and seaports, Santo Domingo serves as a gateway to over 800 miles of stunning DR coastline, dazzling mountains studded with waterfalls, white-sand beaches and azure blue seas.

Two hours east of Santo Domingo, the picturesque town of La Romana is another favorite stop for cruise ships. The third largest city in the DR, La Romana is home to the luxurious Casa de Campo resort and the famous Teethof-the-Dog and Dye Four golf courses. Along with golf enthusiasts the world over, Casa de Campo attracts international celebrities like Jay-Z, Beyonce and Kayne West for its sumptuous seclusion, polo fields, villas, marina and pampering spa. With a population estimated at 150,000, La Romana is situated along stunning coasts and the breathtaking Chavon River. Nearby local resort spots like the beachfront Bayahibe and Dominicus are favorites for their pristine beaches. A must-see in the area is Altos de Chavón, a replica of a 17th century Mediterranean village located just minutes from La Romana.

A less-discovered cruise ship favorite is the Samaná Peninsula located on the Northeast Coast. This is the area where many Dominicans choose to spend their vacations due to its amazing beauty and charm. Samaná features stunning cliffs, lush green forests and secluded long white-sand beaches. Each winter, thousands of humpback whales return to the protected waters where they frolic, mate and give birth in the safety of the DR's Silver Bank Sanctuary for Marine Mammals.

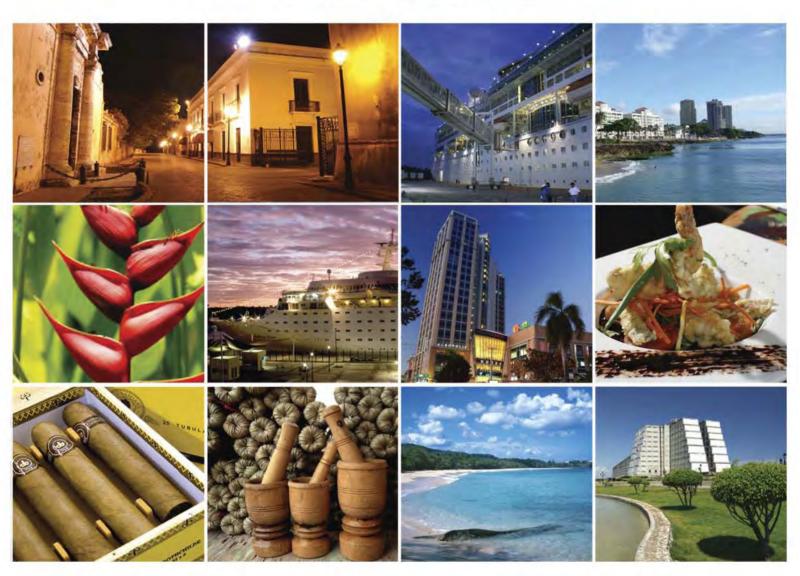
The Samaná Peninsula is famous for coconut palm trees, dramatic views of radiant turquoise ocean waters and lush green mountains. Amid lively little towns like Las Galeras, Las Terrenas and Playa Rincon, visitors can explore tropical forests, El Limon waterfall and the untouched mangrove reserves found in nearby Los Haitises National Park.

Perfect day trips include swimming, snorkeling and horseback riding. Diving enthusiasts should visit the El Portillo-Las Terrenas area in Samaná, which offers attractive dives to a mixture of shallow and deeper coral reefs and caverns, as well as coral gardens for snorkeling. In addition, a short boat ride will take you to Cayo Levantado, a small island inside Samaná Bay with a beautiful hotel and walkable trails.

Whether you explore Santo Domingo's vibrant history, La Romana's Altos de Chavon, or Samaná's breathtaking cliffs, beaches and stunning views, you will be overwhelmed, like Columbus, by the unimaginable beauty of the land.

A destination like no other - the DR is a surprising place that will delight even the most experienced traveler. With unspoiled natural beauty, fascinating culture and the famous warm hospitality of Dominicans, you will find a rich combination of environments to capture the imagination and refresh the soul.





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HOLLYWOOD



### Innovative Norwegian Epic Will Make Cruise History with 2010 Debut

By Brian Major

The 4,200-passenger Norwegian Cruise Line (NCL) ship Norwegian Epic, will debut in June 2010 as the most innovative cruise ship to enter the seas in a generation. Equipped with a stunning array of innovative onboard facilities, amenities and services, plus top-shelf entertainment and Freestyle Cruising onboard programming, the new ship is quite appropriately named.

That's because virtually everything about this feature-filled ocean-going resort is "epic", i.e., larger-then-life, beginning with Legends in Concert, the original and world's greatest live tribute show, to be featured for the first time at sea in more than a decade aboard Norwegian Epic. Considered the pioneer of live tribute shows and a Las Vegas staple for a quarter century, Legends in Concert features show business' greatest collection of live tribute artists and celebrity look-alikes.

Celebrity tribute artists including Elvis Presley, Marilyn Monroe, Tom Jones, Tina Turner, Madonna, Garth Brooks, Rod Stewart, Cher, Barry White, Tim McGraw and Shania Twain will headline six 45-minute shows over three days of a seven-day cruise. Also planned are cabaret-style shows in the Manhattan Room, Norwegian Epic's New Yorkinspired supper club, on three additional nights. The cabaret shows will offer guests an unprecedented dining and entertainment experience. The celebrity performers will change every four months, keeping the show fresh and exciting.

Norwegian Epic will also welcome Howl at the Moon, the world's greatest rock 'n roll dueling piano show, which encourages audience participation. Performing four times per cruise in Headliners, Norwegian Epic's comedy club, Howl at the Moon is a total entertainment experience where the talented piano players not only entertain the guests; the guests become part of the show.

In addition to its world-class entertainment options, Norwegian Epic will offer 20 restaurants and 20 separate bars and lounges, the cruise industry's first-ever Ice Bar, and innovative Studio accommodations, the first-ever cruise ship staterooms designed and priced for single occupancy.

Norwegian Epic guests will find amenities and facilities found frequently at upscale international resorts, but seldom aboard a cruise ship. For example, Norwegian Epic's POSH Beach Club on Deck 18 features white-cushioned day beds and private cabanas perfect for daytime lounging and relaxation. The luxurious, exclusive outdoor entercomplex tainment combines Mediterranean style with the sizzle of South Beach. A POSH VIP host and crew cater to guests' every whim. In the evening POSH transforms into an open-air nightclub with VIP bottle service, a DJ, and non-stop partying.

Norwegian Epic's innovative public areas extend to Deck 16 and Spice H20, an adults-only complex infused with Latin and Asian colors and vibes. With a huge LED screen broadcasting vibrant video images and dynamic music, Spice H20 will offer a one-of-akind sensory experience.

Spice H20 offers an ideal spot for daytime hanging out, with poolside lounge beds and mellow music. Once the sun sets, Spice H20 transforms into an Ibiza-inspired beach club with live entertainment.

Guests can experience the ultimate shipboard "chill out" spot at Norwegian Epic's Deck 7 Ice Bar. Inspired by Scandinavia's ice bars and hotels, Norwegian Epic's Ice Bar is one of only 14 facilities of its kind. This frozen chamber features a bar, walls, tables, stools, glasses and life-size sculptures made from ice, plus LED lighting simulating the Northern Lights, creating a distinctive Arctic atmosphere.

Ice Bar guests are provided with faux







fur coats, gloves and hats to keep them warm, as the room's temperature does not rise above 17 degrees Fahrenheit.

The Bliss Ultra Lounge and Nightclub is an all-day entertainment complex featuring NCL's signature bowling alley at sea. At night, Bliss becomes a dance club and lounge featuring plasma screens broadcasting music videos.

In the tradition of NCL's innovative Freestyle Dining, Norwegian Epic offers a broad selection of restaurants and eateries, each attuned to a particular style and cuisine. The Manhattan Room, located on Deck 6, resembles an elegant Art Deco supper club, offering live music and dancing in the evening. The two-story restaurant features floorto-ceiling windows overlooking Norwegian Epic's stern.

Teppanyaki, located on Deck 7, is the largest restaurant of its kind at sea, featuring exhibition-style Japanese cuisine prepared on flat top grills by up to 24 chefs. Located just outside Teppanyaki is Wasabi, a sushi and sake bar featuring the freshest sushi, sashimi and Japanese Yakitori dishes.

Meanwhile, Deck 14 features La Cucina, a Tuscan-style eatery serving regional Italian specialties. Shanghai's on Deck 6, offers delicious Chinese specialties, with décor reminiscent of Hong Kong's China Club.







Norwegian Epic's innovations extend to guest accommodations, with a wide selection of staterooms, from exclusive suites accommodating multiple guests to the cruise industry's first staterooms for solo travelers.

Located high atop Norwegian Epic on decks 16 and 17 is The Villas complex, a two-story, private "ship within a ship" oasis featuring 60 suites and villas. Deluxe Owner's Suites, Courtyard Villas, and Courtyard Penthouses are located here, along with a pool and plush daybeds, private cabanas and chaise lounges. The complex also features hot tubs, a steam room, indoor/outdoor dining, a bar, concierge lounge, sundeck, and a private gym overlooking the pool. A dedicated concierge attends to guest needs. Access to the private Courtyard is available to all guests in Owner's Suites, Courtyard Villa, and Courtyard Penthouse accommodations.

Norwegian Epic guests can also opt for Spa suites or staterooms featuring private access to the spa's luxurious therapeutic thermal suite and fitness center.

Finally, Norwegian Epic's Studio state-

rooms offer cabins designed especially for single travelers. These den-like spaces include private access to the Living Room, a shared private lounge.

Norwegian Epic also offers active facilities plus dedicated spaces for children and teens. The Aqua Park on Deck 15 features three water slides of varying sizes, including The Epic Plunge, the only tube slide at sea.

The Aqua Park is also equipped with two main pools; five whirlpools; a wading pool and a kid's pool. There's also a children's Splash and Play Zone with whimsical sculptures, water sprays and a kids' slide.

Norwegian Epic's Sports Deck offers an extreme rock climbing wall, the first rappelling wall at sea, plus a full basketball court that also accommodates volleyball, soccer and dodge ball. Norwegian Epic's Fitness Center features the first squash court at sea.

Finally, Norwegian Epic offers two dedicated facilities for kids and teens. Entourage is an exclusive teen zone for ages 13 through 17. At night, the space transitions into a hip nightclub for dancing or hanging out on comfy couches.

Norwegian Epic's Kid's Crew facility, on Deck 14, features separate areas designed for kids ages two through nine and tweens, ages 10 through 12. Kid's Crew features a space-themed play area, air hockey table, light-up dance floor; WiiTM gaming areas; and a stateof-the-art surround sound cinema. The Tween Zone has a futuristic feel with multiple WiiTM and PlayStation® areas and a private karaoke performance stage doubling as a cinema.

Norwegian Epic begins a schedule of seven-day Eastern and Western Caribbean cruises on July 10.



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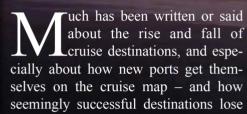
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# Destination Suicide

### By Henry Yaniz, FCCA Platinum Member, Tobago Department of Tourism



their edge. Why is this so? Why are some destinations more successful than others? To paraphrase the words of the British historian, Arnold Toynbee, I would suggest to you that *"Cruise destinations die from suicide, not from murder"*.

Toynbee rejected a deterministic view of history that civilizations rise and fall according to a natural and inevitable cycle. For Toynbee, a civilization might or might not continue to thrive, depending on the challenges it faced and its responses to them, and wrote that "Civilizations die from suicide, not from murder".

Cruise lines, and all of the actors involved in the development of the cruise industry, have invested hundreds of millions of dollars and year-after-year of promotion to build appeal for and passenger traffic to cruise destinations all around the world. Successful destinations beget successful itineraries, which build successful cruise regions, which result in wealth, happiness, and long-life for all. More and more, we see a growing spirit of cooperation and true partnership among and between cruise lines, industry vendors & suppliers, and cruise ports of call. This spirit of partnership is a natural by-product of a deeper understanding that "we are all in this together" and that our mutual best interests are maximized when there is a high level of cooperation and coordination. Success breeds success.

The cruise industry understands this, and their very success is predicated on three principal tenets: investment, innovation, and adaptation – all wrapped up in a "can't be beat" value proposition. Perhaps this explains their unprecedented history of growth, customer satisfaction, and return on investment. The goal is simple. The cruise business is in the business of building and promoting cruise destinations to satisfy the wishes of their cruise guests. For the most part, cruise passengers 'cruise' with the idea of visiting and learning about new destinations; and a significant number of these visitors participate in organized or independent shore excursions, 'shop til they drop', or perhaps roam on their own. Regardless, their goal is to visit the destination or destinations of their choosing, while cruising.

It is not clear to me that the stewards of these same cruise destinations share the clarity of this simple and straightforward goal, and many times are seen to embark upon a path towards 'destination suicide'. How better to explain the oftentimes careless and irresponsible management of their 'destination product'; wherein, valuable infrastructure, port or tourist, is permitted to deteriorate; innovation is sorely lacking or stifled, crime and a general lack of security are permitted to fester; transparency is opaque; and the costs to visiting cruise lines grows without logic.

Destination suicide can take many forms, and we have all been witness to this cruel and senseless act.

Port facilities are left to crumble, are not modernized, updated, or expanded as needed. Ground transportation assets are not improved, taxi services are not adequately supervised, policed, or regulated, and taxi costs bear no relationship to reality- or distance. Tourist facilities, attractions, or activities are unattractive and have fallen behind – today's visitors are far more demanding and expect more than yesterdays 'city tour'. And, in the face of this, costs continue to rise and declining destinations look to increase taxes or fees with no thought to value or their competitive position in a global arena. Have we forgotten this basic economic truth – there is less demand at a higher price and/or consumers will replace the higher cost good with a lower cost good. That is to say, over time, cruise operators will substitute lower cost ports for higher cost ports; and lower cost regions for higher cost regions. Look around, it's happening now.

Take a page from the cruise lines' book. Invest, innovate, and adapt – it worked for them, it will work for you.

Henry Yaniz is President of CRUISENET, a boutique cruise tourism development firm based in Miami.

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ATTRACTION IN COZUMEL

# 2010 Platinum Member Cruise Highlights Enduring Partnership

#### By Brian Major

The enduring partnership forged between the Platinum Membership Advisory Council of the Florida Caribbean Cruise Association (FCCA) and the cruise industry was in full evidence during the 2010 edition of FCCA's popular Platinum Member Cruise, which this year consisted of an exciting three-day Bahamas voyage aboard Norwegian Cruise Line's 2,002passenger ship Norwegian Sky.

The cruise not only brought together cruise-line officials and FCCA Platinum Members, but also their families and friends, who together enjoyed the hospitality of NCL's feature-filled Norwegian Sky, along with tours of the Bahamas' beautiful tropical landscape. The sightseeing excursions were highlighted by a "Discover Atlantis" tour, while aboard Norwegian Sky, Platinum members and cruise-line executives gathered to discuss the challenges and opportunities both parties face in delivering their products and services to cost-conscious vacationers.

Each year, the Platinum Member Cruise

offers cruise executives and Platinum Members a rare opportunity to exchange ideas with on key issues affecting the cruise industry and its operations in the Caribbean their industry counterparts, while also bonding on a personal level. Throughout its history, the Platinum Member Cruise has served as a starting point for stakeholders to formulate methods and practices designed to facilitate greater cooperation and efficiency, while more generating more business for everyone.

"Our 2010 Platinum Members Cruise was a tremendous success,"

said Michele Paige, FCCA's President. "As in past years, the 2010 gathering aboard Norwegian Sky offered



"The FCCA cruise on Norwegian Sky was a very positive experience for all attendees," said Sleipnes of NCL. "For me, the one-on-one meeting where I was able to sit down and discuss opportunities with several port operators and vendors was useful. I also participated in the PAMAC meeting which was interesting and beneficial for all participants. I enjoyed being the host for such a successful cruise."

Platinum Members and cruise-line executives a communal forum to launch meaningful discussions on



issues that impact the ongoing partnership between Caribbean destinations and cruise lines, in an atmosphere that is also fun and relaxing."

Paige said the 2010 Platinum Cruise comes at a particularly important period as the larger tourism industry seeks to rebound from an extremely challenging year, and the global economy also seeks to recover from a bruising 2009. "During difficult economic times, the businesses leaders who remain aggressive and continue to interact with colleagues, while also seeking to continually explore new and innovative ideas and approaches," she said, "will be best positioned to prosper as the global economy recovers."

With those sentiments clearly in the minds of delegates, the attendees began the event by arriving in Miami early on Friday, January 22 to board Norwegian Sky. Later that day and prior to the official launch of the event activities, guests were invited to participate in a casual business card exchange prior to a relaxing dinner in Norwegian Sky's Crossings Dining Room.

Arriving in Nassau early Saturday, the delegates and their families enjoyed a series of enlightening tours arranged by the Bahamas Ministry of Tourism. The highlight was the "Discover Atlantis" tour, a guided look at the extraordinary Atlantis resort, the massive peach-colored complex of towers, shops, restaurants, lounges, water parks and pools set aside a sweeping expanse of Bahamas beachfront. Discover Atlantis begins near the resort's massive main lobby at "The Dig," an exhibition featuring a series of walk-through aquariums focused on a "lost continent" theme. The exhibition's re-created "ruins" feature sharks, manta rays, and other abundant forms of exotic sea life. The tour then continues through Atlantis' stunning array of waterslides and pools.

As Norwegian Sky set sail on Saturday evening, the attention turned to informal networking among the gathered Platinum Members and cruise line officials. NCL's signature "Freestyle Cruising" concept provided the perfect backdrop for the attendees, as all were free to table-hop and dine with multiple colleagues. Svein Sleipnes, NCL's Vice President, Nautical & Port Operations, organized the voyage on behalf of NCL and hosted the opening evening's dinner. He took a moment to officially welcome Platinum Members and company officials aboard, including Colin Murphy, Vice President, Destination & Strategic Development, and Ross Henderson, Vice President, Onboard Revenue

Sailing for Great Stirrup Cay, NCL's private Bahamian island retreat, the Platinum Cruise attendees aboard Norwegian Sky turned to business on Sunday, beginning their day early with one-on-one meetings from 8 to 10 AM. At these face-to-face caucuses, Platinum Members were able to speak directly with executives from FCCA's member lines to discuss trends, news and other developments impacting their destinations, as well as to formally introduce new products and/or services.

Following these individual consultations, the attendees gathered for the Platinum Associate Membership Council (PAMAC) meeting, at which FCCA member line executives and Platinum Members discussed a variety of issues focused on the member lines' continuing operations in the Caribbean, along with plans and initiatives for the future, and finally the challenges facing the broader tourism marketplace.

In addition, FCCA presented recent cruise industry developments, accomplishments and statistical information. Among other areas of discussion, the gatherings focused on common challenges all tourism-based business face today, and ways to develop new and better strategies, methods and practices to continue the growth of cruise vacationing across the region.

As Norwegian Sky approached Great Stirrup Cay, an unusual period of rough waters delayed Sunday's planned tender operation. Ultimately, the decision was made to cancel the call at Great Stirrup Cay for safety reasons. In its place, the Norwegian Sky staff quickly commenced with a gala poolside barbecue and cocktail party in the ship's Lido pool area.

Following the onboard barbecues, attendees gathered for the final official event of the Platinum Member cruise, a Business Networking event in Norwegian Sky's Outrigger's Lounge. The gathering provided a forum for delegates to discuss ideas for new programs and alliances going forward. NCL out did themselves by showcasing their limitless talents and having the captain thrill attendees with his phenomenal singing abilities.

Overall, the 2010 edition of the FCCA Platinum Member Cruise represented

another successful gathering for Platinum Members, cruise company officials and the FCCA. Throughout the three-day event, existing business relationships were solidified and new ones launched, families met and formed new friendships, and everyone enjoyed the Bahamas' sun-drenched natural landscape and exciting attractions.

"I have always found both in my personal and professional life that effective communication with the right person is invaluable," said Rovel Morris, General Manager of Goddard Shipping & Tours. "The Platinum Associate Membership allows us to communicate with the right people on the issues that are affecting our business and destinations today."

"The FCCA cruise on Norwegian Sky was a very positive experience for all attendees," said Sleipnes of NCL. "For me, the one-on-one meeting where I was able to sit down and discuss opportunities with several port operators and vendors was useful. I also participated in the PAMAC meeting which was interesting and beneficial for all participants. I enjoyed being the host for such a successful cruise."

Because the cruise industry's success relies on an incredible level of teamwork among many diverse interests, and the Caribbean remains the number one cruise destination, events like FCCA's Platinum Member Cruise stand out as vitally important to the industry's continued growth. By working together and supporting each group's common goals, the FCCA and its Platinum Members, together with the FCCA member cruise lines, have created a winning formula for all.





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Above: Rendering of the new Broadway Pier Cruise Ship Terminal

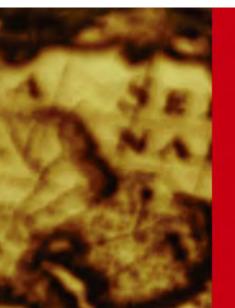
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olumbus sailed the ocean blue—but not all by himself. He needed vendors, suppliers and crew. The 21st-century cruise industry needs partners, too—and it finds them at the Florida-Caribbean Cruise Association.

"Establishing relationships among Member Lines and the public and private sectors of partner destinations was, after all, the goal behind the 1994 founding of the FCCA Conference," says Michele M. Paige, President of the association based in Pembroke Pines, Florida.

In today's volatile economic climate, the rules of the cruise game are constantly changing—and you're not the only one who's longing for a chance to get out on the playing field. Plenty of providers like you want to show the fans in the stands what they can do, too.

Why? Because the cruise industry is winning, even in a recession. A new study shows that last year cruise tourism generated more than \$2.2 billion in direct expenditures, 56,000 jobs and \$720 million in employment and wages among 29 FCCA destinations that participated in the BREA study.

"No industry is recession-proof, but the cruise industry traditionally has been recession-resistant," says FCCA Chairman The FCCA serves as a liaison between providers and destination partners like you and the cruise industry movers and shakers who are looking for services in every area of tourism and hospitality.

Micky Arison, who also is chairman and CEO of global cruise leader Carnival Corporation & plc.

### Join the Team

To get in the game you have to know the players. But how? If you were having a problem with your electric bill you wouldn't dream of picking up the phone and calling the president of the power company. The best you might accomplish is to reach some faceless Customer Service representative and you might also spend of lot of time on hold as you were transferred from one voice to another (assuming you were lucky enough to get a human voice in the first place).

As any sales executive will tell you, "cold calling" is a difficult play. But what if you and the electric company president had a mutual friend who introduced the two of you at a dinner or cocktail reception—or even on a Caribbean cruise?



What if you were able to discuss your ideas, products and services with cruise decision makers at a friendly luncheon or in a private, one-on-one meeting?

Your friend is the FCCA. The association serves as a liaison between providers and destination partners like you and the cruise industry movers and shakers who are looking for services in every area of tourism and hospitality.

"The most important reason to join the FCCA is the immediate and direct contact a company will have with the decision makers in the cruise industry," says Steve Nielsen, Vice President of Caribbean and Atlantic Shore Operations for Princess Cruises.

And those Member Line decision makers maintain a farreaching range of influence.

The FCCA focuses on the Caribbean and Latin America—the cruise industry's top destinations—but its Member Lines circle the globe: AIDA Cruises, Azamara Club Cruises, Carnival Cruise Lines, Celebrity Cruises, Costa Cruise Line, Cunard Line Ltd., Disney Cruise Line, Holland America Line, MSC Cruises (USA) Inc., Norwegian Cruise Line, Ocean Village, P&O Cruises, Princess Cruises, Royal Caribbean International and Seabourn Cruise Line.

There's a good chance that somebody at one of these lines—or several—is looking for just the service or product you provide. Standing on a corner and proclaiming: "Here I am!" is like calling the electric company's Customer Service Department. You need a name and a face to get your point across.

#### Game On

You'll find the names in the FCCA's Membership Directory and you'll see the faces of key cruise players and partners in the association's quarterly *Cruising Magazine*—and those are just two of the perks in store for you when you sign up.

FCCA membership, like membership in most organizations, provides you with some basic benefits: discounts and savings



on advertising, conference registration fees and various related programs; collateral support; access to the most up-to-date industry research and more.

But the championship prize you're awarded with an FCCA membership is a calling card that will allow you access to the cruise industry clubhouse. Here you'll learn about the best way to pass along your game plans to new teammates: attending the FCCA Cruise Conference and Trade Show. The industry's premier annual event brings together more than 100 cruise executives and 1,000 industry partners, who network at workshops, seminars and private functions.

"More can be accomplished in the 4 days at the FCCA conference than during the other 361 days of the year," says Adam Goldstein, President & CEO of Royal Caribbean International. "Everybody who's anybody in the cruise industry attends this event. Decision makers are quite open to hearing about new products, services, destinations, shore excursions and ideas."

Another great way to network is to join the Platinum Associate Member Advisory Council. Each year PAMAC members get to know one another while cruising to a conference held in a member destination. It is possible to combine business with pleasure. PAMAC members do it all the time, whether they're closing deals at onboard parties or getting an inside look at industry projects while taking in the scenery on an unforgettable land tour.

"I can't tell you how many productive people I've had a chance to get to know while attending the PAMAC conference," says Giora Israel, Senior Vice President of Port and Destination Development. "These are people who have ideas and projects I want to know about—and need to know about."

#### **Scoring Points**

A good coach knows that team members who work together to reach a common goal develop unbreakable bonds. FCCA members—service providers, destination partners and cruise industry executives—come to appreciate each other's talents



as they form teams to tackle a wide range of projects that not only boost the regional cruise industry but also give back to the destinations that welcome FCCA Member Line cruise ships.

Imagine what it feels like to know that you and your colleagues have brightened the holidays for needy children in Honduras or the Cayman Islands. That's a heartwarming experience that team members will share forever. "Working with the FCCA Foundation, the association's charitable arm, has been one of the most enriching experiences of my life," says Michael Ronan, Vice President of Government Relations for Royal Caribbean Cruises, Ltd. "The added benefit is that I meet great people through the Foundation and we end up doing great things together in the cruise industry."



The Florida-Caribbean Cruise Association can put you in the middle of the action. But the FCCA is much more than a gateway to the cruise industry. Association members make business contacts but also form significant relationships with colleagues as they work together to reach the winner's circle.

Consider the FCCA your keystone for success, a team you depend on even when the weather turns and the field gets a little muddy. "Never has it been more important for cruise and travel partners to link arms and share ideas," as Paige says. "That's what the FCCA is all about."

Go for the medal. Become an FCCA Associate or Platinum Associate member. The team wants—and needs—what you have to offer.







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Cruise Port Development - 2010

By Chuck Hendrick

A big, new cruise ship is coming to our Port! We need a bigger pier, deeper channel, bigger terminal! What has to happen first? How long will it take to make this happen? How much will it cost?

Cruise port development to accommodate larger new cruise ships requires careful business planning, engineering, possible permitting, and most definitely, careful scheduling and budgeting. Clients often ask us,"What should we do first?" The answer is to hire an engineer! Yeah, I know, right! But, an engineer will start with a preliminary report. Your port will need a pier with adequate capacity, an educated estimate of what it will cost, and how long it will take to get it functional, so the smartest course of action is to get a professional on the job from the beginning. It may sound self-serving, but there are often time sensitive issues that are not immediately apparent, and those issues are what we want to talk about here. What will be needed to handle these bigger ships and the associated increase in passengers, luggage, taxis, buses, and everything else? What about the schedule? Is your financing in sync with the real budget? Is dredging needed? Maybe there are significant permitting issues related to the dredging and disposal of the dredged materials. Any long lead-time items needed for the construction? Things like ordering and manufacturing the steel or concrete pilings, or other items that take extra time to manufacture and ship?

Geotechnical investigation is critical to properly design wharf and pier improvements strong enough to last for many years through hurricanes and earthquakes. The geology in the Caribbean is extremely varied, a factor that profoundly impacts pier foundations. As the tragedy in Haiti reminds us, seismic conditions that predict the potential for earthquakes are present in many areas of the Caribbean, a reality that requires unique engineering calculations and sturdy design to properly protect your port's investment. Geotechnical investigation is money well spent!

CH2M HILL is fortunate to have great clients and be the design engineer for cruise port improvements for home ports and ports of call that span the western hemisphere. Over the last year or so, CH2M HILL has been actively working on projects for many important cruise port expansions, and we would like to brag about a few of those here.



In Tortola, BVI, CH2M HILL is designing a new ferry terminal, 3 stories tall and 75,000 square feet in total, with service to/from USVI and inter-island BVI. The modern design of this terminal includes hurricane code and energy efficient building features, solar technology, and structural design for seismic events. In addition, at Road Town we designed the pier extension, repairs, and dredging expansion of the cruise pier to handle the Voyager class ships. The repairs to this pier are currently under construction.

For the Port at St Maarten, we served as the Owner's Independent Engineer for the pier expansion, dredging, and breakwater that will accommodate the Carnival Dream and RCI's Oasis.

Carnival's growth continues. After Hurricane Wilma destroyed the Puerta Maya pier on Cozumel, our engineers designed a new pier and provided oversight of the construction. We are now ready for bids on the next phase of that project, and are looking at several possible new sites for Carnival around the hemisphere.

Royal Caribbean's Oasis of the Seas is the biggest cruise ship on the ocean and requires bigger ports. RCI has kept CH2M HILL busy getting the ports ready, including the St Thomas' Crown Bay terminal, St Maarten's new pier, and improvements at Nassau, Bahamas and Labadee, RCI's private destination on the north coast of Haiti.

The Labadee pier project included a feasibility study, concep-

tual plans through final design of the pier, beach nourishment, a breakwater, and services during construction. After the earthquake, this is the largest working pier in Haiti, and is being used for the relief efforts there. Thousands of pallets of relief supplies have been delivered to the Labadee pier to date.

For the launch of the Oasis of the Seas, CH2M HILL worked with representatives from RCI's Guest Port Services, Marine Operations, and New Build departments to prepare several ports for the arrival of the Oasis. This project is still ongoing in the western Caribbean ports. In addition, we are providing Royal Caribbean with additional port options for the Allure of the Seas, scheduled to deploy later this year.

Meanwhile back in Florida, we have provided design and services during construction for the new Mallory Wharf cruise pier in Key West - home to the famous sunset celebration and popular cruise ship berths.

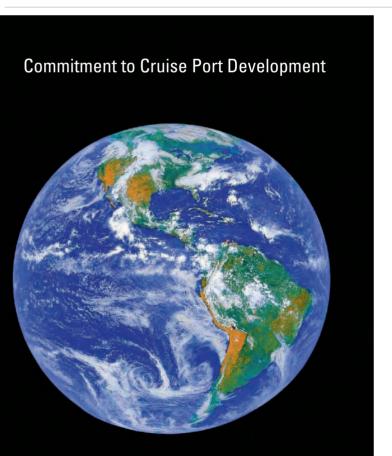
These great new cruise ships all sail from a home port somewhere! At Port Canaveral, Florida, CH2M HILL designers are providing architecture, engineering, and construction administration services for the expansion of Cruise Terminal #8, as well as a new 999- space parking garage and elevated pedestrian connector. With ships carrying 4,000 passengers



due at the Port soon, there is a need for more space in the terminal and additional parking. Construction is currently underway on the newly expanded terminal with completion scheduled for October 2010.

So what's next at your Port? Meet with your cruise line executives at FCCA events and talk about your next big ship. Do your marketing and business planning, and then meet with your engineer for planning, design, permitting, and construction preparation. The big ships are coming and with early planning, they can come to your Port too!

Chuck Hendrick is the Senior Project Manager for Ports and Maritime at CH2M HILL. (Charles.Hendrick@ch2m.com). Visit CH2M HILL at Seatrade Booth 1009



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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 FCCA membership.

To inquire about Aon services for FCCA Members, **contact: Hellen Mena Savitt**, Aon Risk Services, p: +1.305.961.6231, e: hellen\_savitt@ars.aon.com





### Global Tour Operators Liability Insurance Program Update

Aon is pleased to be working with the FCCA and its members to roll out our new Global Tour Operators Liability Insurance Program. Chartis Insurance Company has been brought in to replace Ace Insurance Company who is exiting the business. Already 181 operators have joined our program and we look forward to helping many more members throughout the balance of the year.

Our primary goal is to deliver an insurance program that provides affordable protection for all participants. This can only be accomplished through proper underwriting and managing claims.

One of the major drivers of insurance costs are claims. If claim payouts are more than premiums collected, costs will increase. If claim payouts are less than premiums collected, costs will decrease. Aon is very focused on helping to make sure that this second statement becomes a reality for the FCCA's insurance program. But how will we do this? One answer is Safety and Loss Control.

Safety and Loss Control are a set of activities that are used to prevent claims from occurring. These activities will vary depending on each type of tour and the risks associated with each tour (i.e. zip line operators will have different safety measures than walking tours). Aon has a dedicated team of safety engineers that will support a formal loss control program designed to benefit all FCCA members by reducing claims. Below are some of the initiatives that Aon will invest in. Claims Analysis: Aon will analyze the types of claims that FCCA members have been having historically to identify patterns and trends. Our loss control efforts will then be focused in these specific areas.

Best Practices: Many of the excursion companies participating in the FCCA insurance program already have state of the art safety programs. For those that do not, Aon will develop best practices for high hazard activities.

Site Visits: Aon will send its safety engineers into the field to provide loss control support. The goal of this is to assist operators to make their excursions safer.

Training & Education: Aon will host a series of seminars on various loss control topics at future FCCA events.

Passenger injuries clearly have a negative affect on the overall cruise and shore excursion industry. There are direct medical costs and indirect costs related to reputational risk and public relations. More specifically as it relates to the FCCA insurance program, escalating passenger injuries will increase the premiums that are paid. The collective purchasing power of 400 tour operators will allow Aon to negotiate lower premiums. In addition, and equally important, the better the collective claims experience of the group, the more competitive the overall insurance program will be. Safety and Loss Control will be an important part of ensuring our loss term success.



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Beautiful flowers and plants are a classic sign of good taste. A **flower bouquet welcomes the guest** as they enter the room. The style and quality of the arrangement should be **in accordance with the brand identity**.

Emilio Robba Studio works with **individual budgets and specifications** to develop solutions with maximum creativity, from a table centerpiece to an entrance bouquet, from a wall of greenery to a landscaped garden, solutions that are particularly adapted to the **style and proportion** of hospitality and commercial environments, cruise companies, special events as well as exclusive homes and palaces throughout the world.

Incorporating elements of Nature into design represents an awareness of current trends towards living a **GREENER lifestyle**. Illusion flowers and plants have a **longevity of several years**, which presents an undeniable advantage both economically and ecologically.

With offices in France, USA, Japan and Morocco, Emilio Robba Studio coordinates installations worldwide with quality and efficiency providing international companies the guarantee of a **consistent floral and landscaping identity**.

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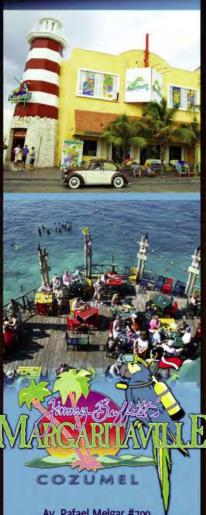
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### Selvin Knox – Sr. Stateroom Steward Norwegian Cruise Line

I have worked at Norwegian Cruise Line since March 1969 where I began my career as a hotel utility on *M/S Starward* sailing from Miami to Jamaica, Bahamas and Port of Prince in Haiti. I was promoted and became room steward in the 70's and decided to get married in 1972. Working at NCL enables me to support my family and to raise my seven children; five of them are now professionals and two are in college.

I am now in my 38th year serving the company with all my heart, I just got my long service award from NCL. I am proud to reach this age working onboard because I love what I'm doing and enjoy working with my fellow crew members. It is very important to love what you're doing then success will come your way. My plan of retiring is very soon, I had all the blessings in the world and forever will be thankful for that. I would like to thank my company NCL for

helping me reached my dreams and become a better provider.

Message to all seafarers around the world who started their careers on board the ship: "Work hard and persue your goals in life while you have opportunity at hand." To NCL, please continue opening great opportunities to people who want to fulfill their dreams.

More power to NCL and success in the cruise line industry. God bless.

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# Neetings & Greetings Nith the FCCA



FCCA Security Operations Committee meets with local cruise stake holders of Antigua. (From left to right) Jerry Daniel, Cruise and Yachting Officer, Antigua and Barbuda Ministry of Tourism; Avonelle Pole, Marketing Executive, Antigua Pier Group; Colin James, CEO, Antigua and Barbuda Tourism Authority; Nathan Dundas, President, Antigua Cruise Tourism Association; Michael Ronan, VP Government Relations, Royal Caribbean Cruises, Ltd.; Stephen Neilsen, VP Caribbean and Atlantic Shore Operations Princess Cruises; Michele Paige; Colin Murphy, VP Destination and Strategic Development, Norwegian Cruise Lines; Amilicar Cascais, VP Tour Operations - Carnival Cruise Lines; Conrad Pole, Manager, Antigua Pier Group and Gordon Buck, VP Caribbean Relations - Carnival Cruise Lines.

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