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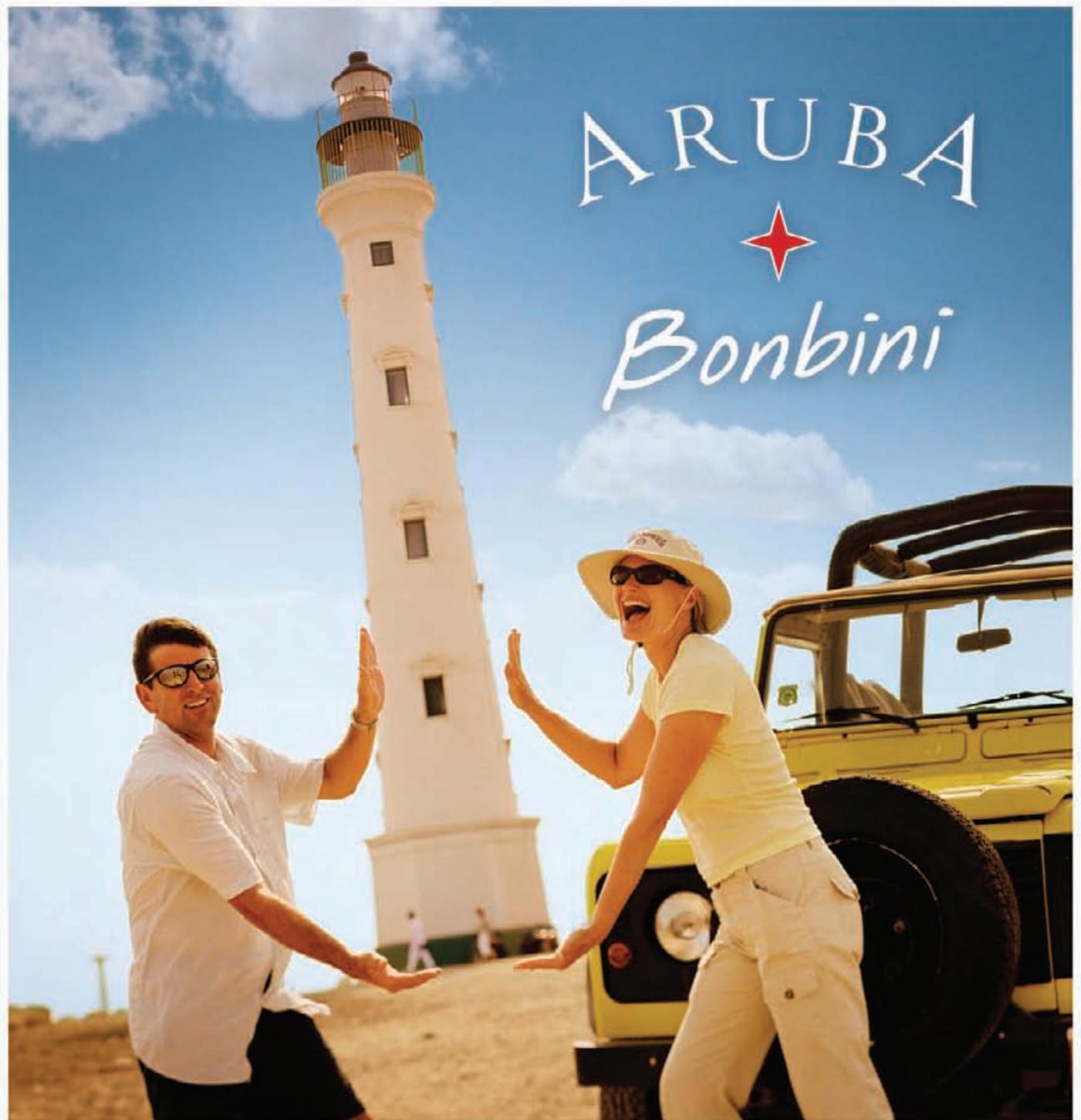
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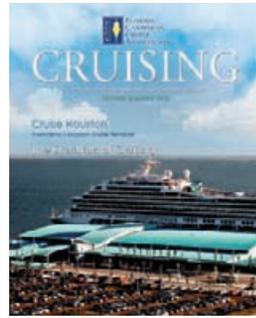
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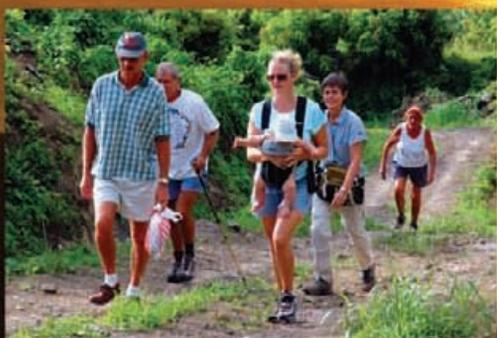
FCCA Member Lines

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(Left to right) Judy Schoebein, General Manager, Appleton Estate Rum Tours (Jamaica) and Michele M. Paige at the recent FCCA PAMAC Conference in Curaçao.

“Innovation distinguishes between a leader and a follower.” -Steve Jobs

Adaptation has been essential to survival for species and business alike. From battling all the odds of our own formation to fighting the constant problems in our trades, evolution has been the only solution. In order to thrive, we must always be bettering ourselves, our products, our companies, etc.

The cruise industry is well aware of this; its constant growth is a testament. Once again, we plan to see a 3.4% growth over 2009's record setting 13 million passengers. Twelve (12) additional ships are underway for 2010, alone, with the same attention to the necessity of progression—displayed by their technological and luxurious features. Even the itineraries and ports of call are constantly improving.

It is this theme of adaptive change and development that you must apply to your business or destination. When water stays stagnant, it invites mold to grow. You must continually pump your water to keep it fresh.

We, the FCCA, have also adopted this mindset. We are proud to introduce our committee's new Chairman—Kevin Sheehan, CEO, Norwegian Cruise Line. We are taking steps to cultivate and expand the Membership Program and discovering ways to further increase communication between our Members. We are also actively seeking new venues for our events and ways to better them, as we know that there should never be a limit on how high you can build.

This issue of “*Cruising*” will highlight some of the leaders and innovations throughout the industry—from the multi-million dollar Bayport Cruise Terminal just completed by the Port of Houston Authority; the inventive ideas and solutions that the Port Everglades creates for a dynamic market; how the Port of Los Angeles is improving passenger flow and comfort through new gangways; the necessity and progress of environmental advancements in cruising, explained by Michael Crye of CLIA; “The Evolution of Cruising” by Rick Sasso, President & CEO of MSC Cruises and Chairman of CLIA; the adaptability of the cruise industry's itineraries based on head taxes, told by Steve Hites, President of Skagway Street Car Company, Inc.; and more happenings and events will follow.

Remember to keep your mind and company open to new ideas and possibilities.

Respectfully yours,

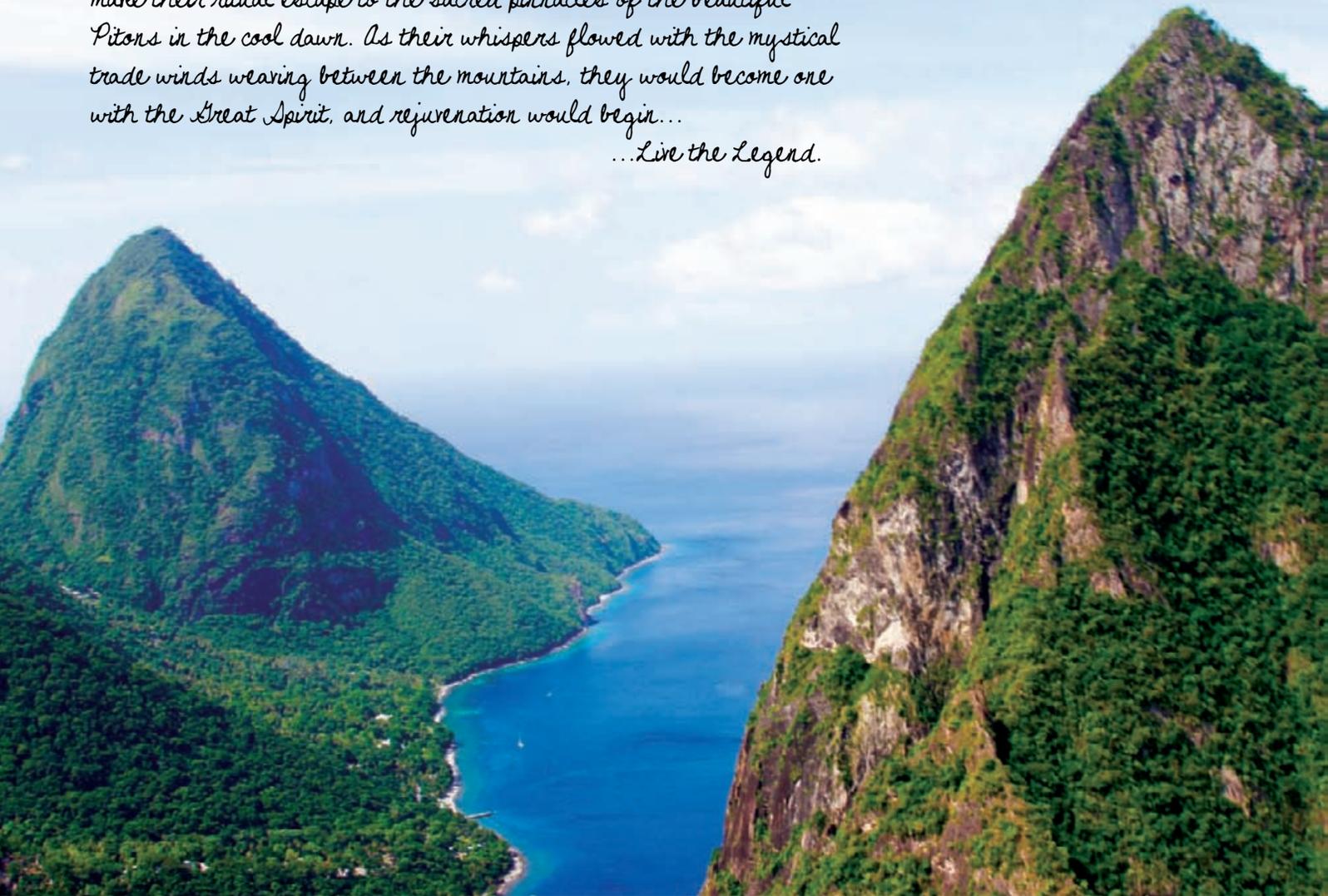
Michele M. Paige



Legend has it...

Eons before the arrival of Columbus, the Arawak Indians would make their ritual escape to the sacred pinnacles of the beautiful Pitons in the cool dawn. As their whispers flowed with the mystical trade winds weaving between the mountains, they would become one with the Great Spirit, and rejuvenation would begin...

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SAINT LUCIA

Costa Maya Welcomes Royal Caribbean's *Oasis of the Seas* with Cinco de Mayo Celebration



Celebrating Cinco de Mayo in a big way, Costa Maya welcomed Royal Caribbean's *Oasis of the Seas* on Wednesday, May 5, marking the first time the ship called a Mexican port during its inaugural year of service. The ship arrived with 5,598 passengers and crew during the call to Costa Maya, which is featured on the *Oasis*' 7-night Western Caribbean itinerary.



The *Oasis* docked at Puerto Costa Maya, which is the only Mexican port that can currently receive two *Oasis* or Epic Class ships simultaneously.

Dolphin Cove was awarded the JHTA Attraction of the Year- 2009-2010

Dolphin Cove was lauded for being one of the most imaginative attractions in the history of Jamaica's tourism.

The citation given to Dolphin Cove stated: "Operators of this attractions are highly rated for creating and maintaining an innovative produce of consistent

high quality: adding another dimension to the attraction menu and fore it impressive diversification and expansion programme.

The largest marine attraction in the Caribbean, Dolphin Cove is a Water Park with more than 1,500 feet of ocean front. In addition to swimming with dolphins, Dolphin Cove offers its visitors many other activities, including swimming with sharks and stingrays, snorkeling, kayaking and a jungle trail featuring macaws, snakes and iguanas.

Stafford Burrowes expressed joy in receiving the award. He remarked- "We have worked hard to ensure that Dolphin Cove satisfies, not only our many visitors, but also our business partners as, without them, we would not be as successful as we are". He added, "It is with great honour an humility that we accept this award given to us from our peers in the Tourism industry."

FCCA Names Kevin Sheehan Chairman

The FCCA Executive Committee has named Kevin Sheehan as Chairman of its Executive Committee. Sheehan, who is also Chief Executive Officer of Norwegian Cruise Line, takes the helm from Micky Arison, Chairman of Carnival Corp., who steps down from the FCCA Chairman's post following 10 years of distinguished service.

"I certainly have very big shoes to fill given the incredible job Micky Arison has done as Chairman," said Sheehan. "With the strong leadership of FCCA President Michelle Paige and Micky's stewardship, the FCCA has been successful in bringing cruise lines together with governments, ports and various private/public sector representatives. I am honored to take on this role and look forward to working with all the cruise lines and partners."

Sheehan added he is also excited to assume the Chairman's position in time to preside at the FCCA's 17th annual Cruise Conference and Trade Show in October and is also excited to work with the FCCA on all its programs and events, specially working directly with all FCCA Platinum/Associate Members. "I see this as a great opportunity to continue to foster the ongoing relationships that the FCCA has and I hope to develop new partnerships on behalf of the cruise industry," added Sheehan.

Sheehan, who assumes his new post immediately, joined Norwegian in November 2007 as Chief Financial Officer, taking the helm as CEO in 2008. Before joining Norwegian, he served as Chairman and CEO of Cendant Corp.'s Vehicle Services Division. Prior to join-



(Left to right) Micky Arison, Chairman and CEO, Carnival Corporation, Michele M. Paige and Kevin Sheehan, CEO, Norwegian Cruise Lines

ing Cendant Sheehan served in leadership positions at STT Video Partners LLP and Telemundo Group, Inc. He also spent two and a half years consulting to private equity firms and lecturing at New York's Adelphi University as a Distinguished Visiting Professor of Accounting, Finance, and Economics. Sheehan is a graduate of Hunter College, and the New York University Graduate School of Business, and is a Certified Public Accountant.

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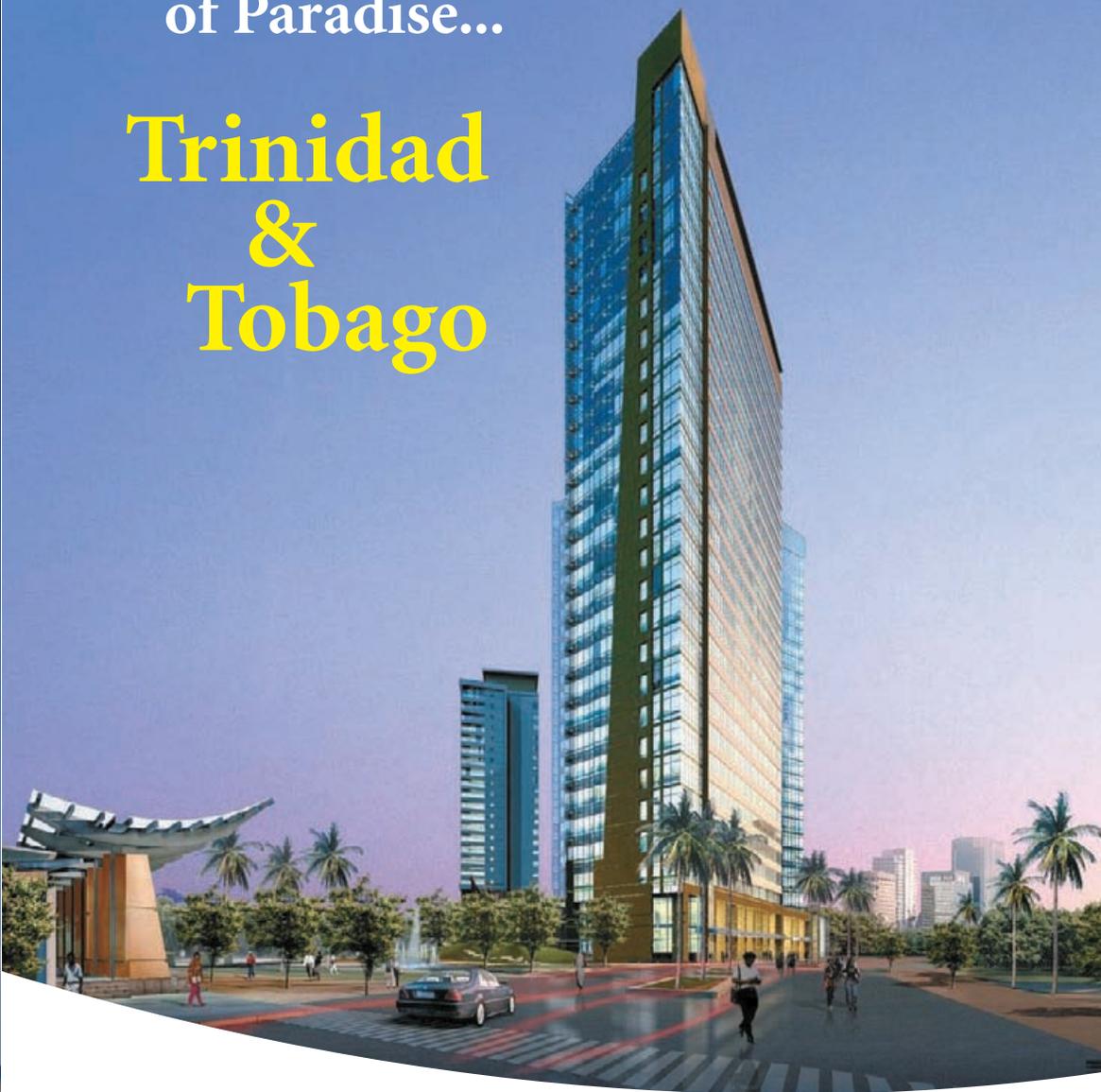
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Port Everglades

The Evolution of Cruising



By Rick Sasso, President & CEO, MSC Cruises; Chairman, CLIA Marketing Committee

This year, the Cruise Lines International Association (CLIA) is celebrating its 35th year of providing North American travel agencies with the gold standard in training, marketing and promotional support, all the while spreading the good word about today's cruise vacations.

It wasn't always this way. The cruise industry has made an incredible transformation in 35 years. Our very first cruise ships were converted transoceanic liners that were once the primary mode of trans-Atlantic and -Pacific travel, but by the 1970s, were victims of the jet liner. Compared with today's floating resorts, these ships were small and lacked amenities. Yet those ships offered special onboard experiences and extraordinary service, which soon distinguished them, and cruise vacations, from land resorts. They eventually earned rave reviews and enjoyed loyal followings.

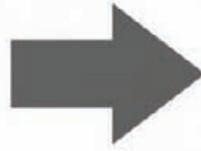
Still, who could have imagined that one day our guests would sail aboard a fleet of more than 200 purpose-built ships, including a staggering 118 new vessels in the last 10 years alone? Today's largest cruise ships exceed 225,000 tons and offer amenities ranging from ice-skating rinks to bowling alleys. These ships feature expansive spas rivaling any on land and are engineered to provide state-of-the-art environmental sustainability, safety and security. Today's CLIA-member cruise lines carry 14 million guests annually and employ more than 350,000 Americans.

Rapid growth

Indeed, the global cruise industry has grown from a small boutique business to a global industry that generates \$40 billion in economic impact in the U.S. and €32.2 million in Europe. Even more impressive has been our ability to withstand all manner of global upheaval. Cruise vacationing continued to grow despite the Iranian revolution and oil crisis of the 1980s, the sharp decline in manufacturing and launch of Desert Storm in the 1990s, 9/11 and the dot.com bust of the early 2000's, and even today's skyrocketing fuel prices, credit crisis and global recession. Over that time, the cruise industry has averaged an impressive 7.4 percent annual passenger growth rate.

Our industry has proven to be innovative, resilient and responsive to our guests' vacation desires and needs. Still, we received an overwhelming bit of luck on Sept. 24, 1977, when ABC-TV launched the weekly hour-long TV series "The Love Boat." Just as we were searching for ways to promote this new vacation form, a network show that broadcasted images of cruising into millions of American homes debuted! The rest was history, as "The Love Boat" ran for 10 seasons. Without that program, the cruise industry's growth would have taken far longer to materialize.

CLIA's membership has also changed with the times. More than 80 cruise lines have been CLIA member at one time or another, including long-defunct operators like Admiral



Cruises, Chandris Cruises, Epirotiki Cruises, Italian Line, Norwegian America Line, Sun Line, and Pearl Cruises. Today's membership consists of 25 cruise lines operating vessels so much more luxurious and feature-rich than their predecessors; it's almost hard to quantify.

Cruise ships evolve from subtle to sublime

A shipboard "lounge" once consisted of a small room with chairs and tables. Today's ships feature soaring atriums, villas, courtyards and even open-air "neighborhoods." Back in the 1970s, we advertised a cabin with an "opening porthole." Today, our top suites feature large balconies equipped with whirlpools, and there are innovative circular and atrium-facing staterooms.

Shipboard "gymnasiums" were traditionally small, cold rooms located far below the waterline and equipped with one or two stationary exercise bikes. Today, there are spas encompassing thousands of square feet and equipped with saunas, thalassotherapy pools and the most modern health and fitness equipment. Today's ocean-going vessels also feature facilities never imagined aboard a cruise ship, from rock-climbing walls to boxing rings, water parks, bowling alleys and surfing machines.

Modern cruise ships also represent a leap forward in terms of environmental responsibility. Today's cruise ships employ rigorous recycling programs and conservation measures, including the use of energy-saving LED light bulbs and high-efficiency appliances. Today's ships also utilize ecologically sensitive hull coatings and energy-saving window tinting and feature advanced, energy-efficient hull designs and propulsion systems.

While cruise ships, and CLIA itself, have changed in 35 years, one thing has not: the organization's devotion to travel agents. The cruise sales training sessions that originated in the 1970s have today become full-fledged certification program teaching agents in classroom settings, at conferences and online. There are now 16,000 North American travel agencies in CLIA's membership, while 15,000 agents have earned CLIA certification, and 11,000 are currently enrolled in training and certification programs.

Forecast for the Future

So where do we go from here? The cruise industry's continued success hinges on its ability to remain flexible and adapt to change. We must continue to emphasize our ships' mobility and redeploy vessels when appropriate. We must also generate increased demand through the continued launch of new and innovative vessels and by delivering value for money. Our emphasis on global passenger sourcing must also continue, and the cruise industry must maintain its historically close relationship with the travel agency distribution system.

Indeed, the best days are yet to come. CLIA-member lines launched 14 new ships in 2009, with 12 new ships slated for 2010, representing a collective investment of \$6.5 billion.

Furthermore, the cruise industry has achieved steady passenger growth since 2003, maintaining an average occupancy of 104 percent. CLIA-member lines carried 13.4 million guests in 2009 and will carry 14.3 million in 2010, a 6.4 percent increase. The growth will likely continue throughout the decade, as CLIA member lines have 26 ships on order through 2012, adding 53,971 beds to the a combined CLIA fleet, which today totals more than 316,000 beds.

Fortunately, our cruising's growth also relies on strong fundamentals. Our industry is historically resistant to recession. Our new ships are proven to generate new customers, and the cruise vacation format continues to represent travel's best value, while consistently exceeding travelers' expectations.

Cruising's overall low vacation market penetration, combined with strong consumer intent to cruise and consumers' expressed desire for regular vacations, plus the emergence of "close to home" itineraries that generate first-time cruisers, suggest smooth sailing ahead indeed.

It's clear that our industry's successful evolution is the result of a collective effort amongst all of our partners. We can say confidently that no other industry has evolved more, as quickly, as the modern cruise industry. Let's be proud of what we've accomplished together and look forward to continued success.

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COUNTDOWN TO SANTO DOMINGO, DOMINICAN REPUBLIC

DOMINICAN REPUBLIC'S CULTURAL CAPITAL OF THE AMERICAS
HOSTS THE 17TH ANNUAL FCCA CRUISE CONFERENCE AND TRADE SHOW

The Dominican Republic's (DR) capital city, Santo Domingo, is eagerly anticipating the arrival of the 17th annual Florida-Caribbean Cruise Association (FCCA) Conference to the cultural capital of the Americas. Santo Domingo is rolling out the red carpet to ensure that more than 1,000 leading cruise industry professionals who attend this bellwether annual conference will have a productive and successful experience in the first city of the Americas.

The Dominican Republic Ministry of Tourism is overseeing the effort to deliver a world-class FCCA conference in Santo Domingo, and attendees will not be disappointed. A warm Dominican welcome at the exciting Extravaganza Night will take place in the Colonial City's Plaza de España. Located in front of the Columbus Palace, the event will transport attendees back in time to the 15th century, when Spanish Conquistadors once strolled the cobblestone streets.

Each of the conference host hotels are located just across on

the Caribbean Sea along Santo Domingo's elegant ocean boulevard called the Malecon, and FCCA attendees will be greeted and transported to the hotels upon their arrival.

The venerable Renaissance Jaragua Hotel and Casino and the charming Meliá Santo Domingo Hotel are an oasis in the busy city and located less than one-half hour from Las Americas International Airport. The hotels are also just minutes away from the city center and near the most popular attractions, beaches, shopping and parks. Visitors will be just 1.25 miles from the historic Colonial City, where the world's first hospital, university and Catholic Church are located.

Renaissance Jaragua Hotel & Casino

Emanating a storied history and refined Caribbean charm, the 300-room Renaissance Jaragua Hotel & Casino is a historic and refined upscale Santo Domingo Hotel. Set in the heart of the Americas' oldest city, the Jaragua will welcome guests with a sunlit pool, tennis club, an energizing casino, lush



tropical gardens and an impressively equipped spa and fitness center. The hotel's restaurants delight with an array of choices for dining, and each beautiful guestroom is designed with ultimate comfort in mind, including designer duvets, cotton-rich linens and plush down comforters. In addition, each room features a work desk and high-speed Internet access to keep you productive. There is also a sophisticated business center in the hotel. Meanwhile, all guest rooms and meeting space in the hotel feature wireless and wired Internet access, with wireless access available in all public areas.

The Meliá Santo Domingo

The other main host hotel is the Meliá Santo Domingo, designed with the needs of business and leisure travelers in mind. Located in the heart of Santo Domingo and next to the Renaissance Jaragua, the Meliá boasts magnificent and spectacular views of the Caribbean Sea. Because of this, the hotel has become a popular destination for business people, leisure travelers and even the local residents. The Meliá Santo Domingo features a beautiful swimming pool, award-winning five star dining, a large casino and modern business services and facilities.

The hotel has over 245 comfortable guestrooms, many featuring a balcony with breathtaking views of the Caribbean Sea, marble bathrooms, satellite TV, wireless Internet access, mini-bar and more.

About the Dominican Republic

Known for its amazing eco-diversity and preserved lush vegetation, the DR is often referred to as the Republic of Colors for its astounding coastal and inland beauty. With a population of nine million people, the DR's political structure is based on the principles of democracy (representative democracy). Many U.S. cities are only a couple of hours away via direct flights from most major airports. Spanish is the official



language of the DR; however, most employees in hotels and tourist destinations speak English.

Geography and Climate

Located approximately 500 miles south of Miami and surrounded by the Atlantic Ocean to its north and the Caribbean Sea on its south, this lush tropical island paradise features 800 miles of coastline, amazing beauty and sophisticated tourism offerings that attract international visitors, sports champions and celebrities alike.

The DR occupies the eastern two-thirds of the island of Hispaniola, while the western third is the Republic of Haiti. As the size of Maine and Vermont combined, the DR is the second largest country in the Caribbean, comprising an area of approximately 30,000 square miles. The DR is one of the most bio-diverse regions in the Caribbean, featuring majestic mountain ranges, fertile valleys, coastal plains and desert regions. The highest and lowest points in the entire West Indies are found in the DR, including Pico Duarte, the highest peak in the Caribbean, and Lake Enriquillo, the lowest-lying lake.

The DR enjoys warm, tropical weather year-round, with average temperatures of 78° to 88°F. Depending on the location, an average day may see full sun or a sun/cloud mix.

Tourism

Traditionally, the economy of the DR has been based primarily on agriculture, with sugar, coffee and tobacco as the main export crops. However, over the last decade, the services sector has become the largest employer (about 60 percent of the labor force) led by tourism.

In 2009, tourist arrivals to the island remained steady, with more than 3.9 million guests choosing the DR as their vacation destination. The number of U.S. visitors to the DR has



surpassed more than one million arrivals for the fifth consecutive year. With 44 DR sales offices around the world and eight international airports, three major seaports and growing tourism infrastructure development, the tourism outlook is very bright.

In 2009, cruise ship visits to the country were up 24 percent, despite the sluggish economy and lull in travel. Cruise ship arrivals in the DR have increased throughout the past two years, with more than 500,000 arrivals in 2009, 400,206 arrivals in 2008, and a greater number expected for 2010.

Travelers FYI

The Dominican peso is the official currency of the DR. Because the dollar is very strong in the DR, American travelers can expect to find a good exchange rate. Currency may be exchanged at Casas de Cambio (general hours: 8 a.m. to 8 p.m.) and banks (general hours: 8:30 a.m. to 6 p.m.). Daily rates can be found at www.xe.com/ucc. Major credit cards and travelers cheques are accepted at many tourist areas in the country, and ATMs are found in cities and at most resorts.

Passports, Tourist Cards and Visas

Citizens and residents of the United States, Canada and the majority of European countries can enter the country with a tourist card, the cost of which is US\$10 at the port of entry. *No coins or other currency, including Dominican pesos, can*

be used. Tourist Cards are available for purchase at booths near the immigration lines. The card, which looks similar to a credit card and has a micro chip, will be collected prior to entry into the country. Any person, no matter what their nationality, may come into the Dominican Republic with a tourist card if they have any of the following valid visas in their passport: United States, Canada, United Kingdom or the European Union. To see a list of the countries which require a visa to enter the Dominican Republic, visit any of these websites: <http://www.serex.gov.do/exterior/servicios> www.migracion.gov.do/tarifas.html

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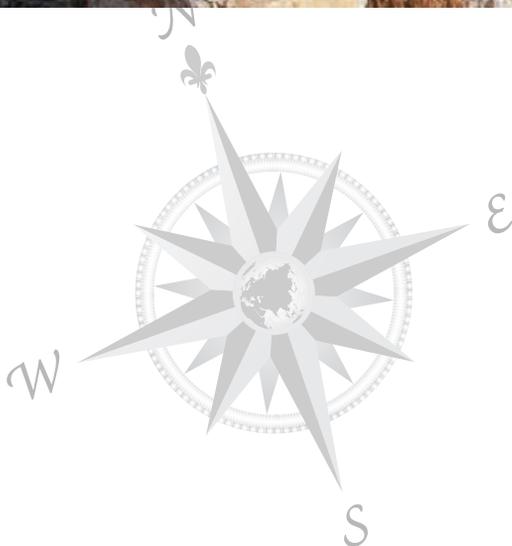
Several U.S. cellular phone companies offer service in the DR, including Verizon, Sprint and AT&T. You may also purchase a cell phone and Sim card with mobile minutes in the DR at a much lower rate than most U.S. cell phones offer. To make calls to the U.S. from the DR, visitors need only dial an area code and phone number as they would at home. The local time zone is Eastern Caribbean Time (GMT -0400). In the winter, this is one hour ahead of Eastern Time, and the DR does not observe daylight savings time.

Tipping is widely practiced throughout the DR. While restaurants automatically add a ten percent tip to the bill, it's customary to give a bit extra. Tips are also given to taxi drivers, hotel maids (even at all-inclusives) and porters.

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Environmental Innovation and Cruising

By Michael Crye, Cruise Lines International Association

April 22nd marked the 40th anniversary of Earth Day—a day designed to encourage appreciation of the environment and highlight ways to promote environmental protection and awareness. It began as an environmental teach-in held in 1970 and today is celebrated in more than 175 countries every year.

The Cruise Lines International Association (CLIA) was formed just five years later and has had similarly notable growth, its members becoming leaders in the maritime industry

through responsible practices and innovations that are reducing environmental impact. Our industry has grown considerably over the years, and our lines meet or exceed all domestic and international environmental standards, in part because we have invested hundreds of millions of dollars in technology and innovation.

We are proud of the significant progress we have made to protect the environment—in Florida, the Caribbean and worldwide. Each year, as an industry committed to environmental protection,

we are making improvements and getting stronger.

From simple actions passengers might notice, such as high-efficiency appliances that reduce energy consumption, to more complex steps that are largely behind-the-scenes, such as plugging into shore-based power and installing solar panels that sustainably power on-board amenities, the cruise line industry is demonstrating its commitment to sound environmental stewardship.

CLIA recently asked several questions



about environmental practices through an on-line social media survey, and while not a scientific research instrument, the survey found that onboard recycling efforts do not go unnoticed. The majority of respondents correctly guessed that cruise ships recycle a significant amount—up to 40%—of all waste. In fact, CLIA estimates that its member lines recycle over 79,000 tons of garbage in a given year, largely including paper, plastic, aluminum cans and glass. Most respondents underestimated just how little waste passengers produce on a cruise ship compared to when they are at home. Waste minimization efforts by CLIA lines result in passengers producing upwards of 70% less garbage while aboard a cruise ship. So while on one hand we are proud of how much our lines recycle, on the other hand waste minimization is vitally important to our cruise lines. Therefore, we actually endeavor to produce less waste, reducing the amount of garbage we recycle. Our goal is have to recycle less because less trash is produced.

Additional practices employed by our lines range from the utilization of reusable laundry bags in guest state-

rooms, thus removing plastic laundry bags from the waste stream, to replacing halogen and incandescent light bulbs with LED lights, which last 25 times longer, use 80% less energy, and generate 50% less heat. Water re-use systems are at work that recycle engine cooling water for heating passenger cabins and air conditioning water for use in laundry facilities and for deck washing. This is only the beginning; one line alone invested \$400 million toward research and development over the last 10 years related to environmental protection.

Beyond these onboard innovations, all member lines adopt and comply with the CLIA Waste Management Practices and Procedures to protect the marine environment in which the industry operates. Adoption is a condition of membership in CLIA. These practices and procedures were designed specifically to minimize the industry's environmental impact and in fact, in some instances, go above and beyond state, federal, and international requirements. For instance, while not required to do so, CLIA members, as a policy, treat all blackwater (sewage) before it is discharged anywhere in the world with

U.S. Coast Guard approved wastewater treatment technology. Additionally, many lines are in various stages of employing advanced wastewater purification systems (AWPS) that produce water cleaner than what is discharged from most municipalities.

Additionally, the regulatory arena is continuously changing. Just last year, the U.S. Environmental Protection Agency (EPA) issued new and expanded rules under the Clean Water Act that regulate all vessel discharges, including those not previously covered. This EPA Vessel General Permit program regulates no less than 26 discharges incidental to the normal operation of vessels, encompassing even rain water runoff and engine cooling water. Everything discharged into U.S. waters from commercial ships is now regulated.

Air emissions are also a focus of our industry's environmental experts. While the International Maritime Organization (IMO, the UN's specialized agency that serves as our industry's chief global regulator) recently approved a U.S./Canada petition to establish a 200-mile Emissions Control

Area, our industry has been ahead of the curve, working for years to curb emissions. For instance, diesel-electric propulsion systems also are used onboard ships to power hotel amenities; ecologic hull coatings, which are non-toxic and slick, are used to reduce fuel consumption; and our industry is engaged in a public-private partnership to test the use of the first ever cruise ship engine gas exhaust scrubber. In the future, it is believed that this technology will exceed regulatory requirements by removing nearly all sulfur and nitrogen exhaust emissions.

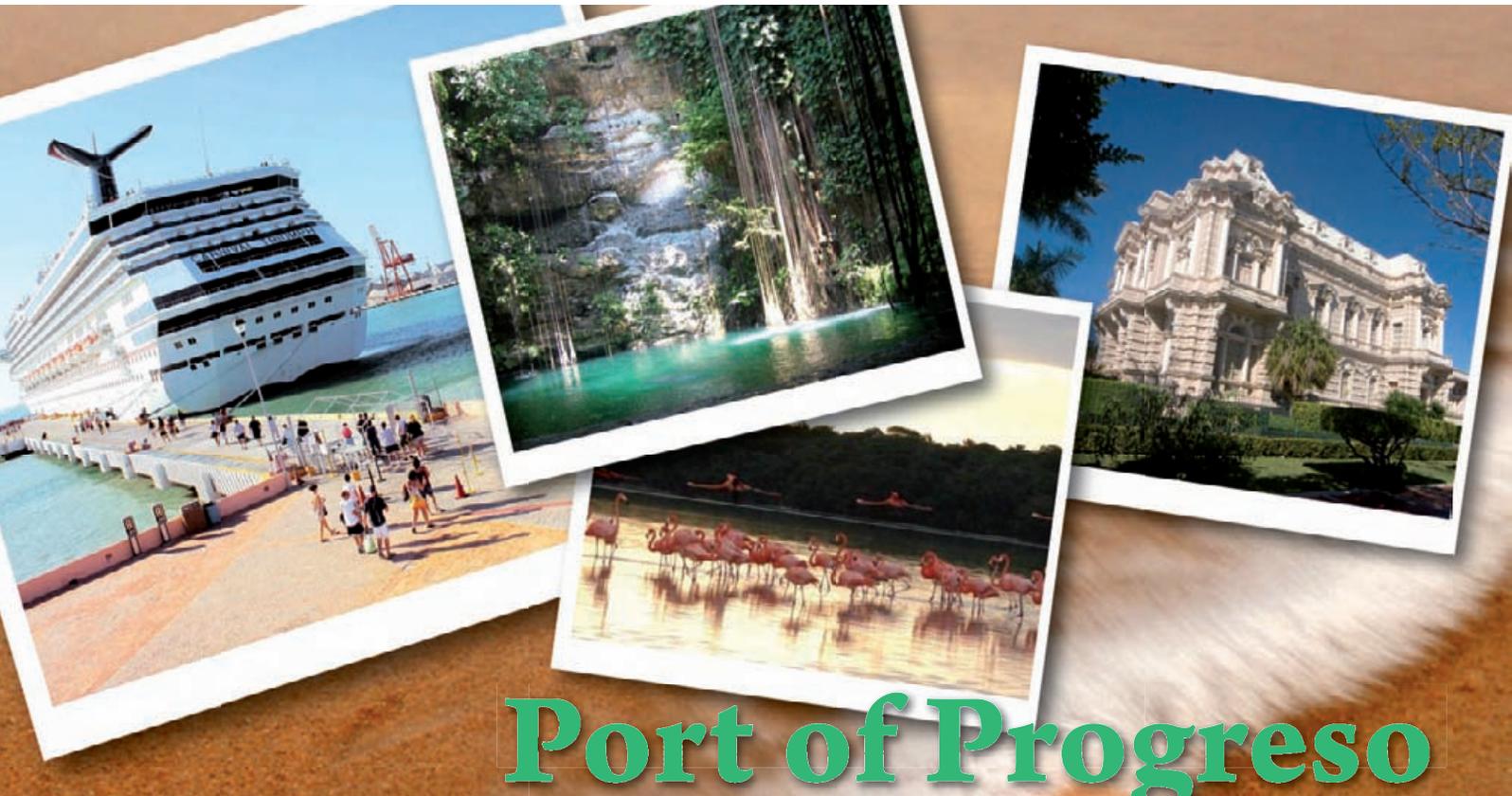
Shore power is another emerging technology that holds great promise for the future. Provided that the source of shore-side electric power is clean, plugging into the local grid while at port allows for the ship's engines to shut

down while providing hotel services. This technology is already available at five cruise berths in North America.

In its December 2008 Cruise Ship Discharge Assessment Report, the EPA commended the industry for its solid waste management practices, which surpass the practices of most municipalities in the U.S. The report concluded that the cruise ship industry's environmental standards are "designed to increase compliance with regulatory regimes, and in some cases incorporate voluntary standards and procedures that go beyond what is required by law or regulation." The wider Caribbean has just been designated as a special area where solid waste will not be allowed to be discharged. I am happy to report that our members have been treating the wider Caribbean as a special area for a number of years.

The science that helps the shipping and cruise line industries shape environmental policies is an evolving process. Cruise lines work with scientists, academics, and engineers around the world to research and develop new technologies and best practices that result in their ships having less of an impact on the environment.

As CLIA enters its 35th year, environmental stewardship is and will remain a top priority for our members. Amongst the maritime and hospitality industries, we are leaders in protecting and conserving environmental resources in the areas in which we operate. As a matter of principle and business practices, it only makes sense for our industry to continue to protect the pristine places we visit.



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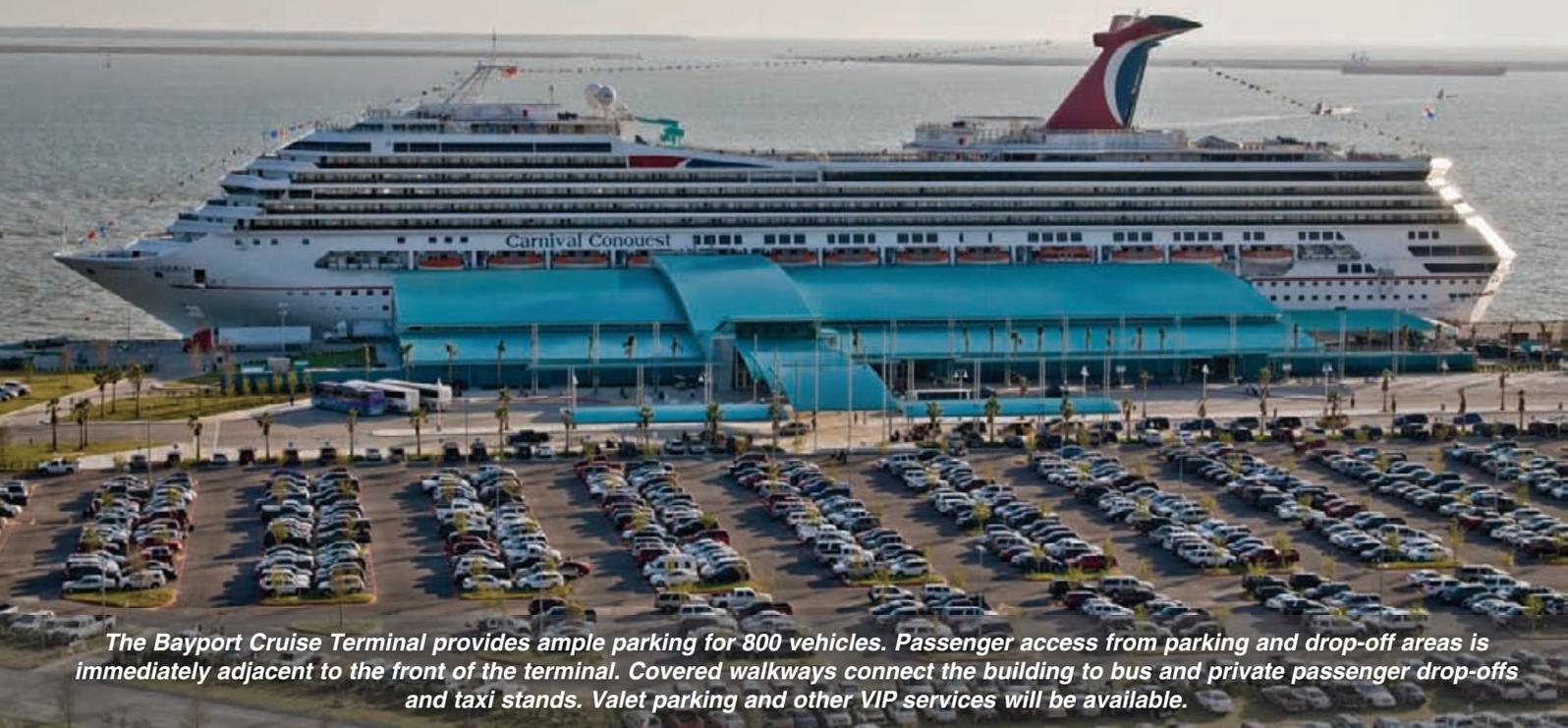
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The Bayport Cruise Terminal provides ample parking for 800 vehicles. Passenger access from parking and drop-off areas is immediately adjacent to the front of the terminal. Covered walkways connect the building to bus and private passenger drop-offs and taxi stands. Valet parking and other VIP services will be available.

Cruise Houston

For Cruise Lines that Want Only the Best, Pasadena's Bayport Cruise Terminal is the Gleaming Jewel.

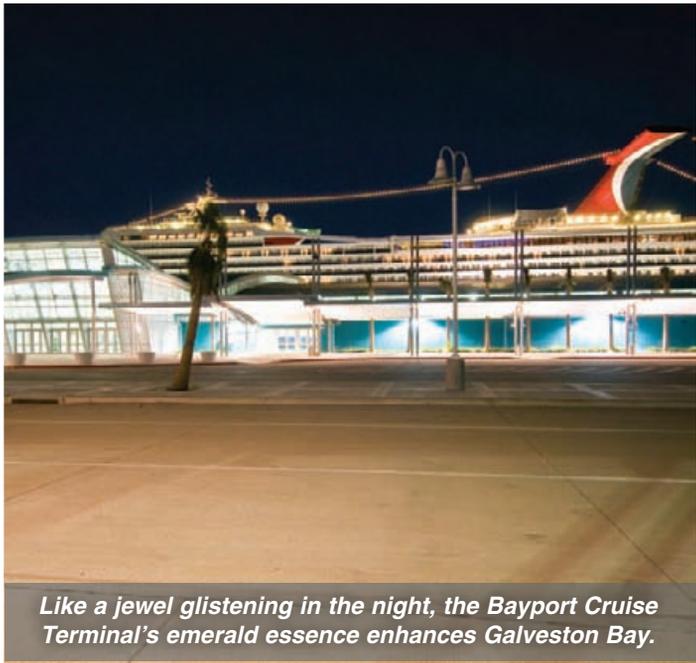
Envision yourself on the deck of a cruise ship at the fall of dusk, entering Galveston Bay toward the end of a voyage through the Gulf of Mexico on the last leg of an exotic Caribbean itinerary. Gentle salty sea breezes whisk through your hair as the last glints of this day's waning sunlight tingle your bronzed cheeks. The ship is gliding with tranquil ease through the bay's rippling waves when there, on the horizon, emerges the vision of a sparkling emerald—the beaconing signal that your wonderful vacation at sea is about to end the same way it began: in the superb world-class comfort, convenience and style of the Bayport Cruise Terminal in Pasadena, Texas, just outside of Houston.

Constructed by the Port of Houston Authority, the first berth of the Bayport Cruise Terminal was completed in 2009. The ultra-contemporary design of the multi-million-dollar facility incorporates an expansive arched roof and magnificent paneled walls with windows of translucent green-tinted glass. The amenities include a 12,500-square foot lounge in the passenger embarkation area, a luggage lay-down area of 32,000 square feet, with an additional 2,000 square feet available in the adjoining queuing area, a climate-controlled gangway and one berth to accommodate cruise ships. In addition to more than 50 check-in stations, well-planned traffic lanes provide easy access to escalators and elevators, enabling passengers to breeze to and

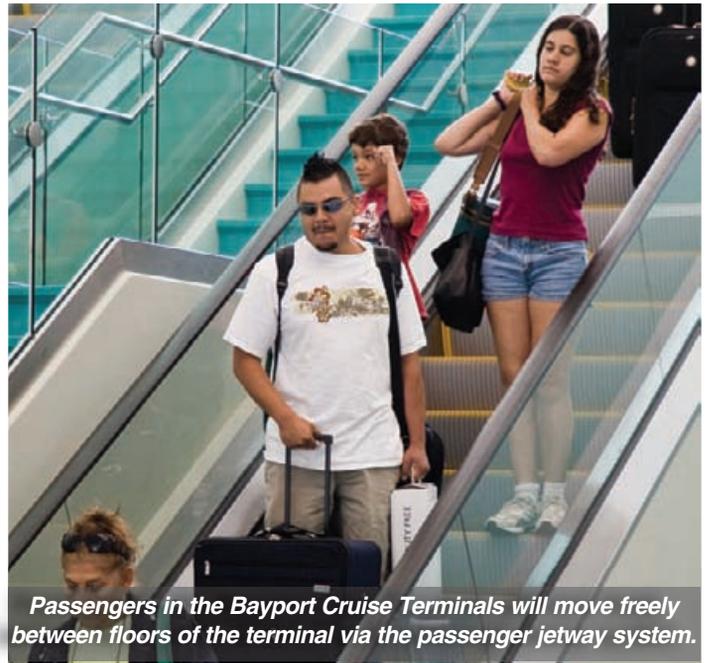
from the terminal's upper level along climate-controlled gangways. The terminal's luxurious VIP lounge is handsomely appointed with exquisite décor and the capacity to accommodate up to 132 guests attending receptions and other special, memory-making events. An adjoining wedding lounge will accommodate up to 100 guests.

The wide, unrestricted wharf allows food and other provisions to be loaded quickly and efficiently aboard vessels being prepared to sail. A 100-foot dock apron and staging area, along with a 33-foot dredge depth, can efficiently accommodate the newest and biggest vessels in the industry.

Layered with aesthetically pleasing



Like a jewel glistening in the night, the Bayport Cruise Terminal's emerald essence enhances Galveston Bay.



Passengers in the Bayport Cruise Terminals will move freely between floors of the terminal via the passenger jetway system.

enhancements, the Bayport terminal also includes ponds, landscaping, fountains and an adjacent 40-acre site that is immediately available for commercial development. Houston's two major airports—Hobby and Bush Intercontinental—are each, respectively, within a 30- and 60-minute drive of the terminal. The region surrounding the Bayport terminal is also filled with marvelous coastal beaches and waterfront attractions, relaxing golf and recreational sites, bustling shopping centers, tantalizing restaurants and exciting sports and entertainment venues—all comprising an enticing collection of amenities that can extend and enhance tourists' experiences before and after cruise vacation voyages.

"The Bayport Cruise Terminal offers cruise lines a point of origination and destination like none other in the U.S. right now," says Tom Heidt, PHA's Vice President of Administration and Finance. Heidt previously worked on marketing plans for Bayport as part of the port authority's trade development division. "Bayport's unique design and strategic location are a powerful combination of competitive advantages in the cruise business," he says.

According to reports and statistics that have appeared in the publication

Business Research & Economic Advisor, Texas is a primary point of embarkation for cruises to the western Caribbean, accounting for nearly seven percent of the industry's direct expenditures. The state is fifth in the nation in terms of economic impact on the industry, according to BREA.

Currently the fourth most populous city in the U.S., many predict that Houston will move up to the position of third largest city following the outcome of this year's nationwide census count. And looking at the 500-mile radius that encircles the city from the Gulf Coast to the heart of the Midwest, approximately 50 million people live within a one-day drive of Houston.

"Clearly, the Bayport Cruise Terminal can be the key to capturing and dominating this tremendous 'drive-to' cruise market," says Ricky Kunz, PHA Vice President of Origination. "The Port of Houston Authority's outstanding staff and partners are keenly focused on facilitating ways to leverage strategic opportunities for the burgeoning growth of the cruise industry. We know cruise lines and their passengers demand and deserve the best, and that's what we deliver at Bayport."

Just ask Carnival Cruise Line. In 2008, the Miami-based cruise operator sailed two Texas-based ships from Bayport for six weeks after the direct hit from Hurricane Ike caused extensive damage at its regular terminal.

"Officials at the Port of Houston Authority were incredibly responsive, working with us on very short notice and minimizing disruption to our guests' vacations," says Gordon Buck, Carnival's Vice President of Caribbean Relations. Considering that many PHA personnel were dealing with their own issues related to the hurricane aftermath, Mr. Buck says their response was that much more admirable:

"Although we were able to return [to the regular terminal] just six weeks after Hurricane Ike, we truly appreciate the cooperation of the Port of Houston Authority during what certainly was a very challenging period, and we thank them for their efforts."

That responsiveness is indicative of the bent toward customer service and can-do spirit of port authority staff. Additionally, the Houston area's diversity of activities and dynamic atmosphere make Bayport the perfect point of embarkation for cruise line customers.

PORT OF HOUSTON AUTHORITY
**CRUISE
TERMINAL**
PASADENA, TEXAS



A Tip Top Ship Services

The Bayport Cruise Terminal and its gangway system are designed to accommodate most ships and their entry ways. The terminal's wide, unrestricted wharf allows for the loading of provisions aboard a ship quickly and efficiently.

B VIP Treatment

Passengers at the Bayport Cruise Terminal are provided with VIP services such as valet parking, luggage handling and an exclusive lounge to make the time spent at the terminal as enjoyable as possible.

C Simple, Secure and Serene

The Bayport Cruise Terminal is designed to direct passengers without confusion and minimize congestion, while multiple ticket counters reduce delays. The 96,000-sq. ft. terminal also enables natural light to brighten the airy and open features.



the **PORT**folio

The Port of Houston Authority's Bayport Cruise Terminal is the perfect addition to a city known for offering simply the best in culture, ambience and sophistication. Cruise ship passengers will find the terminal is exceptional at providing an efficient and stress-free embarkation process.



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New Cruiseship Gangways at Port of Los Angeles Improve Passenger Flow and Increase Comfort

By Christopher Chase, Port of Los Angeles

Vacationers passing through the World Cruise Center at the Port of Los Angeles are enjoying the first of a series of upgrades to improve their cruise experience, including new state-of-the-art gangways for travel between terminal buildings and cruise ships.

Four electric-powered hydraulic gangways have been installed at all berths at the World Cruise Center—a homeport for four major cruise lines. Replacing the facility's older, open-air ramps, the new, glass-enclosed gangways will expedite the passenger embarkation process and are flexible enough to reach any ship at any tide condition.

The \$9.4 million gangway upgrade is part of more than \$42 million recently committed to long-term improvements at the Port's Inner Harbor World Cruise Center.

"The improvements we're making now will benefit the millions of tourists who will make their way through the facility in the coming years," said Port Executive Director Dr. Geraldine Knatz, Ph.D. "The high-tech gangways are just one piece of a 21st Century upgrade at the Cruise Center, an operation that provides more than 2,500 direct and indirect jobs and generates hundreds of millions of dollars in tourism and related revenue."

Other World Cruise Center upgrades include solar paneling, wharf fenders, painting, lighting and audio/video upgrades. Alternative Marine Power™ (AMP™)—shore side electrical

power—for cruise ships will also be unveiled soon.

A leading cruise port on the West Coast, the Port of Los Angeles hosted 162 cruise ship calls and approximately 800,000 passengers in 2009. Princess Cruise passengers worldwide awarded the Port of Los Angeles the "Port of the Year 2008" based on customer satisfaction ratings. The Port of Los Angeles is a home port for Princess Cruise Lines, Royal Caribbean Cruise Lines, Norwegian Cruise Line and, beginning in 2011, Disney Cruise Line.

Last fall, the Los Angeles Board of Harbor Commissioners approved the San Pedro Waterfront Project, which includes the expansion of cruise ship operations with a new outer harbor terminal that will provide more berth space and accommodate the largest ships that will call at the port in the coming decades.

The Port of Los Angeles is America's premier port and has a strong commitment to developing innovative, strategic and sustainable operations that benefit the economy, as well as the quality of life for the region and the nation it serves. As the leading seaport in North America in terms of shipping container volume and cargo value, the port generates 919,000 regional jobs and \$39.1 billion in annual wages and tax revenues. A proprietary department of the City of Los Angeles, the port is self-supporting and does not receive taxpayer dollars. The Port of Los Angeles—a cleaner port, a brighter future.



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Home Port Advantage. Bring it on. We're Ready.

By Carlos Buqueras, Port Everglades

The sky is hardly the limit when it comes to innovation. And no matter how inventive the idea may seem now, Port Everglades is ready.

Since welcoming its first cruise ship in 1931, Port Everglades in Greater Fort Lauderdale, Florida, has grown to become one of the busiest cruise ports in the world, with 16 cruise lines, nearly 50 cruise ships, more than 2,000 different cruises, and over 3 million passengers expected this year.

Our goal is simple: to be the best at what we do. So we're constantly investing in improvements to meet the growing needs of the cruise industry and their guests. We provide modern, spacious, and comfortable cruise terminals and a dedicated customer service staff to work directly with cruise lines. After all, cruise vacationers eagerly await their cruise, so we see it as our job to make sure that any time spent in Port Everglades only enhances that experience.

The world's top cruise lines have dis-

covered the many advantages of home-porting at Port Everglades:

- Direct highway access
- Located in the heart of a popular tourist destination
- Proximity to Fort Lauderdale-Hollywood International Airport
- A deep harbor

We asked our cruise guests to "bring it on." As a result, our guests now enjoy new easy-to-read directional signs, wider roadways, faster taxi and limo service, more on-site parking, an informative new website, a cell phone waiting area for those picking up returning cruise guests, and, for some guests, a new mega cruise terminal.

In the coming year, Port Everglades will welcome five newly built cruise ships: Cunard Line's *Queen Elizabeth*, Holland America Line's *Nieuw Amsterdam*, P&O Cruises *Azura*, Royal Caribbean International's *Allure of the Seas*, and the Yachts of Seabourn's *Seabourn Sojourn*.

As the future home to the two largest

cruise ships in the world, Royal Caribbean International's *Oasis of the Seas* and *Allure of the Seas*, Port Everglades is expected to become the No. 1 cruise port in the world by 2011. To accommodate these innovative cruise ships, the port has more than tripled the size of Cruise Terminal 18 from 67,500 square feet to 240,000 square feet. The terminal's mega size accommodates mega numbers of cruise passengers and their luggage, so that both arriving and departing guests can go through processing procedures simultaneously.

No wonder we've been recognized by major cruise magazines as one of the most convenient, friendly, and efficient ports for discerning travelers. Just as exciting is the emergence of Greater Fort Lauderdale as a luxurious destination for pre- or post-cruise vacations. Cruise passengers sailing out of Port Everglades can now book a hotel room and plan their pre- and post-cruise vacation directly at www.porteverglades.net.



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The Port of Galveston: Texas' Seaside Passport to the World

By Cristina Galego, Port of Galveston

The Port of Galveston is located on the northern shore of Galveston Island, at the mouth of Galveston Bay, only 9 miles from the open Gulf of Mexico. The Port is situated on the Gulf Intracoastal Waterway, the Interstate Highway system, and is served by both Western U.S. Class 1 railroads; BNSF Railway and the Union Pacific Railroad.

The Port of Galveston is a significant contributor to the Galveston Bay-Houston regional and Texas state economies. The Port, through its activities, provides an annual estimated economic impact to the State of Texas of over \$1 billion. Current average annual cargo volumes total approximately 9.7 million tons.

In 2009, the Port of Galveston ranked as the #1 cruise ship port in Texas and in the Gulf of Mexico, the 9th busiest cruise Port in the U.S. and one of the top twenty cruise ports in the world. The port is currently the year-round "Home Port" to the Carnival Cruise Line ships, Carnival Conquest, and Carnival Ecstasy and seasonal "Home Port" to Royal Caribbean International's Voyager of the Seas.

The Port of Galveston, located less than an hour's drive from downtown Houston, is home to several ship repair facilities,



one of which operates one of the largest dry docks west of the Bahamas, two state-of-the art cruise terminals with three cruise ship berths, a short-line port-terminal railway, an export grain elevator and facilities to handle all types of cargo, including containers, dry and liquid bulk products and materials, general cargo, roll-on/roll-off cargo, refrigerated cargo and project cargoes. The Port of Galveston also has available property for lease and development.

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The FCCA Bonds and Delights Members and Executives During Cruise Shipping Miami

Another Cruise Shipping Miami, another week of important and exciting events hosted by the FCCA. Of course, Cruise Shipping Miami would not be the same without kicking off the week with an intimate gathering of the Platinum Delegation at the private residence of Michele Paige, President of the FCCA. This year, Michele's Southwest Ranches home was transformed into a Latin Courtyard, complete with all the larger than life Latin treats and trimmings. Guests were greeted by a stilt walker and entered the property through beautiful wrought iron garden trellises, which led to a colorful tented area with communal bench tables that enhanced the family friendly feel of this already warm affair. Cigar rollers, a caricaturist, fortune tellers, and salsa dancers were just some of the entertainment that kept the party exciting from start to finish. Live salsa music was provided by the legendary Manny Salas Band, considered the pioneer of "the Miami Sound," and people were encouraged to do a bit of salsa dancing by the professional salsa dancers who wowed everyone. "Our co-hosts, Puerto Rico Tourism, encouraged a Latin Courtyard theme," said host Michele Paige. "We did our utmost to ensure that their ideas and concepts came to life."

The gathering at Michele's home led into a week filled with more FCCA-exclusive networking events. Notably, the cocktail receptions hosted at the FCCA booth on the Cruise Shipping Miami tradeshow floor. The Panama Tourism Authority hosted a reception on the Tuesday of CSM, which was heavily attended by the movers and shakers of the industry. "Platinum Members come to us for advice on how to maximize their exposure at Cruise Shipping Miami," told Adam Ceserano, Sr. VP of the FCCA. "What better way to do that than to host a cocktail reception at the very hub of cruise executive activity during the event?" The Mexico Tourism Board and XX Beers also took their turn acting as booth hosts for a Wednesday reception prior the FCCA Gala Reception.

The closing of Cruise Shipping Miami saw a new event emerge. The FCCA's crown jewel, *Cruising Magazine*, hosted a closing event to remember. Miami Beach's hottest nightclub, Mynt Lounge, opened its doors to a private celebration with co-hosts Puerto Costa Maya and the Port of Houston. Sponsor Veuve Clicquot and Belvedere Vodka kept the champagne flowing all night long, and Platinum Members and Cruise Executives danced the night away, letting off steam from a week of intense business meetings and networking. It was truly a night to remember!





FCCA's 16th Annual Gala Brings Together Key Cruise Industry Stakeholders

By Brian Major

For the 16th straight year, dignitaries from the Caribbean and Latin America gathered with the cruise industry's top-level executives for the cruise industry's signature social event, the Annual FCCA Gala Dinner, held on March 17 at the Miami Beach Convention Center. The event once again brought tourism and government officials, industry suppliers and private stakeholders together with cruise executives for this unique event—part social gathering, part networking session—which each year provides guests with opportunities to dine and interact with the industry's decision makers.

Past FCCA Gala events have been staged in various Miami Beach venues, ranging from the Fountainbleau Hotel to the American Airlines Arena. This year's Gala featured a new venue, but a familiar one—the Miami Beach Convention Center, also the home of the Cruise Shipping Miami conference, which was in session during the week leading up to the event.

This year's Gala featured all of the elements that have established the gathering as the cruise industry's premier social event. Guests enjoyed a lively cocktail reception and a silent art auction prior to dinner, bidding on 40 pieces of art donated by West End Galleries. There was also a live auction held during dinner, for which West End donated four more art pieces.

The auctions combined to raise nearly \$13,000, with the proceeds to be donated to the FCCA Foundation, a nonprofit, charitable organization founded in 1993 to fund Caribbean and Latin American humanitarian projects. Each year, the Foundation provides a mechanism through which the cruise industry funds various humanitarian causes. The Foundation has impacted hundreds of thousands of citizens, providing more than \$3 million to support charities and humanitarian causes throughout the two regions.

For example, through the Holiday Gift Project, FCCA partners with Caribbean

and Latin American destinations to provide gifts to children living in foster homes and institutions. The gifts are delivered aboard FCCA member-line vessels calling at the destinations, and the children also enjoy a shipboard holiday party in their honor.

The FCCA Gala also allowed colleagues to renew old friendships, while providing a means for government, tourism and cruise officials to form new ones. As in past years, the evening began on a lively note. The Gala Cocktail Reception provided guests with opportunities to chat informally and study the fine art assembled for the silent auction, held throughout the evening. The reception also featured live music and dancing, creating a festive atmosphere.

The evening was highlighted by the opportunity for guests to dine with more than 60 of the cruise industry's top executives, each of whom hosted tables. Guests were able to purchase tickets at the table hosted by the executive of their choice, and 10 of the tables were sold out for the event.

As always, the Gala was also synonymous with first-class cuisine. Dinner started with a mixed salad of spinach and romaine with red and yellow beet matchsticks, radishes, tomatoes, cucumber and peanuts, served with a mango dressing. The appetizer was followed by the entree of mojito-marinated, grilled bone-in breast of chicken, with caramelized pineapple and coconut island cake for dessert.

“The annual Gala is the cruise industry's premier social gathering, but it is really so much more than that” said Michele Paige, President of FCCA. “The Gala is a unique forum for the exchange of ideas and information crucial to our mutual growth and success in these challenging times.”



Gala attendees confirmed that the event not only provided an entertaining and enjoyable evening, but was also invaluable in terms of connecting with key stakeholders. "The FCCA Gala Dinner has reconfirmed its reputation as one of the top events of the cruise industry," said Roberto Martinoli, President and COO, Norwegian Cruise Line, one of the top-level executives who hosted a table at the Gala. "All movers and shakers never miss it, and it always stands out as the top networking event of the year. It is an evening not to be missed and always a great occasion to meet, in a very nice setting, new partners, suppliers and colleagues," he said.



"It was a tough act to follow for this year's FCCA Gala Reception and Dinner to improve on past years' host venues, such as The Fontainebleau, the American Airlines Arena on the Miami Heat's game court, etc.," said Christopher C. Perks, North American Representative, Cruise Market for the Hong Kong Tourism Board and President of the Opus Group, Inc. "But the FCCA knocked the ball out of the park with this year's creation of elaborate décor and cuisine and VIP service at the Miami Beach Convention Center's beautifully converted ballroom," said Perks. "The FCCA created the perfect venue for hosts and guests to enjoy and celebrate another successful FCCA and Cruise Shipping Miami year!"



Photos by: Raoul Besque



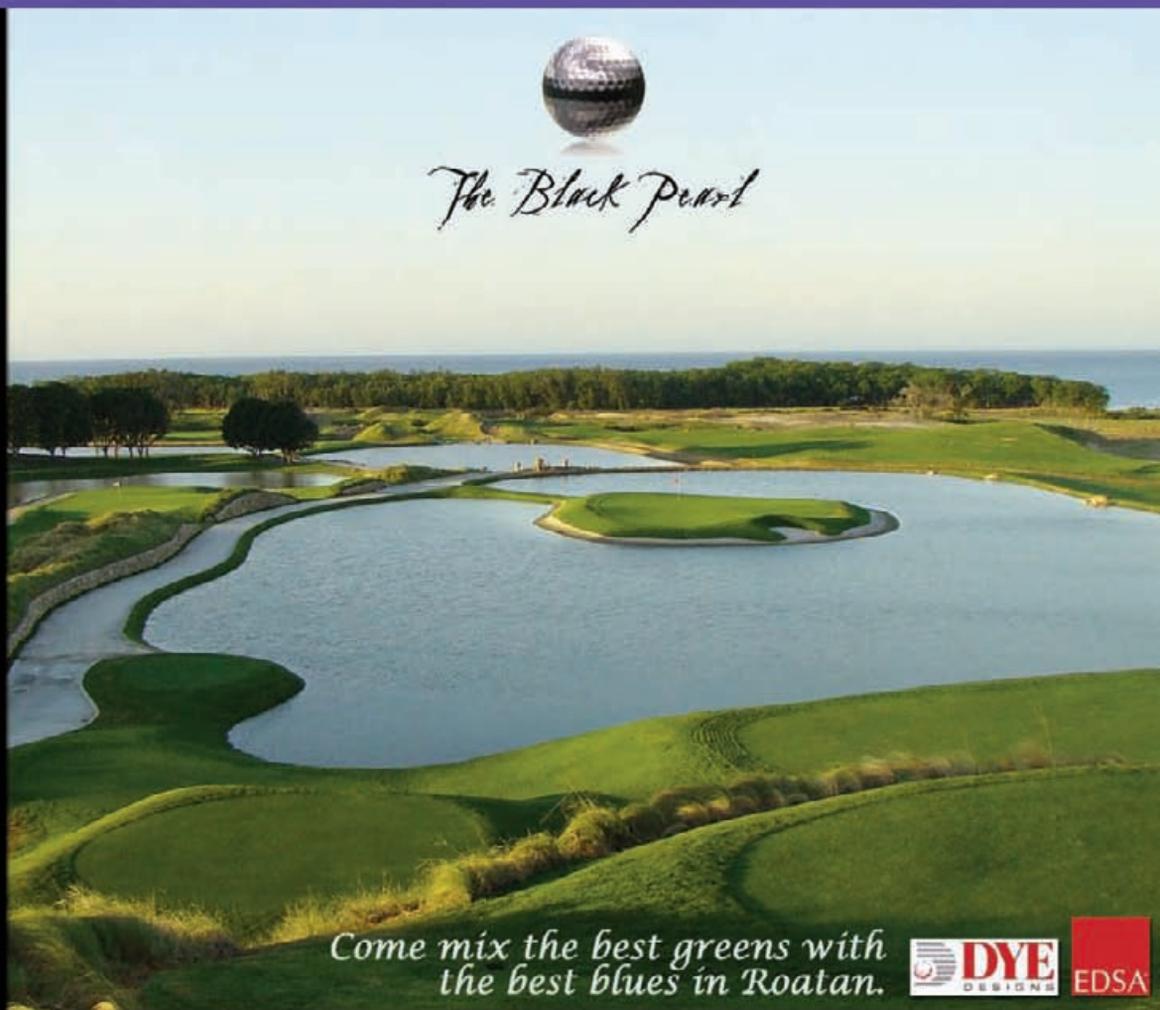
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Most of our business takes place in or near the water in several ports around the world. From classic tours to real adventures, and everything in between, we strive to provide unforgettable experiences. Our main segment is shore excursion operations for cruise lines in several ports in the Caribbean and South America. Our business models include wholly owned subsidiaries and partnerships with existing local tour operators. We believe in fairness, honesty, loyalty, compassion and karma. We care for our planet and everyone around us. Blue Planet Worldwide, Inc. operates the Gray Line brand through our local subsidiaries in Belize, Guatemala, Dominican Republic and the Turks & Caicos Islands. We also joined forces with other Gray Lines to develop a Shore Excursion program for the cruise lines visiting Costa Rica, Nicaragua, Colombia, Argentina and Peru, among others. We are proud to announce that Gray Line is celebrating its 100th anniversary in 2010.

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A Tale of the Cruise Lines' Impact and the Destinations It Serves



By Steve Hites, President, Skagway Street Car Company, Inc

As the operator of a city sightseeing company in Skagway, Alaska, I've witnessed first-hand the various ways in which land-based tourism businesses and destinations can work together with cruise lines to realize

mutual benefits. Today, there are hundreds of port cities around the world working closely with the cruise lines to maximize ship visits, which generates widespread economic activity and jobs for shore-side retailers, tourism attractions, services and amenities.

Unfortunately, I'm writing today to discuss a much different situation—in fact, the complete opposite. Entering this decade, my home state of Alaska was among the cruise lines' most heavily served destinations. But over the last two years, Alaska's cruise business has experienced a steep decline from the 20 consecutive years of passenger growth that began in the 1980s. The sliding numbers are the result of the 2006 Alaska Cruise Ship Initiative, which attached

additional taxes, fees and regulations onto existing expenses at Alaskan ports, increasing the cost of the cruise lines' operations here.

As a result, the cruise lines have steadily withdrawn ships from Alaska to sail in other, less costly regions. Indeed, it is fair to say that by implementing the 2006 initiative, Alaska has demonstrated how *not* to work with cruise lines.

The cruise industry proved instrumental to Skagway's very survival as times changed in the 1980s. Located 90 miles north of Juneau, Skagway's railroad and freight docks supported our 700 citizens for more than 80 years. But when the Yukon's biggest mine was shut down in 1982, 150 jobs vanished.

However, Skagway was lucky; we were in the right place at the right time to benefit from the growth of cruise tourism. Skagway had two big attractions: a quaint, historic Klondike Gold Rush town and a spectacular narrow-gauge mountain railroad running along the original "Trail of '98."

In 1986, my wife and I took our life saving and bought three 1920's antique automobiles for sightseeing tours. We drove all of our own city tours. My brother-in-law was the company mechanic and back-up driver. The morning we finally started up, we had exactly \$50 in cash, the very last of our family's money. But the ships came in full of people wanting to see "Gold Rush Skagway," and we were there to show it to them.

The growing cruise industry allowed us to expand our business and create jobs for family members and people in the community. Some of these jobs are now year-around, even in a seasonal industry. There were only eight tours offered for sale on the ships when we started our company. Today, there are 40. We developed property, paid property taxes, started up other businesses, and collected sales taxes for Skagway as Alaska's cruise business grew.

The jobs created by private sector tourism companies like ours highlight the cruise industry's true value to a community. People with tourism jobs pay rent, buy groceries, go to the hardware store, buy clothing, purchase gasoline for their cars, go to local restaurants and bars, and pay local electric, phone and Internet bills. Meanwhile, their companies purchase supplies and materials. Tourism is a spending multiplier, reaching across many businesses and touching a wide range of individuals across a community.

The cruise industry was the key to our success. When we started our business in 1986, there were 100,000 cruise visitors to Alaska. By 2007, the state had hit one million annual cruise visitors. But since that time, Alaska has lost 140,000 cruise berths.

Had there been no cruise ship initiative, the probability is that the Alaska cruise business would have continued its steady and strong growth. Certainly, there would have been fluctuations in traffic, but we would not have seen ships removed from the region because of the unacceptably high cost to operate in Alaska versus other regions.

But the 2006 initiative did pass, creating, among other measures, a \$46 per person head tax. The funds have since been used for a laundry list of projects, many having nothing to do with a vessel, its berth, or its passengers. As a result, the cruise lines cried foul, claiming this misuse of funds violates the Commerce, Tonnage, and Sovereignty Clause of the United States Constitution, and have since sued Alaska in Federal Court.



A bright yellow 1927 "Skagway Street Car" touring Broadway Street, Skagway, Alaska.

There are people who think a cruise ship in their region somehow owes them something. Others think ships are ruining their environment, somehow degrading where they live and taking something away. That's not happening; a ship *adds* to a place. It brings in people with cameras who take only photographs and leave only footprints, along with the money for the goods and services they purchased during their few short hours in port.

This is a clean industry. The discharge water coming out of a cruise ship's outflow pipe is cleaner than the water coming out of any municipal sewage treatment plant in any city or town in Alaska. Many small Alaskan towns don't have recycling programs, programs that are common on most cruise ships sailing in Alaska.

But vocal citizen advocates in Alaska say a higher bar must be imposed on the cruise industry, merely because it brings people to Alaska. One article in an environmental publication described how cruise ships suck the life and beauty out of the land as they pass, leaving behind only a blue haze of exhaust hanging in the air and a polluted ocean in their wake. The implication is that cruise ships are destructive by their very existence. This is patently absurd.

With this example in mind, the most important thing worldwide destination leaders can do is to confront the extremists and the extreme regulations and taxes they promote for their agendas. The end result is a public that understands the facts and is open to supporting the industry.

In the wake of the loss of 140,000 cruise visitors, employees will be laid off, jobs will be eliminated, businesses will close and communities will lose their local tax base. All of this so the initiative sponsors can say they have a “steady flow of tax money coming in” to Alaska from the cruise ships.

But where will that money come from when these excessive taxes and regulations drive away all but a handful of ships, and the source of all those taxes is no longer around to take further abuse? What will the State do when a dozen formerly prosperous communities, whose local tourism economies have been wrecked by the initiative, come begging, hat in hand, pleading for help?

Fortunately, our Legislature, at Governor Sean Parnell’s urging, recently approved a bill to cut the head tax from \$46 to \$34.50. In exchange, the cruise lines have dropped their lawsuit challenging the head tax. Although we can’t expect to see a resulting increase in cruise ships until 2012 at the earliest, Stein Kruse, CEO of Holland America Line, recently said the

head tax cut allows his company to again look favorably at increasing its Alaska deployment.

We should never forget that the cruise lines have a good market niche in Alaska but can always make more money putting their ships in other places. The lines are building and launching almost two dozen brand new cruise ships in the next two years, and none are planned for Alaska. Our destination is too expensive.

To that end, Alaskans from all across the State have joined together, making it our mission to get our neighbors and government to reconsider regressive taxes and regulations on industry.

We all think our cruise destinations are perfect, the center of the universe...where else would anyone want to go? But as we all know, there is a big wide world covered with ocean just out there. The ships can go anywhere. We look forward to welcoming some of them back to Alaska in the not-so-distant future.

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Antigua Puts Customer Service to the Forefront

By Nathan Dundas, President, Antigua & Barbuda Cruise Tourism Association

The Cruise sector in Antigua & Barbuda got a big boost to the Tourism product in the form of a training course that was conducted by the Florida-Caribbean Cruise Association (FCCA).

This is the second time that the FCCA has offered training in the twin island state; the first was held in 2003.

The first of the two-day training seminar, on Monday, June 21st, was held exclusively for the taxi Drivers of St. John's, and the interest and enthusiasm was evident in the number of people attending and participating in the Caribbean Taxi Pride Program. One hundred and sixty (160) taxi drivers sat attentively and participated fully with FCCA's own, Adam Ceserano, Sr. Vice President of FCCA, and after the training was concluded, they expressed their satisfaction with the information presented and were requesting another program to be conducted as soon as possible.

The second day of training on June 22nd, which was the Service Excellence Program, was a resounding success, with two hundred and fifty-two (252) stakeholders present and participating fully. The participants were made up of both private and public sectors, including customs, immigration, police, port security, retail workers, tour operators, shipping agents, vendors, and Ministry of Tourism officials, among others.

The training program was so well presented and received that the taxi drivers wanted to participate in the second day with the service providers, and some actually did attend as observers, and, most importantly, all of the participants for both days made it known that they would like another program again, as they were so enlightened and informed and were eager to start applying their knowledge.

It was so good to see even the old vendors sitting alongside the young ones, all willing to listen and learn to improve their customers' service, so that they could benefit.

The President of the Antigua and Barbuda Cruise Tourism Association—Nathan Dundas—expressed his satisfaction with the FCCA for this much needed training assistance, adding that, “A well trained people would equate to better service for the nation and would guarantee even more demand from visitors to the island once they experienced a



friendly welcoming environment,” and he also expressed that the Minister of Tourism, Hon. John Maginley, also was also pleased with the FCCA for this initiative that would enhance the A&B Tourism product to an even higher level.

The Antigua and Barbuda Cruise Tourism Association and the Government of Antigua & Barbuda look forward to participating with the FCCA on many more similar initiatives in the near future to the mutual benefit of stakeholders in the cruise tourism industry and the cruise lines, as it is a win-win for all.

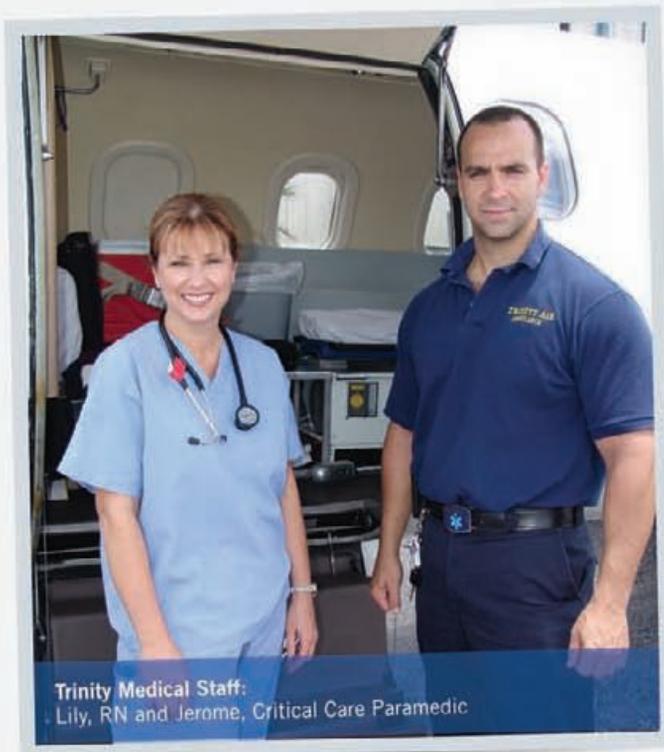
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Publishing with a Purpose

Giving back to the industry is a given for Porthole Cruise Magazine publisher The PPI Group.



By Bill Panoff, CEO, PPI Group

At The PPI Group, philanthropy is as important as publishing. The company's *Porthole Cruise Magazine* drove home that concept at this year's Seatrade conference by welcoming industry executives to the hottest party on South Beach and raising

\$11,000 for the Florida-Caribbean Cruise Association.

"As a Platinum Associate Member of the FCCA, The PPI Group was more than pleased to help out the association by holding an auction at *Porthole's* annual party," says Bill Panoff, president and CEO of the Fort Lauderdale-based company that produces *Porthole*, the nation's leading consumer cruise magazine, and onboard publications and video programs for a host of major cruise lines. "The FCCA is going to be able to do a lot of good things with that money."

The FCCA Foundation funds a range of humanitarian causes in the Caribbean and Latin America, explains Michele M. Paige, association President. "We appreciate The PPI Group's efforts and generosity," Ms. Paige says. "The money donated by the *Porthole* party certainly will be put to good use."

Porthole's poolside party at the posh W Hotel drew more than 600 attendees of the annual Seatrade Cruise Shipping Miami convention in mid-March.

"As in previous years, the *Porthole* party pulled in one of the largest percentages of cruise line executives and presidents of any Seatrade-associated event," says Mitch Pizik, Senior Vice President of Sales and Marketing for The PPI Group, which also provides the cruise industry with shopping programs and other services.

Sponsored by Destination Quebec, Bacardi, Red Bull and Ed Hardy Fragrances, the *Porthole* party dazzled guests with its celebration of the visual and performing arts. Equally impressive were the treasures donated for the charity auction, including an African safari, hotel stays and vacation packages, and fine jewelry and artwork. "We had everything to create the palette of the perfect event," as Pizik puts it.

Since its establishment, The PPI Group has played a key role



in fundraising for worthy causes. For more than a decade, the company sponsored an annual charity golf tournament and auction that raised more than \$1.1 million for Jackson Memorial Hospital's Taylor Breast Health Center and the UM/Sylvester Comprehensive Cancer Center. Other portions of the proceeds went toward helping the community and were distributed through the *Porthole* Children's Fund.

In addition, Panoff has served as an auctioneer for numerous events benefiting St. Jude's Hospital, Miami/South Florida Camillus House, Seafarers' House, Make-a-Wish Foundation of Southern Florida, Alonzo Mourning Foundation, Kids in Distress and Jackson Memorial Foundation.

Next year, *Porthole* celebrates its 15th anniversary, "making it one of the elite travel publications to achieve that milestone," Pizik says. "We're already laying the groundwork for a Seatrade party that will be even bigger and better."

And philanthropic projects will remain at the top of the company's agenda, tells Irene Panoff, chief operating officer. "The PPI Group," she says, "will keep giving back."

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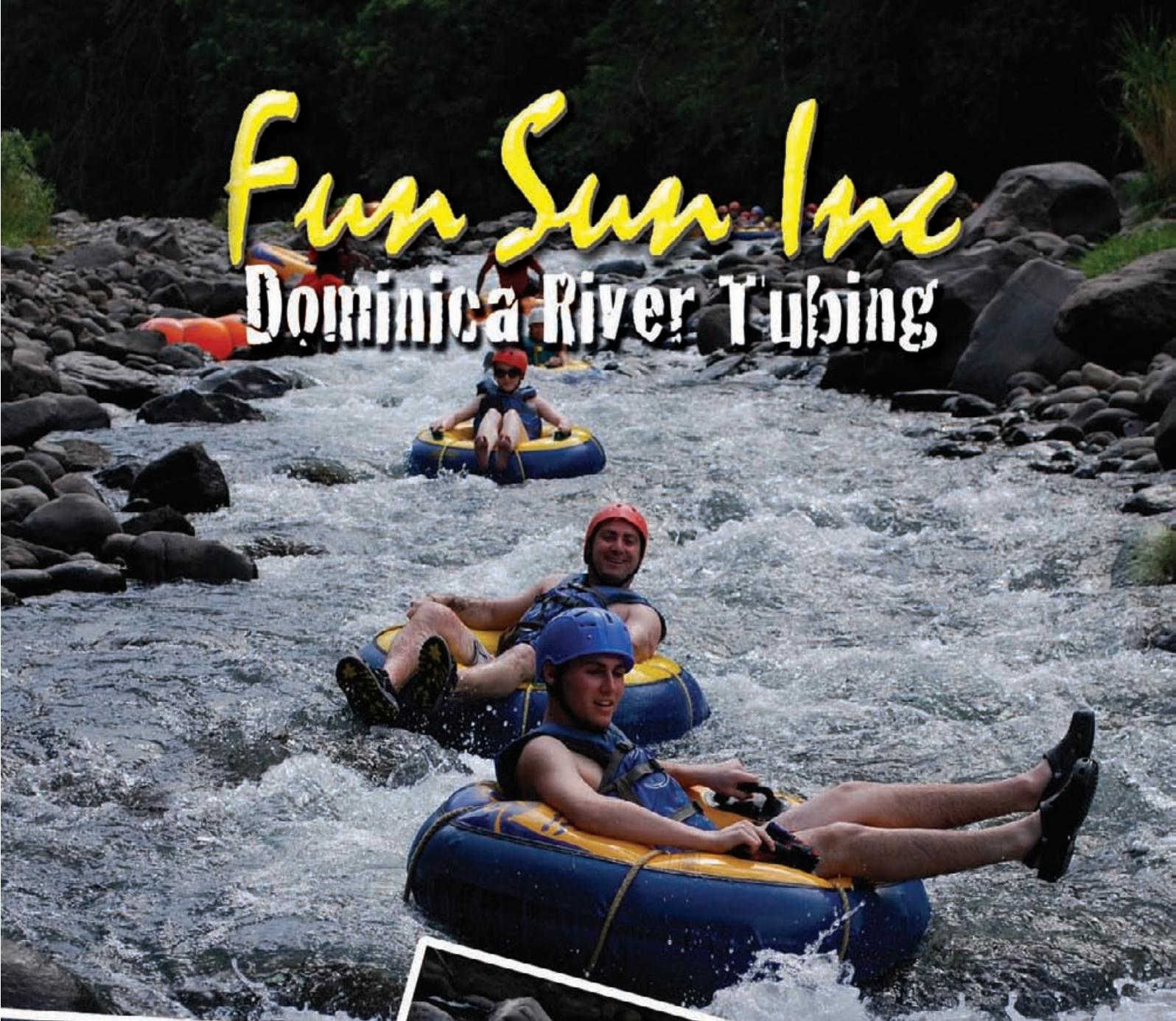
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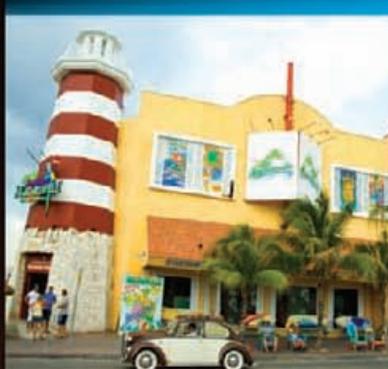
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Simon Arthur – Crew Relations Specialist
Royal Caribbean International

Hello!!! My name is Simon Arthur, and I was born and raised in Trinidad & Tobago (Sweet TnT), the birthplace of Pan and Calypso. I have been working for Royal Caribbean International for seven years. It has been some of the best working and life experiences I have had thus far. When I first started with RCCL, it was my first time meeting so many different people from different countries and cultures. It was a big eye opener for me and it was GREAT. It is like living in a world floating on the open sea. I have the opportunity to go to different countries and taste different types of food while I work.

Trinidad
& Tobago

I started as a Galley Utility, and this gave me the chance to work with one the biggest divisions Food & Beverage. From there, I quickly worked my way up to becoming Utilities Supervisor, then moved to the Human Recourses Division as a Crew Relations Specialist, which is my current position.

As the Crew Relations Specialist, part of my job is to arrange Crew Activities to keep the crew happy and help them not miss home too much. I love being the one that helps them enjoy being on the ship and putting that smile on their faces.

I encourage anyone that loves to travel, has an outgoing personality and also loves the hospitality industry to work on cruise ships. It will be a life changing experience.

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(Left to right) Roberto Robles, Director of INGUAT; Michele M. Paige; Álvaro Colom, President of Guatemala; and Michael Ronan, Vice President of Government Relations, Royal Caribbean Cruises Ltd.



Keithroy "Number One" Lake, Michele M. Paige and Evanson Ellis, President, St. John's Taxi Association.

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