



Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

Fourth Quarter 2006



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Fourth Quarter 2006

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President's Letter



Michele with Micky Arison, FCCA Chairman, Chairman & CEO Carnival Corporation and her parents at the FCCA Booth in the Cayman Islands.

“A good plan today is better than the perfect plan tomorrow.”

With the year coming to an end, many like to focus on the past, on their accomplishments or failures. But this isn't the time to live in the past. Though there's time for reflection, I'd like to remind you about the joy of the present and importance of the future. Living in the moment while preparing for the next is something vital to success in life and business. Times like these seem to provide a test, as it's easy to simply look forward or behind.

Though the New Year and the holidays lie just around the corner, there are still some steps which everyone can engage in now, basic actions which prove highly beneficial. Explore the possibilities, determine what changes you should make, create an action plan, find some support, and take action. Creating and actualizing plans is a constant process, but one for which the effort must be made. With the world being unpredictable, the only thing you can count on is your own course of action; add some balance to the system through preparation.

The cruise industry's own plans show quite a promising year, while our records show another successful one winding down. This issue of *Caribbean Cruising* showcases past events and future functions. It accounts another amazing Conference, which attracted over 1,200 attendees in Cayman and gives insight into the industry through Andy Stuart, Chairman – Cruise Lines International Association (CLIA), EVP, Marketing, Sales & Passenger Services – NCL Corporation, State of the Industry Address. Also featured is the progression of the FCCA Foundation, including the Gala Dinner and workshops.

Hopefully you can develop your own plans while reading what's in store for our future. We wish you all the best for the upcoming year. We hope that you take full advantage of it, but to do so requires effort and planning.

Getting what you want out of life is really pretty simple; it's just not easy!

Respectfully yours,

Michele M. Paige



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Chukka Caribbean Adventures Achieves Green Globe Certification

Chukka Caribbean Adventures has achieved certification under the prestigious Green Globe Certification Program which measures and ratifies tourism operations worldwide and assesses their environmental practices by a rigorous system of audits.

“At Chukka, we are very serious about our environmental responsibilities,” says Mark Hylton, the company’s general manager. “The Green Globe Certified status is a confirmation of our development over the years as a team of dedicated, environmentally aware professionals, committed to providing quality adventure tours and services. We operate within a system which nurtures and enhances the environment for our guests and for the surrounding communities. Maintaining an environmental balance is of critical importance for the Caribbean, especially since so much of our livelihood is dependant on tourism. The management systems that we follow today will go a long way towards ensuring a fruitful future for our succeeding generations.”

At Chukka Caribbean Adventures, the commitment to the community is at its highest level, with 88% of the members of the Chukka team residing within a 20-kilometer radius. The company draws upon the surrounding communities for its staffing. Additionally, Chukka purchases local produce exclusively, wherever possible and the operator adopts and maintains community shops as refreshment stops for its tours.

Energy-saving methods are de rigueur at Chukka and the utility equipment is constantly monitored for efficiency. Waste is separated and recycled, with an eye on limiting harmful elements in landfill, and Chukka vehicles are serviced regularly to keep fuel consump-

tion and emissions in check. Most importantly, Chukka has ongoing educational programs for its team and the company is conscientious about raising the awareness level of its environmental mission among its guests.

Green Globe provides a benchmarking and certification system that responds directly to the major environmental problems facing the planet, including the greenhouse effect, overuse of freshwater resources, destruction of biodiversity, production of solid and biological waste and social issues.

As a Green Globe Program participant, Chukka Caribbean Adventures had to successfully outperform set regional standards in a number of key areas, over a period of over two years. The final process, to attain the highest level of achievement included a rigorous on-site assessment conducted by an independent auditor. Having met all the requirements of the testing process, Chukka Caribbean Adventures earned its designation as a Green Globe Certified tour operator.

Founded in 1983, Chukka Caribbean Adventures is now the number one land-based nature adventure tour provider in the region, offering thirty-two tours in Jamaica, Belize, The Bahamas and Turks & Caicos Islands. Collectively, the operations delivered over 250,000 adventure tours to cruise and hotel guests in 2006. With a commitment to deliver the highest quality tours with well trained guides and stringent safety standards, Chukka takes pride in showcasing the natural beauty of the Caribbean through unique and sensational experiences and providing opportunities for local residents and businesses. Awards include “Shore Excursion of the Year 2004/2005” for Montego Bay and Ocho Rios by Princess Cruises and the Jamaica Hotel and Tourist Association Attraction of the Year Award 2005/2006.

CH2M HILL’s Ports and Maritime Group Hires John Corley

CH2M HILL, a global full-service engineering, construction, and operations firm, announces the hire of John Corley as the Global Director of Strategic Planning and Business Development for the Ports and Maritime Group.

Corley brings to the firm nearly 20 years of experience in strategic business planning, public infrastructure corporatization and privatization, organization restructuring, operations improvement, capital planning, master planning, and program management. His extensive experience includes work for both commercial and government transportation-sector clients, with particular emphasis on railroad, port, and maritime communities. Experienced internationally, he has worked for clients in the Middle East, Europe, Asia, and Latin America.

In his new role, Corley will be responsible for developing and implementing a strategic plan for the firm’s Ports and Maritime Group, as well as growing the firm’s global business through new markets, technologies, and clients.

Prior to joining CH2M HILL, Corley was an international management consultant with Booz Allen Hamilton.

Corley received his bachelor’s in civil engineering from Virginia Polytechnic Institute and State University and his MBA from Johns Hopkins.

River Consulting Expands Ports and Maritime Group; Opens Tampa Office

TAMPA - River Consulting has expanded its Ports and Maritime Group with the addition of key staff and an office in Tampa, Florida This new location is focused on management, consulting and engineering ser-



vices for the Port, Maritime, Terminal, Cruise and Material Handling industries, ranging from facility planning and design, to procurement and construction management.

“We are pleased to announce that John Bolles, Gary Schneider, P.E., and Mike McFadden have joined the organization and will be working out of this new office,” says Guillaume Lucci, P.E., principal vice president and manager of the Ports and Maritime Group. “All three are seasoned port construction, engineering and operations professionals with comprehensive experience. With River on track to become an industry leader in ports and maritime, the contributions of this office will be significant.”

John Bolles will serve as vice president and general manager of the Tampa office. “We are excited to offer expanding services to Clients from this office. Our depth and experience include planning, design and construction management of ports and mar-

itime facilities across diverse industries,” says Mr. Bolles.

River Consulting offers management, consulting and engineering services in the United States and throughout the world at six regional offices, including New Orleans, Columbus, Pittsburgh, Houston, Salt Lake City and Tampa. The Tampa office is located at 1101 Channelside Drive, Suite 300 North. To learn more visit www.riverconsulting.com.

CSA Elects New President, Vice-President

The Caribbean Shipping Association (CSA) elected its 14th President on October 16 in Panama City, Republic of Panama.

Fernando Rivera of Puerto Rico was elected unanimously by member-delegates attending the 36th Annual General Meeting, Conference and Exhibition held at the Caesar Park Hotel.

Carlos Urriola of Panama was elected Vice President. Mr. Urriola has been sitting on the CSA’s General Council for the past six years and was Chairman of the Association’s marine ports and terminals group (Group B) at the time of his election.

Mr. Rivera, Vice President of the CSA for the past three years, was formerly President of the Puerto Rico Shipping Association (PRSA). He served the PRSA in that capacity for nine years. He has been sitting on the CSA’s General Council for the past six years; has represented the CSA at various conferences; and, has served on the Port Awards Committee.

He replaces Corah Ann Robertson-Sylvester of Jamaica, who served three terms as CSA President.

Over 250 shipping executives from all four language groups of the Caribbean, as well as North America, South America and Europe attended the 36th Annual General Meeting, Conference and Exhibition in Panama.

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Cruising Boosts Tourism Recovery in Crescent City

In the wee hours of Oct. 15, the *Norwegian Sun* docked at the Port of New Orleans' new \$37 million Erato Street Cruise Terminal, marking the return of home-ported cruise ships to the Crescent City.

"We're proud to demonstrate our commitment to the City of New Orleans by returning with a big, new balcony ship," said Bob Thye, Norwegian Cruise Line's senior vice president of revenue management and itinerary planning, during a mid-morning press conference. "With 47 million potential passengers living within a 500-mile radius of New Orleans, this vibrant city is a key partner for NCL."

Barely a week later, a large group of smiling port and city dignitaries gathered in a third-floor lounge of Carnival Cruise Line's *Fantasy* to welcome the world's largest cruise ship operator back to New Orleans and marking the return of year-round cruising to the Big Easy.

"Carnival is delighted to resume 'Fun Ship' cruising from New Orleans, which in addition to being one of America's great cities, has historically been one of our most popular and fastest growing homeports," said Bob Dickinson, president and CEO of Carnival.

New Orleans city and tourism officials all met the return of cruising to New Orleans with much praise and thanks for the confidence shown by the Port's cruise partners. And the passengers that cruising attracts, means a big shot in the arm for the recovery efforts of the city's tourism industry.

In 2004, New Orleans was one of the fastest growing homeports in the United States, according to the International Council of Cruise Lines. Embarkations and disembarkations grew an astounding 818 percent in the decade prior to the events of 2005, to top 753,000. In addition, the cruise industry contributed \$226 million annually to the regional economy and supported about 2,800 jobs.

"The importance of the return of the cruise industry to New Orleans cannot be overstated," said Stephen Perry, president and CEO of the New Orleans Convention and Visitors Bureau. "It is another tremendous milestone in the city's recovery of the hospitality and tourism industry, sending an important signal to the world that New Orleans is open for business and is still a world-class destination."

The *Norwegian Sun* sails seven-day exotic Western Caribbean cruises through March, the *Fantasy* sails four- and five-day Western Caribbean itineraries year round,

and Royal Caribbean's *Grandeur of the Seas* returned Dec. 2 to sail seven-day itineraries through May. The *Carnival Triumph* will homeport in New Orleans in August 2007 to begin seven-day itineraries, at which time New Orleans' cruise industry will have returned to 100 percent.



"Right now, we are at the midway point on our journey to restoring the cruise industry to pre-Katrina levels," said Gary LaGrange, Executive Director of Port of New Orleans. "Cruise passengers returning to New Orleans will see that the city's historic beauty and charm is alive and thriving. And with the addition of the Erato Street Cruise Terminal, the Port is poised to continue to create new and exciting cruising opportunities for cruise lines and passengers."

Tourist destinations, such as the French Quarter, Central Business District, Warehouse District, Garden District and Uptown, were spared flooding and severe damage from Katrina's winds and water. The areas that tourists frequent bounced back quickly and are now experiencing resurgence in tourist dollars.

Perry said the entire tourism industry will benefit from the return of regular cruising in New Orleans.

"The ripple effect the industry has impacts a wide sector with a direct impact on our economy," he said. "Airport traffic increases, airport shuttles and taxis are busier, hotel rooms are filled and restaurants and music venues benefit from those who choose to stay a little longer to enjoy the sites and sounds that make New Orleans America's most authentic, culturally rich city."

LaGrange praised industry officials for returning their ships to New Orleans docks.

"It took the vision of long-time partners to see that Katrina did not change the inherent value of New Orleans as a cruise port," LaGrange said. "People want to cruise from New Orleans because it adds another interesting port city to the itinerary."

With an eye toward the future, Port and U.S. Maritime Administration officials signed an agreement Oct. 25 to lay the groundwork for cruise industry expansion. The deal transferred ownership of parts of the Poland Avenue Wharf to the Port of New Orleans to spur work on the conversion

of the dock into a new cruise terminal. The project is currently in the engineering and design phase, but would allow the Port to expand capacity to accommodate three of the industry's largest ships simultaneously.

"Our agreement with the Board of Commissioners of the Port of New Orleans sets the stage for a strong future for New Orleans' cruise industry," said Sean Connaughton, MARAD's Maritime Administrator. "Before Katrina, New Orleans was one of the fastest growing cruise ports in the country. Now, it's clear the Port is picking up where it left off."

Princess Cruise Lines' *Golden Princess* will dock at a temporary terminal at Poland Avenue for three cruises in December. The sailings aim to test the market for future possibilities.

The phenomenal growth of cruising in New Orleans and the addition of two new cruise terminals has generated a rebirth of the city's riverfront. Projects such as the Audubon Aquarium of the Americas, Entergy I-MAX Theater, Riverwalk Marketplace, Hilton Riverside, and One River Place condominiums have already found homes along the banks of the Mighty Mississippi in New Orleans. The projects' development coincided with the emergence of the modern cruise ship industry in New Orleans in the late 1980s and early 1990s.

Now, with an eye toward the future, the City and Port signed a historic agreement recently aimed at streamlining further development of New Orleans' riverfront. The Port agreed to reserve several of its docks between Jackson Avenue and the Industrial Canal for public access, mixed with commercial, retail and residential development. This development will mean a stretch of public areas along the river linking the cruise terminals and augmenting riverfront allure of the City.

"The Mississippi River is world renowned as an avenue of commerce, but the riverfront also provides vistas that are a testament to the beauty and history of this city," LaGrange explained. "We have been missing opportunities to open up unused portions of the riverfront to the public. Now, we are sending an invitation to developers to create new economic opportunities along the river."

A world-class design team will be chosen in a competitive process to deliver development plans for the 4.01-mile stretch of riverfront property. Some early ideas for the property include public parks and walkways, a world-class amphitheater, museums and other attractions.



“State of the Cruise Industry” Presentation at the 13th Annual FCCA Caribbean Cruise Conference October 31 - November 3, 2006 - Cayman Islands



Andy Stuart, Chairman – Cruise Lines International Association (CLIA), EVP, Marketing, Sales & Passenger Services – NCL Corporation

Good morning ladies, gentlemen and distinguished guests. I want to thank Micky Arison, FCCA’s chairman, as well as FCCA President Michele Paige, for inviting me to spend a few days in the beautiful Cayman Islands.

I can’t think of a better venue to provide you with a brief update on the State of the Cruise Industry.

I was catching up on the news this morning and saw that we now clearly have a new competitor!!

This week the 5th amateur cosmonaut and 450th person ever will travel into space - Charles Simonyi who led development of word and excel at Microsoft. While there is a little way to go before space travel becomes a viable competitor to the Caribbean as a destination or the cruise industry it does make you think about how fast the world is changing - another example of how fast the world is changing shows in the results of the most recent Netcraft survey that showed that we have crossed the threshold of 100 million websites on the internet.

This number has doubled from 2004 and was just 20,000 in 2005!! It shows how nimble we need to be as an industry to stay ahead!

I am delighted to say that so far we are clearly staying ahead. As many of you are already aware, last year was a landmark year for the cruise industry:

- We reported record passenger numbers
- The worlds’ fleet continued to grow
- We responded promptly to unexpected challenges, and
- We welcomed a renewed and revitalized CLIA

In total, CLIA-member line ships carried 11.18 million passengers in 2005, of which 9.67 million were from North America, and more importantly to you, almost half of these consumers sailed to the Caribbean.

The year was not without its difficulties, however. As everyone in this room knows, hurricanes wreaked havoc on destinations in the Caribbean, Mexico, Florida and the U.S. Gulf Coast states in 2005. I hope I am not speaking too soon, when I say that so far this year we have been blessed with a much milder hurricane season.

In the aftermath of these devastating natural disasters, CLIA and FCCA’s member cruise lines, their executives and employees did everything possible to help impacted Florida, Gulf Coast and particular Caribbean destinations. Last year, FCCA/CLIA-member cruise lines donated more than \$10 million toward the relief and rebuilding effort.

The FCCA-member cruise lines cemented their commitment to the Caribbean by returning to the affected destinations as soon as feasible.

Although the Caribbean remains the most heavily traveled cruise destination, accounting for approximately 40% of all itineraries, it is no secret that CLIA and FCCA member cruise-line officials have characterized this year’s Caribbean bookings as “soft.”

Executives have advanced several reasons for the softness, ranging from the impact of higher fuel costs and interest rates and concern about property values for middle-class North Americans, all the way to hurricane-season wariness on the part of vacationers.

Nevertheless, the Caribbean continues to represent the cruise industry’s primary base of operations, as evidenced by the continuing deployment of the largest and newest vessels in the region.

The CLIA and FCCA-member cruise lines are also investing millions in port infrastructure and development in the Caribbean, underscoring their long-term commitment to

sailing these crystal clear waters for generations to come. While outside factors will always have the ability to impact leisure vacations, they have not changed the CLIA and FCCA-member lines’ highly optimistic outlook for the industry’s future. By the end of this year for instance, the cruise lines will have launched seven new ships:

- *Noordam*
- *Pride of Hawaii*
- *Crown Princess*
- *Freedom of the Seas*
- *Costa Concordia*
- *MSC Musica*
- *Norwegian Pearl*

Over half of these new ships will spend some or all of the year in the Caribbean.

We forecast that the introduction of these vessels into the marketplace, coupled with ever-increasing cruise demand among consumers, will generate 11.7 million cruise passengers this year, again almost half of which will sail in the Caribbean, for the industry’s highest total ever. And in total a half-million guest increase over 2005.

Furthermore, the CLIA and FCCA member lines will welcome at least 25 additional new ships through 2010, representing an investment of more than a \$14.7 billion, and the introduction of almost 65,000 lower beds into the marketplace. This is an amazing statistic considering that as recently as 1990, the entire CLIA-member line fleet totaled 75,000 beds.

CLIA will continue to partner with you in your own efforts to serve your customers. Recently, CLIA announced it will merge with its sister organization, the International Council of Cruise Lines (ICCL), forming an expanded organization representing major cruise lines and nearly 17,000 travel agencies.

The merged organization will continue to be called CLIA, and later this year will relocate to South Florida, from where the organization will be positioned to deliver more value to all of its industry partners.

For example, CLIA will continue the joint initiative with Conservation International (CI) to develop a global mapping initiative that integrates sensitive marine areas and biodiversity hotspots, including a significant number of locations in the Caribbean basin, into maritime navigational charts.

This initiative will provide ship personnel with new information on areas where all vessel discharges should be avoided, and goes well beyond cruise vacation shipping. The global mapping exercise will eventually update all navigational charts to denote these special areas of biodiversity for all shipping.

While the outcome of the new passport deadlines is a positive one for the cruise industry, as the Honorable Mr Clifford stated in his remarks, we recognize this still represents a significant challenge for other Caribbean-based tourism interests.

The cruise industry is committed to working as your partner in exploring methods to address this situation. The cruise industry will not rest in its effort to motivate and inform travel agents and travelers regarding the need to obtain passports. Our commitment is to continue the strong and proactive communication regarding the need for U.S. citizens to have passports for, in the long run, it is in all of our best interests.

We look forward to further discussions on this issue and the other important issues raised by the Honorable Mr Clifford throughout the day.

There are many reasons why each year, more and more North American travelers choose to sample today’s Caribbean cruise vacations.

For one, modern cruise ships come in all sizes, types and prices ranges, regardless of the segment, consumers are consistently drawn to the extraordinary value that is an inherent feature of all seagoing vacations.

Secondly, the CLIA and FCCA member cruise lines continually strive to enhance their vacation products, adding innovative and passenger-pleasing facilities, amenities and services.

From on-deck surfing to relaxing balcony massage services, from giant outdoor movie screens to bowling alleys, today’s newest ships offer diverse and exhilarating features, activities and entertainment designed to lure first-time cruisers and keep repeaters coming back again and again.

The cruise lines’ emphasis on innovation and guest satisfaction benefit everyone. There is no question that the cruise companies and the exciting destinations of the Caribbean have combined to create a winning partnership. So the question is, how do we keep the momentum going?



The answer is that we all must understand our customers, showing the foresight to respond and react to changes and emerging trends in their vacation behaviors and desires.

Tongue in cheek, I referenced space travel earlier, but there are creative people and companies creating new options every day, so we must be on our toes to ensure we are relevant and a first choice vacation option long into the future.

Recently, editors from leading consumer travel magazines gathered in New York to discuss a wide range of destination-related topics.

One of their conclusions concerned today's graying baby boomers, who want discovery and enlightening experiences more than fancy cars or watches. They want their vacations to be intellectually and/or physically stimulating.

For these reasons, I'd like to congratulate the many forward-thinking Caribbean tour operators and shore-excursion providers that have developed new and inventive activities, ranging from zipline canopy tours through jungle treetops to whitewater rafting. These and other new options are sure to keep, intrigue and delight new vacationers, and keep past visitors coming back for more.

In fact, your ability to develop new and creative activities and attractions will be key to the region's tourism future. Although the Caribbean remains the top cruise destination by a wide margin, destinations, tourism officials and the cruise lines cannot afford to become complacent.

Indeed, we must all stay several steps ahead of consumer trends in order to exceed the expectations of our guests, from cruise visitors to those who choose land vacations.

I encourage you to keep both sets of travelers in mind – and to continue creating adventuresome options that will delight both new and returning vacationers.

Certainly there will be peaks and valleys along the way. Only by maintaining and enhancing the solid Caribbean-cruise relationship we now enjoy can we ensure the region will not only remain the top cruise destination, but continue to grow into the future.

Before I close, I cannot miss an opportunity to make a sales pitch!! 2007 is just around the corner, and I believe one of the highlights will be CLIA's annual travel agent conference, cruise3sixty, to be held in Fort Lauderdale, Fla. from March 30 to April 1.

CLIA expects more than 1,400 travel agency professionals from across North America to join top officials from all of the cruise lines at this popular annual event. We know they'll all want to hear what's new and exciting in the Caribbean, so I hope to see you all there. We don't think you can afford to miss it!

In closing I want to thank everyone here for helping to create the success we currently share. You all play a key role in creating the excitement, the enjoyment and the passion that makes a Caribbean vacation the number one desire of our guests.

The Caribbean is a tremendously exciting destination and the buzz surrounding the region is going to be enhanced even further by the 2007 Cricket World Cup. I am not counting on England doing well, however...we just have to make sure Australia doesn't win again!!

One thing that you absolutely can count on is, the continuing support from the CLIA-member cruise lines and CLIA's nearly 17,000 member travel agencies. Their commitment, combined with your wonderful destinations and rich cultures, make it clear that the success of the cruise-Caribbean partnership is only beginning.

Please enjoy the show.



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FCCA Upcoming Events

- January 25-28, 2007 Platinum Associate Membership Advisory Council Cruise aboard Disney Cruise Line, *Wonder*
- March 11, 2007 Platinum Associate Membership Advisory Council Bar-B-Que at the residence of Michele M. Paige, President, FCCA
- March 14, 2007 13th Annual FCCA Foundation for the Caribbean Gala Dinner & Entertainment Extravaganza, American Airlines Arena, Miami, Fl.
- June 4-5, 2007 Platinum Associate Membership Advisory Council Conference, Guatemala
- October 22-26, 2007 14th Annual FCCA Caribbean Cruise Conference & Trade Show, Cozumel, Mexico



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Norwegian Cruise Line's Glittering Future

On December 16, 2006, Norwegian Cruise Line (NCL) kicked off a yearlong celebration commemorating 40 years of innovation in the cruise industry. The company pioneered the first Caribbean cruise in December 1966 and has been innovating with a variety of "firsts" ever since, including:

- The first private island – Great Stirrup Cay;
- The first to offer children's programs – Kid's Crew;
- The first to put a modern ship into the 7-day Hawaiian cruise market – *Pride of Aloha*;
- The first Internet Café at sea;
- The first to offer guests the choice to dine whenever, wherever and with whomever they wish – Freestyle Dining.

And even today, NCL continues this tradition with the launch of *Norwegian Pearl*, NCL's newest Jewel-class ship which features an industry first – a bowling alley at sea.

Norwegian Pearl—Simply Striking

Boasting 10 restaurants, 13 bars and lounges, the biggest, most luxurious suite complexes at sea, *Norwegian Pearl* was built for NCL's exclusive Freestyle Cruising, an approach to cruising unlike any other in the industry. Freestyle Cruising leaves dress codes, regimented schedules and set dining times behind, allowing guests the freedom to do whatever they want, whenever they want.

Christened on December 16 in Miami, *Norwegian Pearl* features an amazing host of amenities and onboard activities, including the first-ever bowling alley at sea. The ten-pin bowling alley offers four lanes and is part of Bliss Ultra Lounge, an all-new entertainment, sports bar and nightclub complex. During the day, Bliss is a sports bar with multiple televisions, air hockey and foosball tables, and arcade games. When the sun goes down, Bliss trans-

forms into a sleek, high-energy lounge with music spun by *Norwegian Pearl's* own DJ. A dance floor, full bar and mood-lit bowling all add to the atmosphere of this totally unique seagoing experience.

For adventurous travelers, *Norwegian Pearl* features a rock climbing wall, another first for NCL. Built to evoke Ayer's Rock—the giant sandstone rock formation located in central Australia—the 30-foot wall offers five different vertical courses, varying in difficulty.

Guests seeking indulgence can retreat to *Norwegian Pearl's* South Pacific Spa and Beauty Salon. This onboard oasis offers treatments including the Mandara Four Hands Massage, the Norway Aromapure Facial and the Ionithermie Sea-Algae Detox Wrap. The spa also offers a thalassotherapy pool, the first of its kind on any NCL ship.



Le Bistro French Restaurant



Pearl Club Casino



Tahitian Pool

Combining the rejuvenating combination of heat and salt-water, this indulgent treatment is perfect for guests looking for utter relaxation.

Norwegian Pearl offers itineraries and excursions that will tempt everyone from laid-back sun worshippers to rugged adventure enthusiasts. The ship will spend her winters sail-



Courtyard Villa Pool



Lotus Garden Asian Restaurant



Courtyard Villa Livingroom

ing four to nine-day Southern and Western Caribbean itineraries from Miami to dazzling ports of call such as Georgetown, Grand Cayman; Cozumel, Mexico; Roseau, Dominica; Bridgetown, Barbados; St. John's, Antigua and Tortola, British Virgin Islands, among others. Island safaris, snorkeling on NCL's private Caribbean island and romantic sunset champagne sails are a few of the shore excursions that will entice passengers.

Summer will find *Norwegian Pearl* embarking on seven-day Alaskan itineraries from Seattle, with ports of call at Victoria, British Columbia, as well as Alaskan destinations Juneau, Skagway and Ketchikan. Guests can explore the pristine beauty of Alaska with shore excursions ranging from glacier trekking to sportfishing. In addition, *Norwegian Pearl* will sail Transatlantic, Pacific Coastal and Panama Canal itineraries each spring and fall.

Norwegian Pearl features a wide range of accommodations—from family-friendly interconnecting rooms to lavish suite complexes. Guests can cruise in style in one of two Garden Villas, each spanning 4,390 square feet. These extravagant villas offer a spacious living room, dining room and three separate bedrooms, each with a private bathroom. Garden Villa guests also enjoy their own hot tub and steam room in their private garden, plus butler and concierge service.

Norwegian Pearl's Courtyard Villas are located on the exclusive deck 14 and share a private courtyard, complete with

pool, hot tub, steam room and gym. These 10 villas also share a private sundeck with sun beds and hammocks. Positioned high atop the vessel, the villas offer breath-taking views of the ocean and an impressive assortment of amenities typically found at five-star land-based resorts.

For the first time on an NCL ship, *Norwegian Pearl* offers two Deluxe Owner's Suites with commanding views of the ship and the surrounding ocean, and five Owner's Suites. Family-friendly accommodations are also available.



***Norwegian Gem*—NCL's Newest Treasure**

Debuting in October 2007, *Norwegian Gem* is being purpose-built specifically for Freestyle Cruising and will feature all the attributes of this innovative concept. As part of NCL's Jewel-class ships, *Norwegian Gem* is designed to provide guests the most customizable experience at sea. She will fea-

ture everything from Inside Staterooms to Romance Suites and NCL's exclusive Courtyard and Garden Villas, which together make up the biggest, most luxurious and most innovative suite complexes at sea. Like *Norwegian Pearl*, *Norwegian Gem* will also feature an on-board bowling alley.

After delivery of the ship in early October, *Norwegian Gem* will sail five new Mediterranean itineraries. The ship will reposition from Dover to Barcelona on Oct. 8 and call on Vigo, Spain; Lisbon, Portugal; Gibraltar; Naples; Civitavecchia (Rome); Livorno (Florence/Pisa), Italy; and Nice, France. On Oct. 21, the ship sails a seven-day cruise roundtrip from Barcelona calling into Messina (Sicily); Civitavecchia (Rome); Naples; Livorno (Florence & Pisa), Italy; and Villefranche (Nice), France.

On Oct. 28, Nov. 9 and Nov. 21, the ship will sail three 12-day cruises roundtrip from Barcelona calling in Malaga (Grenada), Spain; Casablanca and Agadir, Morocco; Arrecife and Las Palmas in the Canary Islands; Lisbon, Portugal; Cadiz (Sevilla), Spain, Gibraltar; and Palma, Majorca, Spain. The ship will sail a transatlantic cruise from Barcelona to Boston on Dec. 3.

Following a series of inaugural events on the east coast, *Norwegian Gem* will be homeported year-round in New York featuring a seven-day Bahamas and Florida itinerary in December 2007, February, March and April 2008. In January and February 2008, she will sail a series of 10- and 11-day Exotic Southern Caribbean itineraries roundtrip from New York.

F3—Building the Youngest Fleet in the Industry

In September 2006, NCL announced its entrance into a contract with Aker Yards S.A. of France to build up to three new cruise ships, totaling 12,600 berths for delivery between 2009 and 2011. The contract price, comprising two firm ships and one option, is \$2.17 billion, or approximately \$2.8 billion at today's exchange rate.

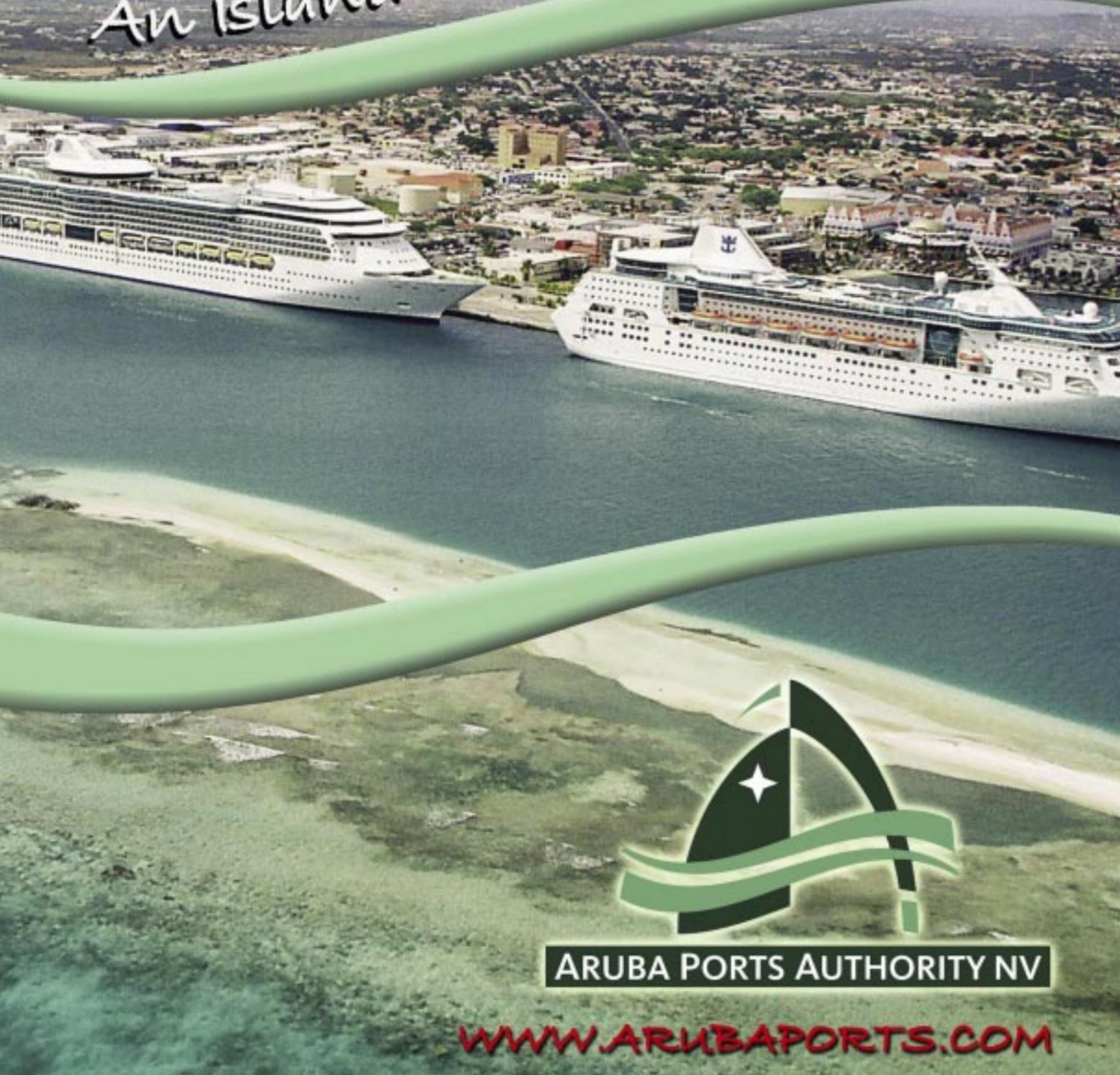
The new ships, with the project name "F3", will incorporate a world of new features and will represent NCL's third generation of Freestyle Cruising ships, a further evolution of NCL's progressive dismantling of the structure, regimentation, and constraints of the traditional cruise experience. The cabin mix will be the richest of any NCL ship to date, and 100 percent of the ships' outside staterooms will have private balconies. In total, the ship will have 1,415 balcony staterooms and suites.

The new ship design will offer 60 percent more passenger space than the largest ships built so far by NCL, and will use that space to introduce a major leap forward in the flexibility and variety of the cruise experience, entirely in keeping with the Freestyle Cruising philosophy already established.

For more information on NCL, visit the company's website at www.ncl.com, call your travel professional or NCL at 800-327-7030.

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Grand Cayman Host's the 2006 FCCA Caribbean Cruise Conference & Trade Show



(Left to Right) Governor Hon. Stuart Jack; Richard Sasso, MSC Cruises; Hon. Charles Clifford and Michele M. Paige at the Trade Show Grand Opening.

Over 1,200 ventured to the Cayman Islands to attend the 2006 FCCA Caribbean Cruise Conference and Trade Show, which managed to surpass the attendance record set in 2005. This diverse, dynamic audience included more than 100 cruise executives, industry partners and government representatives.

This event allowed the eclectic audience the chance to see how the Cayman turtles have kept up with the rat race. The venue allowed the attendees to spend five days exploring the luscious landscapes and unspoiled natural resources that still offer all the amenities that the 21st Century traveler may desire; they witnessed the engaging environment the relaxed atmosphere provides. It permitted them to see why the Caribbean remains one of the most heavily traveled cruise destination.

"This year's Conference promised to be the best ever and it was. It was a great opportunity to exchange ideas with not only our business partners, but also government representatives from throughout the Caribbean. I always come away from the Conference having met new people, and seeing new products." stated Roger Blum, VP, Cruise Programming, Carnival Cruise Lines.

The Grand Opening Ceremony announced the beginning of the event on November 1st and set a stirring stage. Micky

Arison, Chairman and CEO, Carnival Corporation, as well as FCCA's Chairman, joined Cayman's Minister of Tourism, Hon. Charles Clifford, along with the FCCA's president. It delivered a message of progression, outlining how and why the industry meets consumer demand through strategies such as aggressive pricing and new destinations and shore excursions. Not only does this keep the Caribbean, Mexico, and Latin America experience exciting, it allows new companies, on land as well, to thrive.

While the current trends and needs were showcased, Cayman showed how the destination strives to fulfill their tourists, partners, and representatives needs. Cayman displayed an abundance of graciousness along with an attitude geared to fulfill anyone in the land.

The Cayman Islands out did themselves with socials, allowing those in attendance to come out of their shells. The warmth of the land was felt during the festivities, allowing the group to freely discuss business or personal relationships. Indeed, the efficiency could be seen at the venues, but the productiveness was mirrored in the functions themselves. Some of the highlights included the Grand Cayman's Night Extravaganza in Boatswains Beach and the Platinum Lunch/Meeting in Ristorante Pappagallo. The Closing Party in George Town Cruise Terminal also proved eventful, with Hon. Charles Clifford passing the baton for 2007 to Lic. Gustavo Ortega, Presidente Municipal (Mayor) of Cozumel, Quintana Roo – Mexico.

Though the social events permitted informal discussions to commence, many events further fostered business relationships. Over 40 companies were exhibited at this year's conference. FCCA's Member Lines CEO Fireside Chat Luncheon was a great starter, allowing cruise industry partners to meet with cruise executive CEO's and ask questions regarding their corporation and the industry. It allowed the opportunity to build new relationships and extend existing ones.

During the Conference workshops, delegates were able to meet marketing, shore excursion/tour operators, and purchasing cruise executives from FCCA's 12-Member Lines Workshops geared to shore excursions and tour operators, in

FCCA Partners @ The 2006 FCCA Cruise Conference And Trade Show





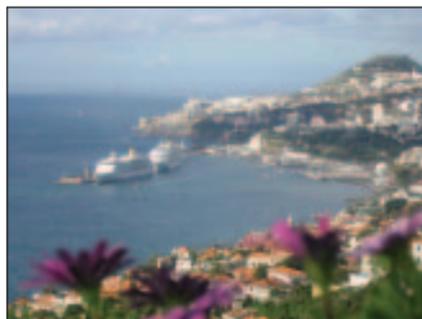
which cruise line representatives initiated a discussion to the audience posing questions and concerns on various topics such as: Their Tour Guides Training, Proper Infrastructure of Organized and Independent Tours, Communication, ADA (Americans With Disabilities Act) Challenges, Pre-Sales/Internet Bookings, Re-investing your Product and Emergency/Weather Contingency Plans. The importance of conversion was stressed, along with the role that a guest not participating in a tour holds and the reasons and steps to assure a positive, desirable port experience.

The State of the Industry Address was moderated by Andy Stuart, Chairman of Cruise Lines International Association (CLIA) and EVP, Marketing, Sales and Passenger Services—NCL Corporation. The workshop reviewed recent CLIA cruise passenger statistics, the most recent industry trends, and a look ahead at the next 30 years for the cruise industry. It presented a goal of current and future growth and focused on the long-term objective in the Caribbean. It also announced the launch of seven new ships.

“This 13th FCCA conference has laid to rest any notion that

13 is an unlucky number. Not only the best Conference to date but the best attended. Grand Cayman certainly lived up to its well deserved reputation for efficiency and hospitality. As one of the many cruise executives in attendance, I found the opportunities to meet with our partners in the Caribbean most productive. It was amazing how much we were able to accomplish in such a short time. And still have time and some energy to socialize at the evening functions” stated Stephen Nielsen, Vice President, Caribbean & Atlantic Shore Operations, Princess Cruises/Cunard Line.

The FCCA Conference effectively combined building personal relationships with educational seminars and meetings. It facilitated networking, which strengthened partnerships, shared knowledge, and provided future planning along with the understanding of the current state of affairs. The FCCA allows the alliance of cruise lines, destinations, tour operators, and vendors in attempt to bring mutual success. We now look forward to the 14th Annual FCCA Caribbean Cruise Conference and Trade Show in Cozumel, Mexico from October 22-26, 2007 and witness it first-hand.



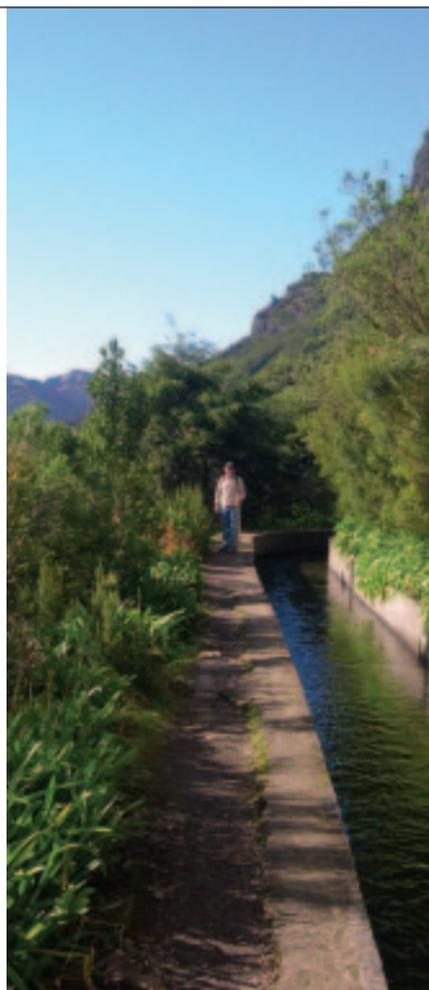
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Hurricane Response: Taking Strides Towards Preparedness



Lack of effective communication proved to be the cause of many of the problems. Proper lines of communication in some instances were practically non-existent due to disruption of services and lack of emergency contact information. The panelists agreed that governments and private sector interests should establish effective communication plans to be enacted in the event of hurricanes or any other sort of national disaster. Maintenance of accurate updated telephone contact lists at various levels was agreed to be paramount. It was noted that, in anticipation of land and cellular service interruptions, a supply of emergency satellite telephones should be distributed to established personnel prior to the disaster.

As natural disasters grow continually more destructive and prevalent, the FCCA held a Hurricane Response Workshop to get a jump on the season. A prominent panel met in Grand Cayman during the annual Conference, October 31-November 3, 2006, in order to discuss plans and preparations.

Panelists included Angela Martins, Chief Officer, Cayman Islands Government, Ministry of Education, Training, Youth, Sports & Culture; Glenn Wiltshire, Deputy Port Director, Port Everglades; Gustavo Ortega Joaquin, President Municipal, Government of Cozumel; Johnson Johnrose, Director of Communications, Caribbean Tourism Organization; Rick Murrell, CEO, Tropical Shipping; and Steve Nielsen, Vice President, Caribbean & Atlantic Shore Operations, Princess Cruises/Cunard Line.

Panelists discussed how several destinations have been unprepared to respond appropriately following the aftermath of severe hurricane devastation. They looked to the reasons to the devastation, besides the force and severity of the storms themselves. They sought to find ways to improve future situations.

Another essential element to post hurricane recovery is to have plans in place for first responders' families. First responders are only able to respond effectively if their families are properly looked after. The unfortunate situation of New Orleans after Hurricane Katrina showed that large numbers of police, fire and city employees could not respond to the disaster because they were totally absorbed by their own emergency situations. In order to allow proper recovery and response, plans must be instated which allow such occupations to handle their responsibilities. By providing their families with care, they can look beyond their own situation and assist the community.

Knowing that there is no "one size fits all" emergency response plan, the overall goal of the workshop was to encourage each nation to establish their own "best practice" procedures in order to effectively respond to any sort of natural disaster. The workshop sought to show that proper preparation can be established through discussion and awareness. They gave a foundation to build on and can only hope that the structure becomes truly hurricane-proof.

From four lanes to shipping lanes,



ALL ROADS LEAD to MOBILE BAY.



Last year some 27,000 cars from 50 states and Canada... filled with families, couples, friends... drove to Mobile to embark on Western Caribbean cruises on the Carnival fun ship Holiday out of the Port of Mobile. Carnival Cruise Lines say the Mobile excursions more than exceeded their already high expectations for their first year traffic.

The new state-of-the-art Alabama Cruise Terminal, built to accommodate Mobile's new cruise industry, complete with attached parking and sparkling modern design, makes

embarking for cruises more comfortable than ever. And, since Mobile is a deep water port, cruise ships get into open sea quicker. Mobile is easy to reach from major interstates all over the country. Just ask those families from Indiana, Illinois, Vermont, Minnesota, Wyoming, Colorado and states in between who took the four and five-day cruises of their lifetime last year, leaving from Mobile.



Cozumel and the FCCA

The 2006 Conference showed that "13" isn't always unlucky, but next year looks even more promising. The FCCA is pleased to announce that the 14th annual Conference and Trade Show will be held in Cozumel, Mexico from October 22-26, 2007.

Cozumel is a natural choice. It is a prominent provider of tourism encompassing all industries. It plays a key role in the cruise industry, receiving over 3 million passengers and expecting 90 thousand more in 2007. Cozumel has become the number one world's destination for cruises.

Cozumel has also established itself as a prime golf, honeymoon and family vacation destination. In a Money magazine survey, Cozumel was recognized as a top vacation destination, noted for its diversity, offering something for every traveler, and great vacation value. Cozumel offers 76 different activities and attractions.

Those attending the Conference can witness the eclectic selection of shore excursions offered, which are essential to the cruise industry's product. Along with representing their own company, they can enjoy the event and all that Cozumel has to offer.

Situated along the world's second-largest reef network and home to the famed Palancar Reef, discovered by Jacques Cousteau in 1962, Cozumel boasts a first-class interna-

tional dive and snorkel reputation. Dive lovers can choose between more than 30 dive sites all along the coast especially at the Marine Park Cozumel Reefs.

The beauty and tranquility of the beaches provide a relaxing environment after a day of work and adventure. Nature lovers have the option to visit Chankanaab Park, where they can dive and swim with dolphins. Further south, "Punta Sur" ecological reserve is perfect to observe Cozumel's wild life, with its renowned lagoons, crocodiles, wild birds, and many endemic species from the region.

Though accommodations are offered by the FCCA, you can also find than 50 hotel properties and over 4,000 guest rooms available on the island. Cozumel continues to offer visitors an incredible array of accommodations and amenities to suit every traveler's interest and budget.

Cozumel Governors are working hand-in-hand with the private sector, organizing the 14th Annual Florida-Caribbean Cruise Association Conference & Trade Show for next year, assuring the very best for all the participants visiting as well as all the people from Cozumel Island, making 2007 unforgettable.

We hope that you can join us in Cozumel, as your participation is the heart of our success.



Costa Maya Redefines the Excursion Experience for Cruise Ship Passengers in the Caribbean

Looking for the perfect blend of beach, water and jungle adventures infused with unique cultural experiences? Located on the coast of Mexico's Yucatan Peninsula, Costa Maya offers some of the most varied and distinctive excursions in the Caribbean.

Cruise lines are continually searching for points of differentiation in their itineraries, and they are turning to Costa Maya to deliver a new kind of on-shore experience. Since its inception five years ago, the port has become one of the top 10 cruise destinations in the Caribbean, having hosted more than 2 million passengers.

Planned with unparalleled attention to detail, Costa Maya resembles a Mayan city and stands as a gateway to the ancient culture that once flourished in the region. Within the port's main area, three grand pavilions host cultural and gourmet events. Here, local artisans

create unique works of art, and guests can learn to make their own souvenirs.

Beyond the pavilions and their many offerings, Costa Maya provides access to a world of adventure and exploration, offering a window into new and undeveloped areas of the coast. From the second largest coral reef in the world, to the subtropical rainforest and Mayan ruins, Costa Maya holds countless hidden treasures for today's cruise passenger.

Action and adventure

Created exclusively for the cruise ship industry, Costa Maya offers passengers excursions that cater to the adventurous.

Do passengers ever pack a pair of jeans and closed-toe shoes when going on a Caribbean cruise? Well, to take off on a horseback adventure at Puerto Costa Maya they certainly should. Or, if cruisers decide they want



to stay on water, the port offers an exciting speedboat excursion, with state-of-the-art vessels designed for speed, fun and safety. In fact, the Caribbean's ultimate boat ride is a true 'xtreme' adventure, and takes passengers to the famous Bacalar Lagoon where they can navigate their own speed boat between small islands and mangroves.

Another popular excursion at Costa Maya is the ATV Xplorer, an off-road experience on the hottest and newest four-wheeler available. This ATV ride includes an exciting exploration of jungle trails that have never before been open to the public, and date back to the ancient Mayan civilization. The journey leads passengers through beautiful flora and fauna, ending at a breathtaking hidden beach accessible only to ATV riders.

The catamaran snorkel adventure provides the chance for passengers to enjoy a beautiful sail to one of the world's most pristine coral reefs, where they will explore the vital sea life below. For those who enjoy diving, the 'Mahahual Scuba Dive and City Experience' should be at the top of the list of must-do activities.



Experienced anglers and beginners alike will enjoy the port's exclusive fly-fishing experience, set far from the crowded pier. Professional guides take passengers to areas known only to high-end fly fishermen, providing insight and step-by-step instruction on techniques for catching Bonefish, Tarpon and Permit in a catch and release format.

Nature enthusiasts can enjoy Costa Maya's Crocodile Park, a natural crocodile habitat and museum that offers a wealth of unique facts about this mighty animal. Visitors to the park view demonstrations and interact with crocodiles and caimans. They also learn about their evolution, behavior and biology.

At Costa Maya, there is no other excursion more popular than the 'Dolphin Dream Experience'. Visitors to the port are offered an unforgettable experience: a chance to access to the natural habitat of the region's dolphins and to interact directly with them. Limited to small groups, the Dolphin Dream Experience allows cruise passengers to swim with the dolphins and learn how they socialize with humans. Through a specially developed program led by experienced trainers, cruisers will learn about the unique characteristics of

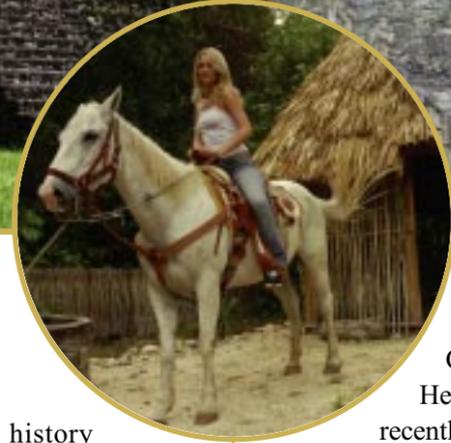
Word's getting around.

Puerto Costa Maya, among the top ten cruise destinations in the Caribbean.



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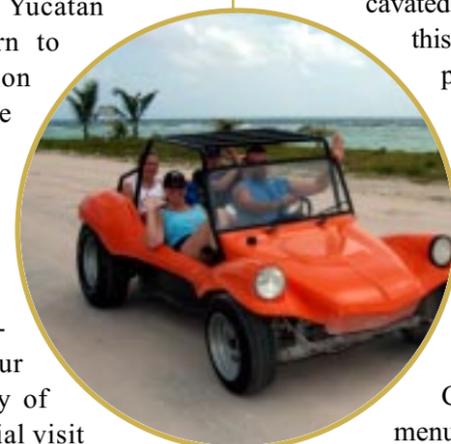
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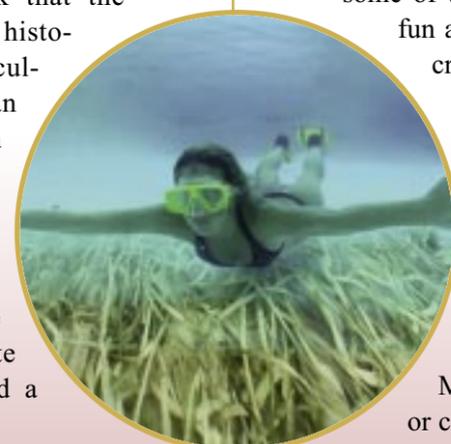
dolphins, and they will even get to seal the deal with a special dolphin kiss.

History and culture

Costa Maya provides access to the rich history and cultural uniqueness that define the Yucatan Peninsula. For passengers who yearn to compliment their sun and fun vacation with learning and enlightenment, the port offers exceptional tours and educational experiences.



For those who want to experience authentic life of the Yucatan, cruise passengers can embark on a Mayan reality tour like no other. Visitors on the tour will get an up-close view of the reality of Mayan life today, beginning with a special visit to a local town. Many people think that the Mayans disappeared over the course of history, but in fact their customs, towns and culture never went away. Tour-takers can witness Mayan ruins - but not deep in the jungle. Instead, they will find ruins right in the middle of a working town, as Mayan descendants walk past it, unfazed. The tour includes a visit to a Mayan house, where visitors can see first-hand how local residents navigate between their unique cultural past and a modernized world.



If cruise passengers want to spend a half-day exploring Mayan ruins, the famous Chacchoben Mayan ruins sight is a must. Here, passengers will be able to view both recently excavated ruins and the deep, buried unexcavated ruins that lie beneath the sacred ground of this Mayan site, which dates back to the classical period. Visitors can explore the main pyramid, climb the stairs leading to the first plateau and view several other temples. The Chacchoben ruins cover approximately 10 acres, surrounded by lush tropical vegetation. During the visit, bilingual guides provide a thorough overview of the area, Mayan culture and history.

Costa Maya offers cruise passengers a full menu of culturally rich excursions, along with some of the best opportunities in the Caribbean for fun and adventure on and off the high seas. For cruise passengers searching for variety and excitement in their itineraries, Costa Maya is at the heart of a new kind of excursion experience where the possibilities are limitless and the wide range of opportunities are just right for every kind of traveler.

For additional information about Costa Maya please visit www.puertocostamaya.com or call 011(52) (998) 267-7700





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1 Million Cruise Passengers Say, “Bienvenidos, Puerto Rico” Annually

The Port of San Juan is the busiest ocean terminal in the Caribbean, and the second largest port in the Western Hemisphere. More than 700 cruise ships arrive each year bringing close to one million passengers to the island. Puerto Rico is host to several luxury cruise lines, such as Carnival, Celebrity, Cunard, Holland, Norwegian, Princess, Regent Seven Seas and Royal Caribbean International.

With its authentic Latin culture, diverse attractions, breathtaking beaches and abundant natural scenery, Puerto Rico is a mecca for travelers looking for an exotic vacation, and a popular way for travelers to experience Puerto Rico is through a cruise. Travelers can choose to fly to San Juan and begin their cruise there, or include Puerto Rico as a port-of-call. Because Puerto Rico is a territory of the United States, U.S. citizens do not need a passport to enter the country and the dollar is the official currency. English is also widely spoken on the island.

From the moment visitors step off their plane or cruise ship, they can begin experiencing the history and culture of Puerto Rico. The narrow cobblestone streets of Old San Juan, a seven-square-block area over 500 years old, are bustling with ancient churches, plazas, historic sites, trendy restaurants, hip boutiques and galleries, all easily accessible from the air and cruise ports.

The Pan-American Pier offers passengers the best facilities available in the Caribbean. As ships arrive at the port, locals greet visitors with an introduction to the lively music,

dance and rich Latin culture of the island. As passengers stroll up the walkway that connects the piers to the historic streets of Old San Juan, the capital of Puerto Rico, they are welcomed with a series of information centers. These booths are part of the Puerto Rico Tourism Company’s “Bienvenidos” initiative, which provides visitors with brochures, information and walking tours with an experienced guide. Visitors can choose from several themed tours featuring Puerto Rico’s shopping, monuments, historic sites and panoramic views.

Through several pre and post cruise excursions, cruise passengers have the opportunity to explore areas outside of San Juan, such as a day trip to the El Yunque Rainforest, a half-day exploration to the Rio Camuy Caves or a trip to one of the island’s famous bioluminescent bays.

For passengers with a longer layover, three major airports, located in San Juan, Ponce and Aguadilla, allow travelers to fly throughout the island with ease for additional excursions. Many hotels and car rental companies have made it easy for travelers by offering packages that combine San Juan with other regions of the island. Taxis, buses and rental cars also offer visitors convenient ground transportation. For one-day excursions, easily identifiable “Taxis Turisticos,” or tourist taxis, operate on a fare-zone basis between the airport and cruise ship pier to designated tourist areas. Spending additional time to explore the island is the perfect way for travelers to enhance or extend their vacation and experience the various diverse regions of Puerto Rico.



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Spend an Evening with the Stars...

The Cruise Executives of the FCCA's 12 Member Lines

**Wednesday
March 14, 2007**



***The 13th Annual
FCCA Gala Dinner Extravaganza***

At the American Airlines Arena ~ Miami, Florida

Benefiting the FCCA Foundation for the Caribbean

The 13th Annual FCCA Gala Dinner Extravaganza

The 13th annual "Evening with the Stars" Gala dinner has received its date and time. Announced for March 14, 2007, this event will show why it has become the premiere social event on the FCCA Foundation's calendar, along with the foremost fund raising event for the Foundation.



It is a chance to dine with some of the industry's top players—executives from the FCCA 12 member lines. These managers, directors, presidents, and CEOs participate by acting as table hosts, which allows for the opportunity to exchange views and ideas with the executive of your choice in an amiable atmosphere. Discuss your business, destinations, or just engage in conversation over a good meal and cause. It is the favorite event for many, as it doesn't just help many foster new relationships business relationships; it connects those whose relationships transcend that of business.



The FCCA takes pride in establishing an environment conducive to business, believing that a proper social setting can positively influence networking. The FCCA provides an environment that will help you succeed. business thrive. We want you to have successful discussions, ones which develop business and social relationships. The Gala Dinner allows you to make these connections.

The FCCA Foundation for the Caribbean was established in 1993 as a tangible vehicle for the cruise industry to improve the lives of Caribbean citizens. In its 13th year, and with the support of the cruise industry's best partners, the Foundation impacts the lives of thousands of people. Over \$3 million has been provided to worthy causes and charities throughout the greater Caribbean Region.

The Gala Dinner takes place during the annual Seatrade Cruise Shipping Convention, providing cruise industry partners from around the world the opportunity to participate. Only through your support and participation can the FCCA Foundation realize its goal.

The Member Lines of the FCCA look forward to seeing all our good friends and partners on Wednesday March 14, 2007.

For more information please contact Terri Cannici with the FCCA today.



Forecast Strong for Freestay Caribbean Cruise Conversion Program

This September, officials in Cozumel, Mexico celebrated one of the most successful Freestay Caribbean debuts in program history.

Amid governmental authorities, participating companies and representatives of Tropical Shipping, Cozumel launched Freestay Caribbean boasting an impressive 32 participating merchants offering some of the most handsome and generous discounts to date.

"Freestay Caribbean is an innovative and intelligent cruise conversion program that benefits the cruise passenger and supports Caribbean destinations impacted by the cruise industry," said Maritza Basurto, Cultural and Training Manager of Tourism for the Municipality of Cozumel.

"At the same time, the program promotes competitiveness among the destinations and stimulates them to conserve the natural resources, security, cleanliness, hospitality and quality of their services", she explained. "Cozumel is the No. 1 cruise port in the world. Our Municipal Government, Municipal Tourism Board, The Tourism Promotion Fund, Hotel and Motel Association and Business Tourism Sector extend a warm welcome with great expectations for the success of Freestay Caribbean in Cozumel.

We appreciate the support provided by Hyde Shipping and the Florida-Caribbean Cruise Association in the implementation of the program."

Freestay Caribbean coin holders looking for a Cozumel getaway can get advantage of discounts of 15% - 20% at

several participating restaurants, bars and lounges, free nights and other discounts in some of Cozumel's finest accommodations and beach clubs, and other incredible discounts on everything from tour packages to museum and park tickets to shopping excursions in some of Cozumel's premier locations.

Web activity for the first month in Cozumel shows participating sites are averaging 20 hits monthly on their Freestay Caribbean web pages and five information or reservation requests per month. These figures put Cozumel on nearly equal footing with other successful Freestay destinations, such as Belize and Dominica.

As Cozumel had a most successful initial launch in September, Freestay Caribbean partners in Antigua reaffirmed their commitment to the program one month later.

The Freestay Caribbean cruise conversion program officially launched in Antigua on June 1, 2006, but October in Antigua saw tour operators, taxi drivers and other tourism workers complete training which will allow them to promote the Freestay Caribbean cruise conversion program throughout the destination, boosting the effort. The training was organized by the Ministry of Tourism in collaboration with the Antigua Hotels & Tourist Association and Tropical Shipping, the architect of the Freestay Caribbean program.

Director General of Tourism Lorraine Headley, in addressing the participants, remarked, "You are the front-line ambassadors for this program and we

are relying on you to use the skills you learn today to assist us with making the program a success."

Neil Forrester – general manager of the Antigua Hotel and Tourist Association further added that, with stay-over visitors, spending greater amounts of money over cruise passengers, this project would definitely create economic benefits for all sectors of the tourism industry attributable to the cruise industry.

"The Freestay Caribbean cruise conversion program which encourages cruise passengers to return to the island as land based visitors, is very important to Antigua & Barbuda," Headley continued. "By converting even a small percentage of cruise passengers, the country stands the chance of generating greater tourism revenue."

Tropical Shipping's Assistant Vice President of Government Affairs Jennifer Nugent-Hill, who administered the training program, said "Antigua and Barbuda's Freestay Caribbean cruise conversion program received a much needed readjustment and boost with the Partner's Workshop for tours and taxi operators. The Minister of Tourism, Honorable Harold Lovell, and his team made a commitment to get cruise conversion back on the agenda as a part of their tourism product and we were pleased to see the promise kept."

"Tropical Shipping continues to believe in the growth potential in the economy of Antigua. We will continue

to show our support for the Tourism industry and pledge to help with keeping it sustainable for the people of Antigua and Barbuda."

The Freestay Caribbean 'Come Back And Stay In The Caribbean' program uses the coins as a way to capitalize on the history of doubloons, like those thrown to the thousands of parade-goers during the world-renowned Mardi Gras festivities in New Orleans, where the coins are minted for each destination.

Each coin is etched with a famous landmark or logo of the island or country it represents, the Freestay Caribbean website address and the U.S. toll-free number for the Ministry or Board of Tourism.

Cruise Passengers to Antigua, for example, receive coins bearing the Antigua Black Pineapple emblem.

All recipients are encouraged to log on to the website www.freestay-caribbean.com to find special offers and incentives from registered tourism establishments (hotels, beach clubs, yachts, restaurants, shops, museums, parks, tour operators and other vendors), accessible only through the Freestay website.

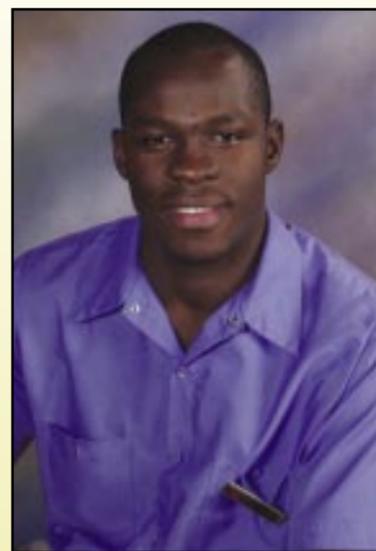
Caribbean territories participating in the Freestay Caribbean program include Belize, Cozumel, Mexico, Dominica, Grenada, Jamaica, St. Croix-USVI, St. Kitts, St. Lucia, St. Maarten and St. Thomas-USVI.

The goal of the Freestay Caribbean cruise conversion program is to bring cruise ship passengers back to the Caribbean as land-based vacationers, which will, in turn, continually boost the overall Caribbean economy.

The Freestay program is free for participants to join and Tropical Shipping, which sponsors the program in cooperation with the Florida-Caribbean Cruise Association, the Caribbean Hotel Association and the Caribbean Tourism Organization, is working to help each participant at each location use the website and the program to their best advantage.

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Faces in the Industry Carnival Cruise Lines



St. Vincent & the Grenadines

Hi my name is Enrico Phillips.

I am from St Vincent and the Grenadines. I have been an employee of Carnival cruise line for the last sixteen months. I have started my career as Galley steward on the *M/S Fascination*, where I worked in all the different sections of the Galley. Recently I have been promoted to Galley supervisor, where I can now expand my knowledge and improve on my management skills. Altogether I have worked on three of the Fantasy class ships *Fascination*, *Ecstasy* and now I am working on *Paradise*.

I have always believed in hard work, sacrifice and that with dedication one can achieve success. I believe that love for my job and the relationship that I have with colleagues from so many other nations will lead me to finally reach my goal.

In the future I hope to be working with CCL as an assistant manager or manager of this company. This is what I have always set as a major goal for my life.

Around The Caribbean



FCCA Security Operations Committee travels to the Pacific Coast of Mexico on-board the Carnival Pride for a meeting with Cesar Patricio Reyes Roel, General Coordinator of Ports in API (Right).



Michele gathers with St. Maarten's Commissioner of Tourism Theo Heyliger (Left of Michele) and their Taxi Association at the 13th Annual FCCA Caribbean Cruise Conference and Trade Show.



FCCA Executive Committee meets with Lic. Fredrico Ruiz, Director of Tourism (far left); Lic. Oralia Rice, Under Secretary of Tourism (middle) and Lic. Gustavo Ortega Mayor of Cozumel (Far Right) in a private Mexican meeting during the FCCA's Conference.



Hon. Philip Pierre, CTO Chairman; Michele M. Paige and Hon. Harold Lovell, Minister of Tourism and Civil Aviation of Antigua.



Domenico Tringale, Vice President, Port Operations - Carnival Cruise Lines, presents a check for the FCCA Foundation for the Caribbean.

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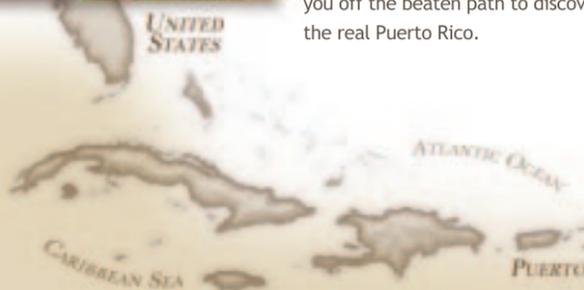
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