



Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

First Quarter 2002

**Mexico,
The Development of a Relationship**



Great Guides

Mobile to Become a Cruise Homeport!

FCCA Member Lines Deliver Holiday Cheer

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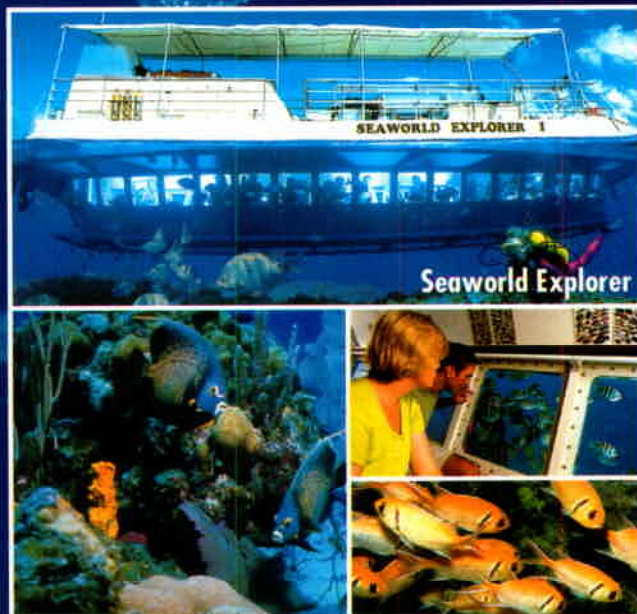
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**FLORIDA-CARIBBEAN
CRUISE
ASSOCIATION**

Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE

First Quarter 2002

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Florida-Caribbean Cruise Association (FCCA)

11200 Pines Blvd., Suite 201

Pembroke Pines, FL 33026

Phone: (954) 441-8881 • Fax: (954) 441-3171

Website: www.fcca.com • E-mail: fcca@fcca.com

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FCCA Member Lines

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President's Letter



Lady Mulana & Michele

2002 is here, and if you want to take advantage of the endless opportunities for growth and development with your partners in the cruise industry, you better get busy... as they say, the best is yet to come!

This needs to be the year for you to maximize opportunities and get the wheels in motion to realize your goals. The FCCA is working hard to do our part to meet our goals and accomplish our objectives to:

- Forge cohesive relationships between the cruise industry and our partners.
- Facilitate cooperation and develop mutual understandings between the public and private sectors.
- Increase bi-lateral communication.

To this end, we closed 2001 with one of our favorite programs, the **Holiday Gifts Project**, surpassing all previous success in its seventh season of delivering holiday cheer to needy children throughout Caribbean and Mexican destinations. We thank our Member Lines for giving their time to make the holidays a little happier for over 4,000 children in 19 partner destinations.

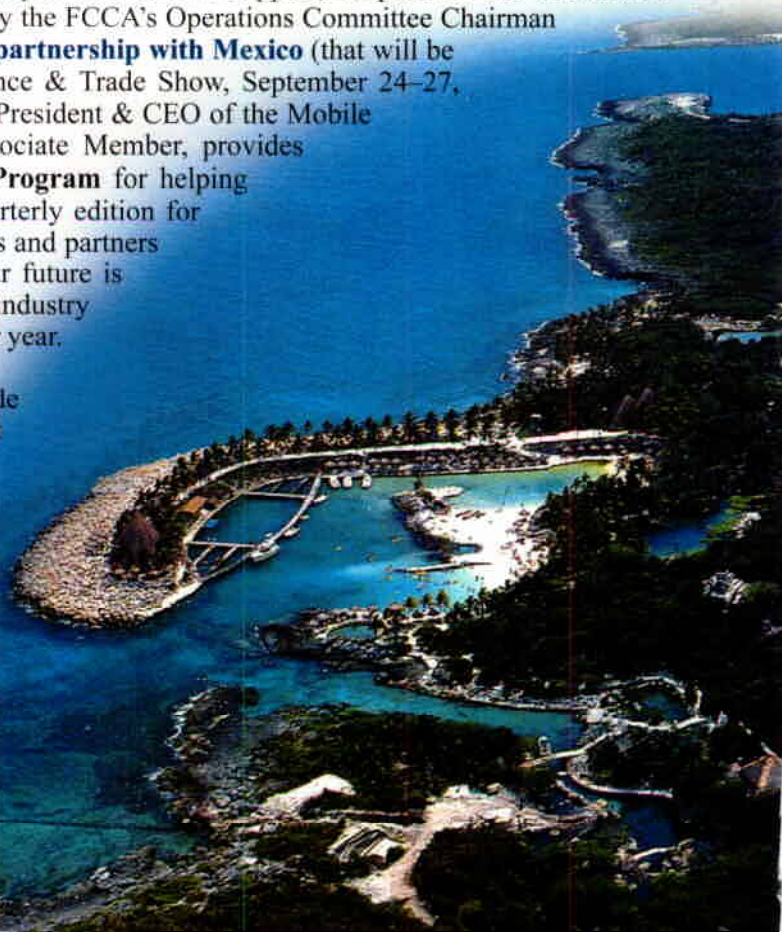
The continued growth and success of cruise tourism depends on mutual support, cooperation and dedication. This is exhibited in this issue of *Caribbean Cruising* by the FCCA's Operations Committee Chairman **Michael Ronan's overview of the positive bilateral partnership with Mexico** (that will be showcased at the FCCA's Caribbean Cruise Conference & Trade Show, September 24-27, 2002 in Cancun, Mexico). In addition, Brenda Scott, President & CEO of the Mobile Convention & Visitors Corporation, a Platinum Associate Member, provides accolades to the **Platinum Associate Membership Program** for helping Mobile become a homeport destination. Our first quarterly edition for 2002 also provides ideas and advice from our members and partners to help light the creative fire for all our readers. Our future is what we make it, and it is up to each one of us in the industry to make success stories happen, day after day, year after year.

So between now and when we meet in Miami at Seatrade for our **8th Annual Gala Dinner & Entertainment Extravaganza** (Thursday, March 14), stay busy and keep your goals in sight...

The best is sure to come!

Respectfully yours,

Michele M. Paige



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FCCA PLATINUM ASSOCIATE MEMBERS

SAIL AWAY WITH THE MAGIC OF DISNEY

After months of waiting, the day had finally come for the 4th annual FCCA Platinum Associate Membership Advisory Council (PAMAC) Cruise aboard Disney Cruise Line's *Disney Wonder*. On January 17, 2002, 21 cruise executives from the FCCA Member Lines and FCCA staff members played host to 52 Platinum Members along with their families, for a magical three day cruise to Nassau, Bahamas and Castaway Cay, Disney's private island.

Prior to sailing, Platinum Members and Cruise Executives gathered for one of the two scheduled Advisory Council meetings. The meeting was chaired by FCCA's Operations Committee Chairman Michael Ronan, Associate Vice President, Destination Development, Royal Caribbean International. Matthew Ouimet, President, Disney Cruise Line, opened the meeting with a

special welcome to our members. The agenda included topics such as an update on the tour operator's insurance



*Matthew Ouimet, President,
Disney Cruise Line, welcomes FCCA
Platinum Associate Members.*

program, security issues, port development, immigration issues and the introduction of new Platinum Members. In addition to the formal meetings,

Platinum Members had the opportunity to discuss issues pertaining to their respective destinations on a one-on-one basis with cruise executives throughout the cruise.

The onboard experience while on the *Disney Wonder* was absolutely magical. The social functions were kicked-off with a private FCCA cocktail reception hosted by Disney Cruise Line. Adding to the experience during the 3-day journey everyone had the opportunity to dine in a different and distinctively decorated dining rooms each evening. Families were able to meet and party with the Disney characters throughout the cruise and at a "Tropical Deck Party."

The day in Nassau proved to be a tremendous success, as Carla and Richard McCombe of Jacharic Holdings hosted FCCA Members to an

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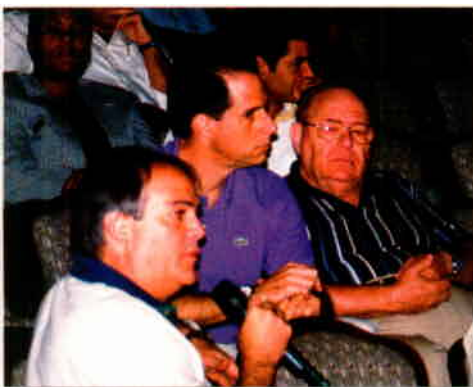
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exclusive luncheon and Stingray tour on Blue Lagoon Island, with lunch including delicious Bahamian specialties such as conch salad and grilled grouper. A mind-boggling magician was on hand to provide entertainment for the children and adults alike.

As we said goodbye to Nassau, it was on to breathtaking Castaway Cay, Disney's private island. Platinum Members, cruise executives and their families participated in the 2nd annual FCCA volleyball tournament, while others spent the day lounging by the beach, riding bikes, taking pictures with Disney characters, enjoying the many water sports available and taking leisurely strolls around the beautiful island.



Roger Blum, Carnival Cruise Lines, shares his thoughts with FCCA Platinum Associate Members.

Exhilarated from this year's cruise, Platinum Members expressed their thoughts regarding their magical experience aboard the *Disney Wonder*.

Thomas Kenna, Marketing Director, Panama Canal Railway Company stated: "as a new Platinum Associate Member it provided me with a singular opportunity to meet everyone on a personal level. I also learned a lot on this trip, I can not think of anything that could have been done better. Thank you all for a great and productive time."

"My confidence and gratification for being a member of this fine association was renewed to an all time high, as the members once again proved that anything is possible with the right support. The staff of the FCCA and its' Member

Lines were inspiring as we introduced ourselves to new members and renewed new levels of friendship with our established fellow colleagues. Many issues were discussed and new thoughts and ideas shared on the *Disney Wonder*, a most appropriate name for both the ship and an organization. Events came



Richard McCombe, Managing Director Jacharie Holdings Ltd., Bahamas, addresses Platinum Members.

about flawlessly and business mixed with pleasure for a win-win combination." Edmund J. Sords, VP Marketing & Public Relations, Accessible Adventures LLC, St. Thomas, USVI.

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Norman Pennycooke, Managing Director, Fun Sun Inc., Dominica expressed his gratitude: "I would like to thank the FCCA and Disney Cruise Line for organizing, accommodating, catering and entertaining all of us (Platinum Members and families, cruise executives and their families) over the past four days. I must say



Norman Pennycooke, Managing Director, Fun Sun Inc., Dominica, (3rd from left), takes the lead on a sing along.

thank you to all responsible for making this event a calendar must each year."

"The entire program was a complete success and was filled with the enthusi-



Platinum Members at the private cocktail party on the Disney Wonder.

astic participation on a number of issues that will continue to benefit our members and the FCCA Member Lines," contributed Robert Giangrisostomi, Deputy Executive, Director for Business Development, Canaveral Port Authority."

The Member Lines of the Florida-Caribbean Cruise Association thank our Platinum Associate Members for their participation and contribution to the FCCA and our industry.

See you next year!

FCCA PLATINUM ASSOCIATE MEMBERSHIP CALENDAR	
March 12, 2002	Miami Heat vs. Phoenix Suns - "Hoops, Hops, Hilarity" Post-Cocktail Reception at the American Airlines Arena
March 15, 2002	Platinum A/M Advisory Council (PAMAC) Meeting Associate Membership Luncheon Royal Caribbean International - <i>Majesty of the Seas</i>

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The West Indian Company Limited (WICO) is port agent for all cruise lines whose vessels call at St. Thomas, United States Virgin Islands. In this capacity WICO responds to the needs and requirements of visiting vessels while in port. Those include, for example, collecting baggage from the airport for delivery to vessels, transporting sick passengers and crew members to hospital, physicians and medical facilities and accompany passengers and crew members to the U. S. Customs Service office and the office of Immigration and Naturalization Service for processing. Agents purchase stamps, groceries and sundry items, and arrange hotel accommodations for passengers who arrive at the dock after the ships' departure.

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Accessible Adventures, Inc. was formed to meet the needs of the increasing number of individuals with disabilities and is committed to providing safe, enjoyable transportation and tour services to those individuals, their family and friends. Accessible Adventures will provide slow pace tours for those who are restricted in their mobility, or those who would like to see St. Thomas at a more leisurely pace. Our "Tropical Trolley" is retrofitted for handicapped accessibility serving the special requirements of a wheelchair. Our staff consists of some of the most dedicated and committed employees available. Accessible Adventures employees have extensive training provided by the company and know their job well. We offer the Cruise Line industry one of the finest tour experiences for disabled and less mobile passengers. Our goal is to provide first class tour service with a professional and friendly staff, newer up-to-date vehicles, and a tour route that is enjoyable.

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New Platinum Associate Members

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A Platinum Member of the Florida-Caribbean Cruise Association, the Port of Gulfport's ready proximity to U.S. population centers is just one of the reasons why it is ideally suited to be YOUR GULF PORT. As the Port of Gulfport is drawing increasing attention from a wide range of Cruise Lines for both home-porting and port-of-call consideration, cruise facilities to accommodate all heights of cruise vessels are under design. The port can provide all the necessary berthing and support infrastructure to serve ships carrying as many as 3,000 passengers. In addition to its closeness to passengers who may drive to the port, Gulfport has enhanced its airlift capacity with new jet services at its international airport. Located minutes from the open waters of the Gulf of Mexico, the Port of Gulfport is ideally positioned for coastal cruise calls and for home-porting vessels on Western Caribbean, Mexican and Central American itineraries.

The Mississippi Gulf Coast is known worldwide for its warm hospitality, which extends well beyond its abundant inventory of quality hotel and motel accommodations. The Gulfport area offers visitors the excitement of popular casinos and a full menu of other tourist attractions, from antebellum plantations to water sports. The welcoming spirit of the Mississippi Gulf Coast is especially apparent to the cruise industry as business and government officials invite Cruise Lines with open arms - and generous incentives. Isn't it time you made the Port of Gulfport YOUR GULF PORT?



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George Williamson, Port Director

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Mexico

The Development of a Relationship

By: Michael Ronan, Associate VP, Destination Development, Royal Caribbean International & Chairman, FCCA Operations Committee

One of the key roles of the FCCA is to develop and maintain relationships with the Governments of the destinations where we operate or plan to operate. In the case of the majority of the destinations, in the Caribbean area, this entails working with key port authority and tourism officials from the main or only cruise port and the central government, which in many cases is the primary administrative body. Similarly, in the United States coastal ports we normally deal with the port city officials and sometimes regional or state bodies.

In our efforts to develop our relationship with Mexico we have been challenged as we have found ourselves in a situation where we have had to work at the local, state and federal levels simultaneously. Of all the destinations our vessels call at in the Caribbean Region, Mexico is clearly the largest in size, number of ports of calls, number of ship calls per year and number of passengers handled. To achieve the desired relationship in this environment, we have been fortunate to have encountered the support of key public and private sector representatives who have assisted us and at the same time educated us on how best to navigate these waters. Combine all this with the fact that Mexico opened its ports to private operations and development and you have a formula for great opportunities accompanied with equally great challenges. Along the way we have together met and overcome some of the

challenges which I want to take the opportunity to point out here.

In late 1999, as we prepared for the new millennium, we were challenged by the passing of a series of Immigration laws and related fees in Mexico at the Federal level that significantly impact-

while dealing with his broad responsibilities to the new government. Fortunately for our industry and our relation with Mexico, Mr. Barroso was named Under Secretary of Tourism in the new Fox Government and under the direction of the Secretary of Tourism, Lic. Bertha Leticia Navarro Ochoa, he

acted quickly with other key public and private sector supporters to successfully address the outstanding Immigration fee as well as to restructure the working relationship of the Ministry of Tourism with the cruise industry. As part of this process, Mr. Barroso designated a person within his department to act as the principal contact for cruise related matters as well as heading up the

Cruise Industry

Working Group which has been established to assure a permanent means of communication between the Ministry, the cruise industry and all our Mexican partners.

As a result of these steps, and others, we have seen the resolution of several key issues in Mexico over the past year. These include the review of port tariffs and tug services in conjunction with the Federal Maritime office that oversees the separate Integral Port Authorities (API's); the review of the visa requirements for crew changes in Mexican ports with the Immigration Department; the designation of a Coordinator by the Ministry to assist the industry with its contacts and relations with the



Cruise Executives with Mexico's Secretary of Tourism, Lic. Bertha Leticia Navarro Ochoa (second from left), and Mr. Eduardo Barroso, Under Secretary of Tourism (far right).

ed our industry. Together with our partners in Mexico we were able to secure the elimination of one of the fees and the postponement for one year of the other. Who could have known that the final resolution of this matter would also involve working with a new party in power in the Federal Government. Key to both continuing our existing relationship with the Ministry of Tourism and quickly developing ties to the newly elected government was the appointment of Mr. Eduardo Barroso to the transition team of then President elect Vicente Fox.

Mr. Barroso showed a willingness to familiarize himself with our industry and to assist in addressing key issues



State Governments; support for industry efforts to provide assistance to Acapulco and the other Pacific Coast ports to grow cruise tourism in their area; and of special significance the efforts to secure the **FCCA annual Conference in Cancun for 2002.**

In other areas of our relationship in Mexico during the past year, we have also had the pleasure of working with members of the private and public sectors on the opening of the cruise ports at Costa Maya and Progreso together with the expansion of the pier facilities in Cozumel. All in all, as noted earlier, the industry has benefited from an expanded relationship with Mexico that has been the result of strong personal commitment and well defined government policy supported by a dedicated private sector.

Future articles in the FCCA quarterly magazines will carry more information on our relationship with Mexico.

Mark Your Calendar!



FLORIDA-CARIBBEAN
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Cancun Mexico

September 24 -27, 2002

9th Annual
FCCA Caribbean Cruise
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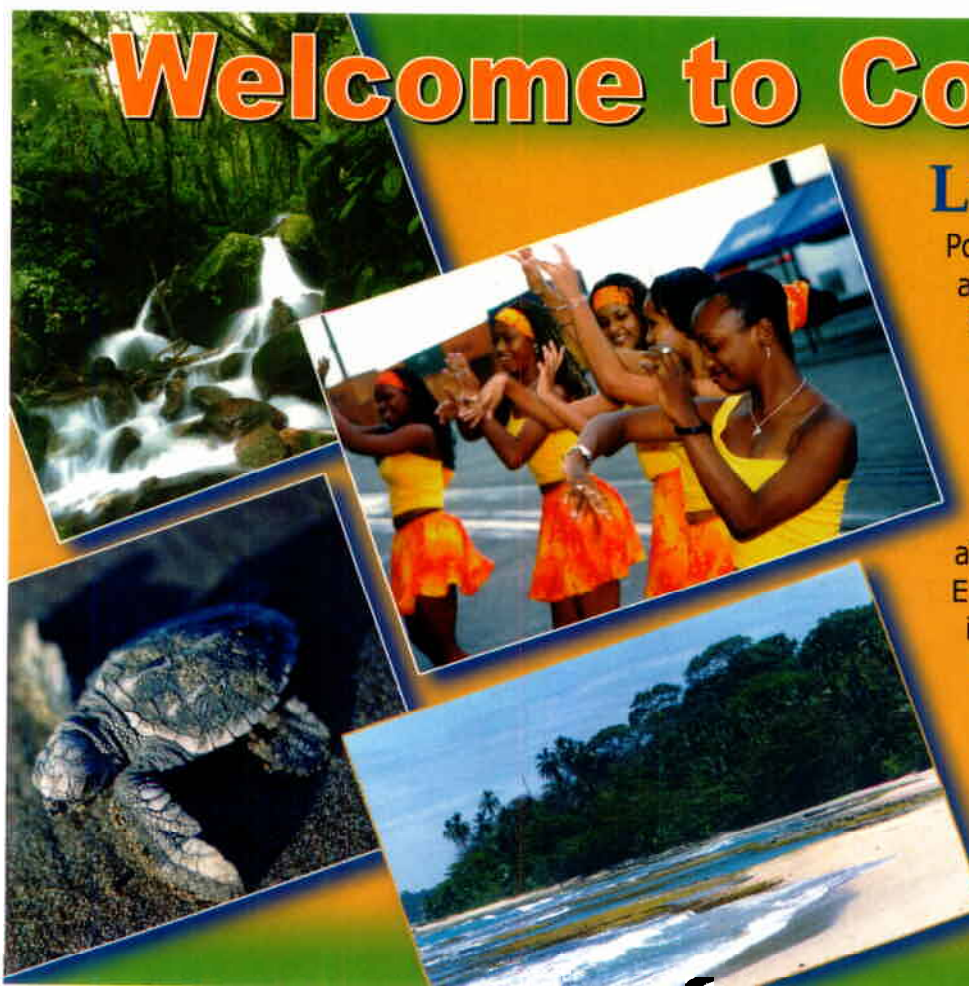
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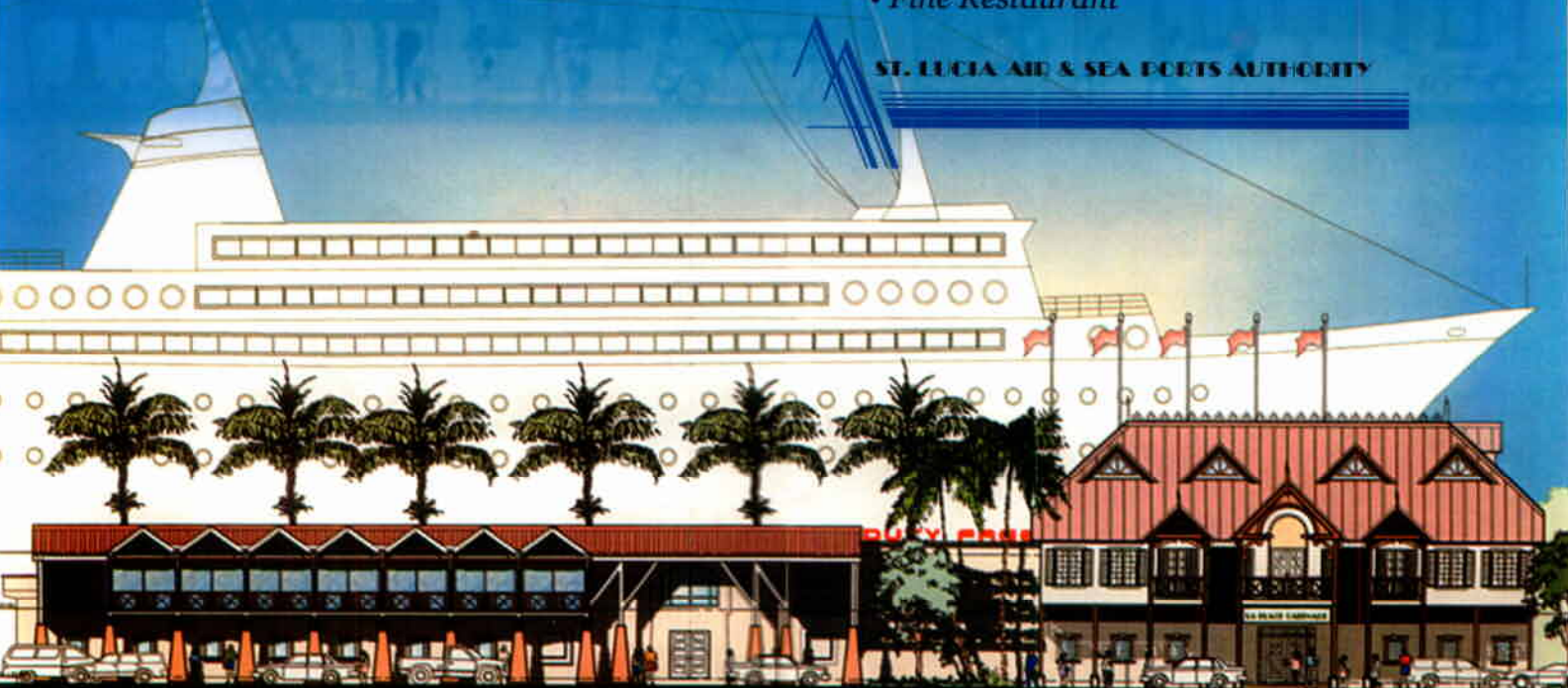
Port Castries is about to be transformed into the new place to be in St. Lucia, with the expansion of the **La Place Carenage Duty-Free Shopping Mall**.

A highlight of the new **La Place Carenage** will be the **Walk-in Animation Centre** portraying the history of the island.

Other exciting features will include:

- *Information Kiosk*
- *Promenade of Local Artisans*
- *Arcade of Indigenous Products*
- *Fine Restaurant*

ST. LUCIA AIR & SEA PORTS AUTHORITY





FCCA MEMBER LINES DELIVER HOLIDAY CHEER TO UNDER-PRIVILEGED CHILDREN THROUGHOUT THE CARIBBEAN

The Member Lines of the Florida-Caribbean Cruise Association, through the **FCCA Foundation for the Caribbean**, hit an all time high by making the dreams come true for more than 4,000 children in 19 Caribbean destinations this holiday season.

More than 60 children's organizations ranging from Homeless Shelters, Foster Homes, Aids Support Homes, Schools for the Hearing Impaired, Down Syndrome Institutions and many others were included in this year's event. The over 4,000 gifts were carefully chosen for the children ranging in ages from infant to 18 years of age. All in all, months of careful planning and organization were needed to orchestrate the festivities. But in the end, crew members from the Member Lines were more than willing to take time out of their busy schedules to participate and enjoy this heartwarming event.

Adding to the excitement of the day in Nassau, Freeport and St. Maarten, Mickey Mouse joined the crew members of Disney Cruise Line in the gift giving. Santa and his elves extended cheer and added to the holiday spirit in the other destinations.

Captain's Assistant, Jill Griffiths from the *Disney Magic*, Disney Cruise Line, shares her experience: "The visits to the children were fantastic. I was very glad that I could be a part of them because the children's faces were a picture. They were full of smiles and when they saw the Characters, their eyes opened wide, their smiles got even bigger and they were shouting and screaming with excitement. This is an experience I will not forget." Ranfurly Homes for Children in Nassau, Bahamas conveyed a special message: "It is with deep gratitude that we thank you for the Christmas presents for the Ranfurly children by the cruise ships moored in the harbor of Nassau. The generosity and hospitality of so many people enable the children of our Home to enjoy Advent and the holy Christmas."

A thank you note from the Jamaica Tourist Board reads: "On behalf of the Ministry of Tourism & Jamaica Tourist Board, we would like to say how grateful we are to the FCCA and its Member Lines for considering our island to be part of your annual Holiday Gift Project. This Holiday Treat has certainly brought cheer to some of our needy children, whom society has often times neglected, but we are indeed happy to know that at this time of year

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Carnival Destiny	Curacao
Inspiration	Montego Bay, Jamaica
Carnival Triumph	St. Croix, U.S.V.I.

Celebrity Cruises

Infinity	Antigua
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Costa Cruise Lines

Costa Atlantica	Dominican Republic
-----------------	--------------------

Cunard Line

Seabourn Sun	Tortola, BVI
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Disney Cruise Line

Disney Wonder	Freeport, Bahamas
Disney Wonder	Nassau, Bahamas
Disney Magic	St. Maarten

Holland America Line

Maasdam	Cozumel, Mexico
Veendam	Puerto Rico

Norwegian Cruise Line

Norwegian Sky	St. Thomas, U.S.V.I.
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Princess Cruises

Ocean Princess	Dominica
Dawn Princess	Grenada
Dawn Princess	St. Lucia

Royal Caribbean International

Radiance of the Seas	Barbados
Voyager of the Seas	Ocho Rios, Jamaica
Nordic Empress	St. Kitts

The success of this program would not be possible without the help of the FCCA Member Lines. Thank You!

An Evening With The Stars!

March 14, 2002

*The Member Lines of the FCCA
Invite You To Attend*

*The 8th Annual
FCCA Gala Dinner &
Entertainment Extravaganza*

*at the American Airlines Arena
Port of Miami, Florida*

Benefiting The FCCA Foundation for the Caribbean

For further information contact the FCCA @ (954) 441-8881 or E-mail us at gala@f-cca.com

Holiday Cheer... Throughout the Caribbean



we can share, care and bring happiness in the lives of these children."

Charlie Pester, Youth Director onboard *Carnival Destiny* shares her memories of the day in Curacao: "We had a fantastic afternoon! The fact that they did not speak English and we did not speak Papiamentu didn't seem to be a problem, there were smiling faces all around. The children absolutely loved Santa Claus, one little boy wouldn't let go of him all afternoon and was still waving goodbye as our bus pulled away!"



Kitty Rojer of Cruise Tourism Authority of Aruba shared her thanks: "The annual Holiday Gift Project brought immense joy and we extend our warm heartfelt gratitude to the FCCA for this

magical touch in the tiny hearts of the special children of Aruba." "My students were very emotional and filled with joy when they received their gifts" stated teacher, Mrs. Caroline Vinck of Aruba. Stewart Turnbull, Activities Director onboard Celebrity's *Infinity* remembers the event in Antigua: "The children enjoyed the day very much and they were very excited when Santa arrived. The Celebrity volunteers were also excited, it was great to see so many happy children."

Elizabeth Henry-Greenidge of The Ministry of Tourism in Grenada expresses her gratitude: "On behalf of the Ministry of Tourism and the nine schools from the Parishes of St. John's and St. Mark's, I wish to express heartfelt appreciation for the kind gesture from the Florida-Caribbean Cruise Association. The crew members from the *Dawn Princess* had a grand time interacting with the children and Santa was a big success." ♡

The FCCA Foundation for the Caribbean was established in 1993 as a tangible vehicle for the cruise industry to participate in the effort to improve the lives of Caribbean citizens through the funding of humanitarian and social causes.

Since its inception, the Foundation has given over 2 million dollars in assistance to hundreds of charities and organizations. In addition, the Foundation has implemented a number of ongoing programs including the annual Holiday Gifts Project.

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Mobile to Become a Cruise Homeport!

By: Brenda J. Scott, President/CEO Mobile Convention & Visitors Corporation
FCCA Platinum Associate Member

to become a cruise port destination for the past four years.

Where do you start and how do you reach those within the cruise industry in order to develop a relationship that makes things happen. Those were the questions we posed to our good friend, Bob Tolsma from Gee & Jenson who prepared the initial feasibility study for Alabama State Docks.

Out of all the excellent advice given to us by the Gee & Jenson team, they suggested that we attend Seatrade in Miami. That attendance offered us the opportunities to learn about the cruise industry and formulate a plan that would ultimately allow Mobile to be a real contender for cruise business.

During the opening reception on the tradeshow floor of Seatrade, I was introduced to Michele Paige, President of the FCCA. Learning about the FCCA and the great work they do as an association for all of the ports, and the cruise vessels that sail

ent that my first question, "Where do we start?" was answered.

Matthew Sams, Holland America Line, who, at the time, was chairman of the FCCA operations committee, and Michele

"...joining FCCA as a Platinum Associate Member was the luckiest move we ever made."

took a real interest in our determination and desire to be a cruise city.

Mobile was committed to the dream, and we, without even the prospect of landing a ship, saw the value of the work done by the FCCA. "They say tenacity is everything with a little bit of luck and a lot of patience if you want to realize your dream and aspirations." Well, we had determination and determination and determination, and joining FCCA as a Platinum Associate Member

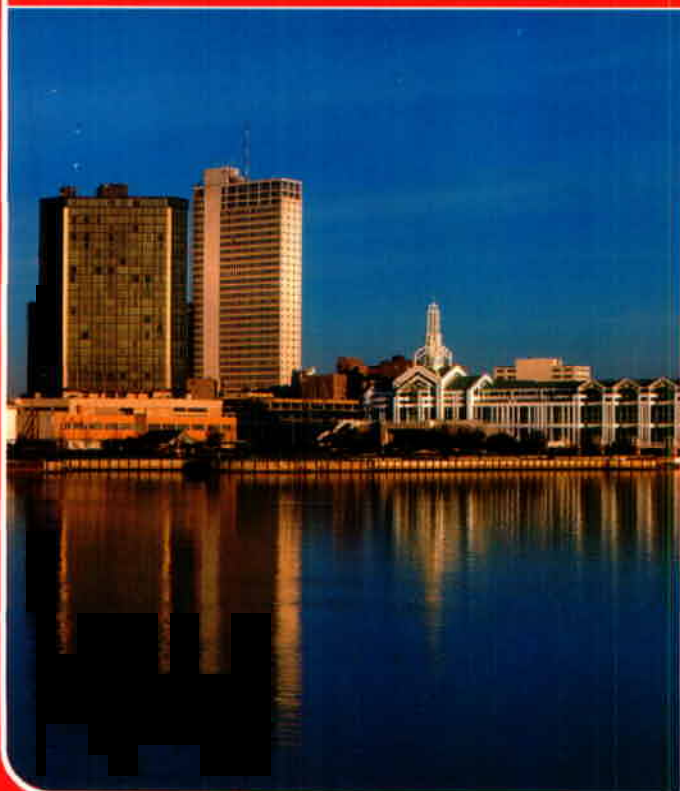
patience came from their continued encouragement which was sustaining.

The FCCA and their member cruise line companies are dedicated to serving the needs of the ports as well as addressing issues that confront the industry as a whole. The platinum membership program gives us the opportunity to work with top cruise and port executives.

I guess you are wondering, has Mobile reached its goal and dream of being a cruise city. Well, we are half way there. In March of 2002, Carnival will conduct some test cruises out of Mobile on the M/S Holiday being repositioned from San Juan, Puerto Rico to New Orleans or maybe Mobile (hint, hint. You can't blame me for trying.) We still want a commitment.

Thank you, Michele Paige, Matthew Sams and the Operations Committee for your excellent Platinum Member Association program.

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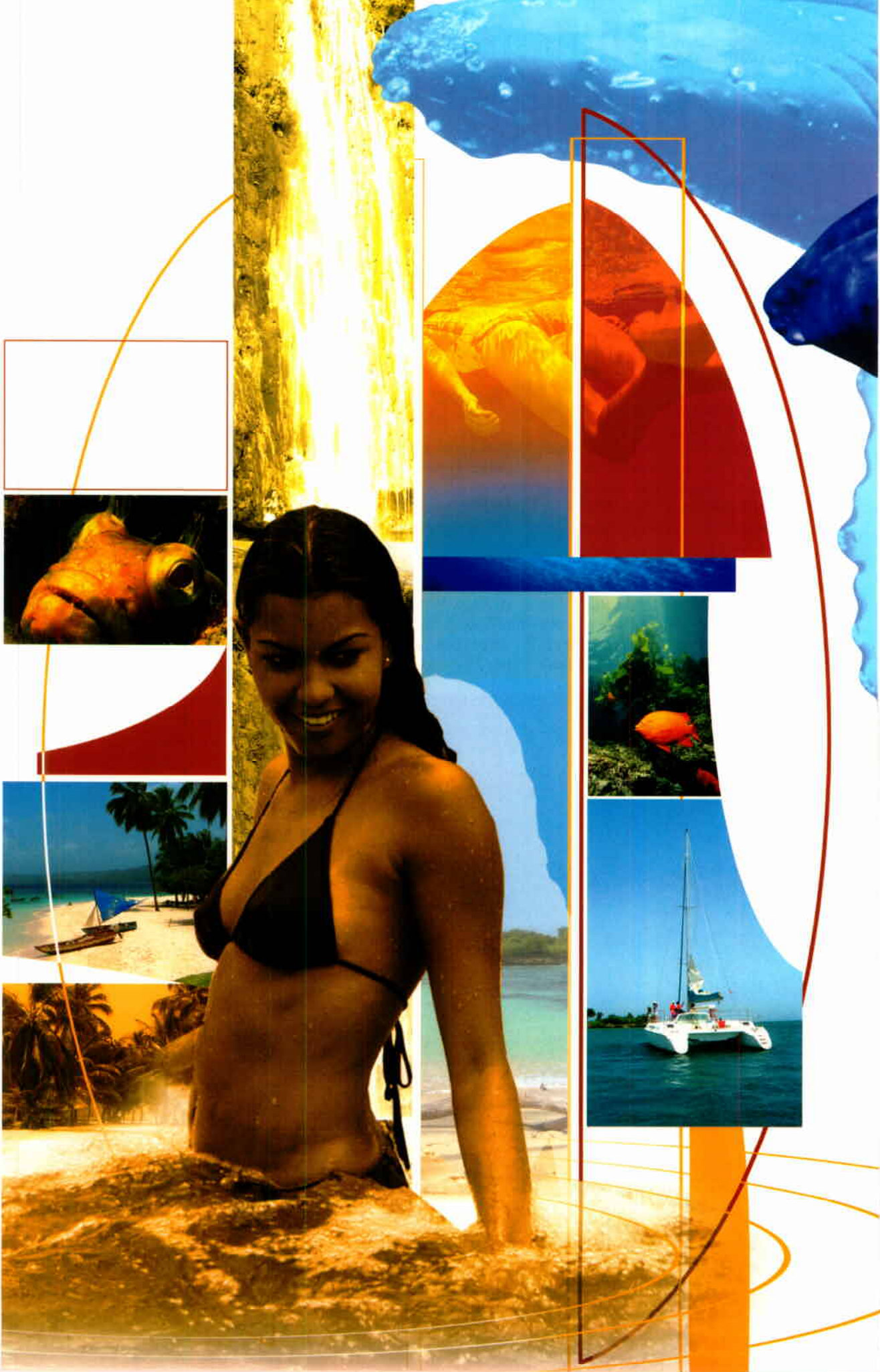
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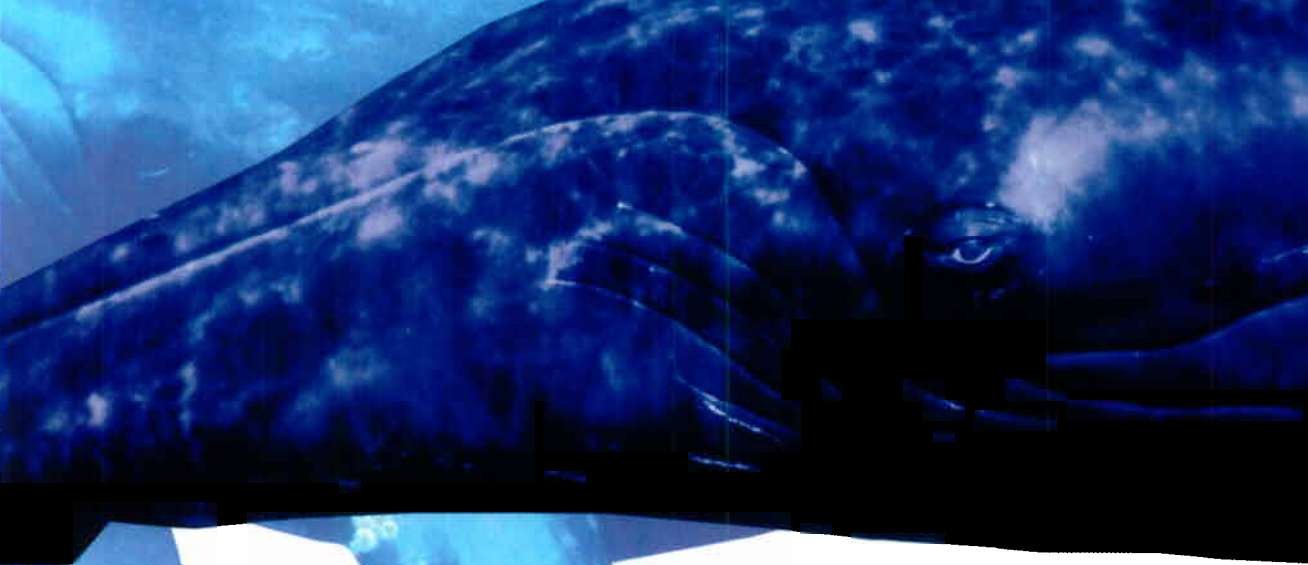
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Mobile!

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Puerto Pirata, a custom built cruise terminal and "Pirate" theme park in Samana Bay on the North East Coast of the Dominican Republic.

Scheduled for completion in September 2003, the new cruise port, theme park and marina will offer a full service base for the cruise & tourist industry. Shore facilities will include a Vegas style Casino & Show Bar, Pirate Museum and over 40 outlets of Shops, Boutiques, Amusements, Bars & Restaurants including a replica floating Galleon gourmet restaurant. Other facilities being constructed will include a natural spring water lagoon, beaches, children's area with rides and entertainment, a full service Marina with boat yard.

Passengers & tourists to the area will also be offered full excursions to Los Haitises Eco-Park, Whale watching (in season), Jeep Safari Tours, Horseback riding plus of course tours to the local beauty spots & beaches to enjoy their varied activities and tropical fauna & scenery.

The Puerto Pirata and its subsidiaries will offer services as Tour Operators, Port Agents and Travel Agency.



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Great Guides

The Secret of Shore Excursion Success in the New Millennium

By: Bill Fletcher, The Great Guide Development Co.

The recipe for success in the shore excursion marketplace has evolved as rapidly as the number of ships and itineraries over the past several years. Five or ten years ago it may have been enough to have a great tour idea and the resources to make it happen. Today success in this highly competitive market has everything to do with your company's reputation for exceptional service and an unforgettable experience.

While you still need the great tour idea and the resources to make it happen, there is one resource that will distinguish a superior excursion from an average one: the Guide. Tour Guides have quickly risen above the ranks of ordinary front line service industry employees to become the single most important factor in determining the long-term reputation – and therefore the success – of a tour operation.

Why? Because absolutely nothing has the power to influence your customer's perception of those two critical success criteria (exceptional service & an unforgettable experience) more than their guide: they almost single handedly control whether the excursion is rated high in these most important areas. In organizations where this simple truth has been recognized, guides are seen as skilled workers and not just as entry level positions – well worth the investment to properly train and retain.

This all may seem like just good general customer service business sense, but it's important to have some perspective on this unique marketplace. The standards by which a cruise line executive or a shore excursion manager may judge a tour operation are world wide in scope. The competition you face may seem to be other operators in your location or in the other ports on a ship's itinerary – but operations as far away as Asia, Europe, Alaska and elsewhere contribute to the cruise line's expectations of what constitutes a quality tour operation.

The power of having Great Guides on your front line compounds as your more-than-satisfied guests return to their ship to spread the good word. While a good guide might earn an excursion good marks, a Great Guide will be talked about at the dinner table and at the tour desk. Over time, shore excursion managers grow to have solid confidence in recommending your excursion, and it isn't long before this reputation makes its way back to the cruise line executives as well.

Building a front line of Great Guides obviously starts with hiring the right people for the job in the first place, thereby building a 'culture' of greatness one guide at a time. Perhaps the most important thing to remember at this stage is to make it clear what is expected. It takes a special person to sign up for a job where the responsibilities include delivering exceptional service and an unforgettable experience. If applicants understand that this is the culture they are getting into from the time of the interview, the chances of success are dramatically improved.

The daunting challenge facing both new recruits and guides already on staff can be made a lot less threatening by having a thoughtfully designed training program in place. The tour excursion business is really just a form of "living theater" entertainment. The unforgettable experience is created through creative design and choreography of the tour, and the exceptional service results from making your guests active participants in that experience while being attentive to their individual needs and expectations.

This approach requires understanding your guests on a quite personal level – including such things as their demographics, why they sign up for your excursion, what their minimum expectations are, etc. Only then, by weaving a story line that develops the 'plot' of your tour, can you successfully aim to meet their needs, exceed their expectations and deliver an experience that will be truly unforgettable!

Of course all of this is easier said than done. It is an enormous task to re-tool a tour operation along the lines of this "new millennium" model – but as in any other industry, it is those companies that have the foresight to change with the times that will survive and thrive over the long run.

The Great Guide Development Company (GGDC) was created to serve the demand of tour operators who understand the critical importance of having Great Guides on the front line of their operations.

Bill Fletcher, founder of GGDC, has made his living in the cruise tourism industry for 20 years. Having worked for Holland America for 15 years through the mid-1990's, Bill is now president of an Alaska Native Corporation's tourism operation based in Haines, Alaska.

FACES IN THE INDUSTRY

Levi Hill - Chief Housekeeper, Royal Caribbean International

Levi Hill joined Royal Caribbean International almost 30 years ago on November 28, 1972 as a second steward. Levi hails from Portland, Jamaica and was a young man working as an Assistant Manager of the Tichfield Hotel when the owner of the hotel, who was also one of the pioneers of the Port of Miami, asked Levi to join him and take a job on board ship.

Levi went to work with the Eastern Steamship Line as a Linen Keeper and still remembers his first day when he was thrown into a room with a pile of linen with no training or guidance. Back in those days there was no laundry on board so all the linen was landed every few days for laundering and picked up by the next ship. Levi also remembers how there were no electric irons, they used to cut a hole in the towels with a knife and hang them on a hook in the cabins. Over the years there have been significant changes in the industry and that has helped Royal Caribbean International grow.

Levi has worked on seven ships with Royal Caribbean International. His first ship was the *Sea Linker* and he has worked on two of the original ships of the Royal Caribbean Line, the *Sea of Norway* and the *Norfolk Prince*. Levi worked on the *Sea of Norway* and the *Norfolk Prince* for two years each, then he moved to the *Sea of Panama*, which he also

closed when she too moved on to another company. This time Levi progressed to a bigger ship again and joined the *Monarch of the Seas* where he currently resides. At 68 years of age Levi hopes that he doesn't see the day that he needs to move to the Voyager class of Royal Caribbean fleet - he says that he would rather leave those huge ships to his younger colleagues.

When asked about his favorite ship he tells us that whichever ship is his current home is always his favorite as long as his team is doing their job. When asked about his favorite aspect of his work he does not hesitate in saying that it is the people that he works with and the guests that he serves that he enjoys more than anything. When you see Levi walking around the ship laughing and joking with the people we can easily see that this is true.



Jamaica

ISLAND VILLAGE

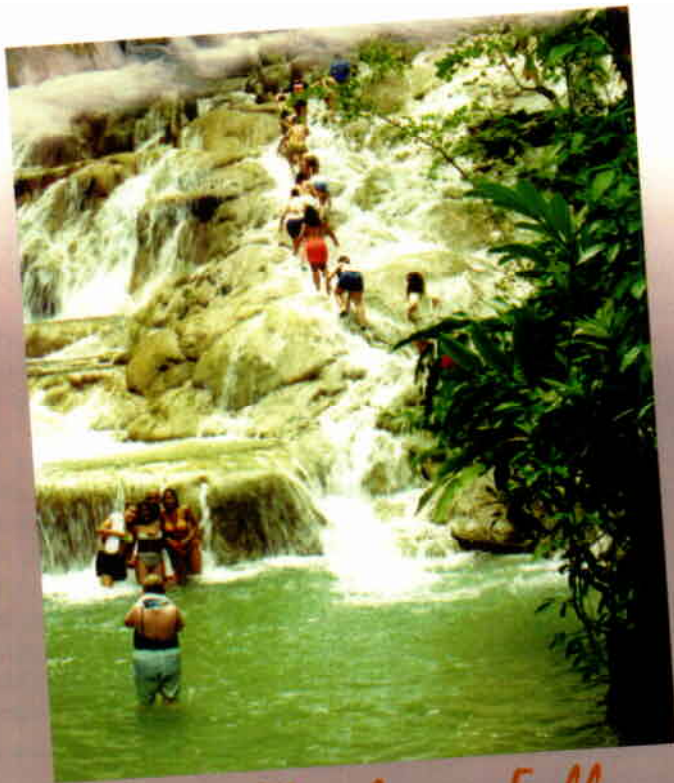
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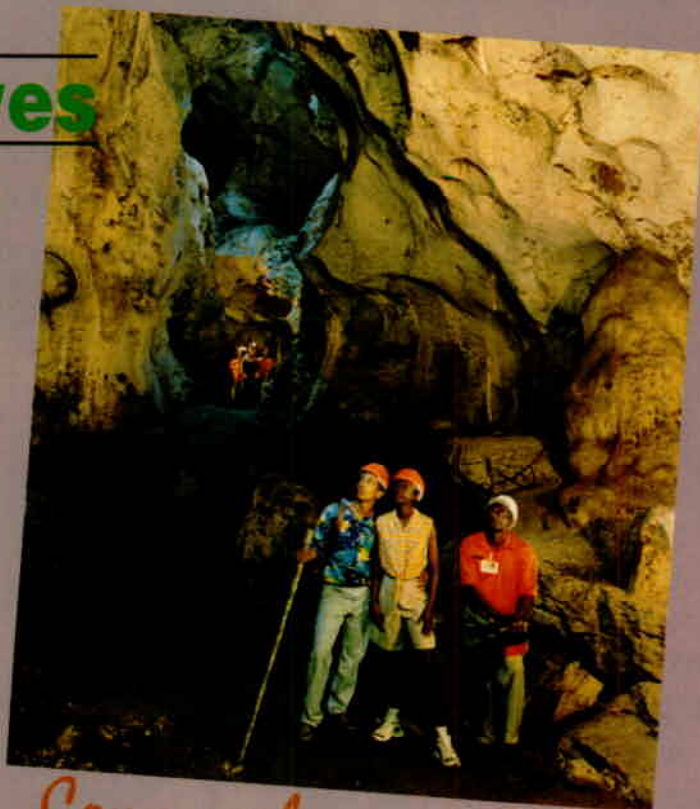
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FCCA & RTM STAR Center

Working Together for a Better Caribbean

By James Dooley, Visual Modeling Coordinator Bruce Fuchs, Manager Modeling & Research RTM STAR Center

As a result of the increase in the number and size of cruise ship operations within the Caribbean, many of the cruise destinations are seeing an increased number of port calls. Port authorities are expected to expand their existing facilities in order to access larger cruise ships into these ports. Cruise ship operators are examining accessing their larger cruise ships into existing ports, and at the same time, searching for new ports of call.

The Florida-Caribbean Cruise Association (FCCA) and RTM STAR Center have worked together to meet the needs of cruise ship operators and these Caribbean ports by providing simulation research. Located south of the Fort Lauderdale International Airport, RTM STAR Center provides Simulation Training, Assessment & Research for the maritime

industry. STAR Center has demonstrated an unmatched performance record in conducting simulation based maritime research studies for port authorities, shipping companies, engineering companies, and maritime law firms. These studies involve evaluating proposed port improvements, examining port access, and analyzing ship accidents.

STAR Center's capabilities can be effectively utilized to evaluate proposed channel improvements, pier configurations, and breakwater design. Proposed designs can be pretested in a controlled environment in order to optimize the plan in terms of navigational safety and cost efficiency. Environmental factors such as wind, waves, and current are some of the various elements examined to assist in establishing operational limitation(s) to ensure the navigational safety within a

given port. It is not uncommon for a port to save millions of dollars in construction costs by having the foresight to optimize the design through simulation testing. Directly involving the various concerned groups such as the port authority, pilots, shipping companies, and terminal operators is facilitated by the use of simulation.

Port access is another concern in which simulation has proven to be an invaluable tool. This type of evaluation can be very beneficial to the ship's operators when considering taking an existing ship to a new berth or even a new port. Simulation can be an effective tool when examining the safety of a proposed ship design while considering the navigational challenges at the expected ports of call. Testing ports, waterways, and vessels in a simulated environment with real-time simulation, prior to doing it in the real world, can pre-

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vent accidents, and establish safety parameters. Prescreening these factors can be useful in establishing the practicality of a vessel accessing a given berth during a range of environmental conditions. By testing various environmental conditions a safety factor can be established taking into account all available resources such as thrusters on a vessel, and the availability of tugs within a given port. Several ports in the Caribbean have conducted simulation-based studies at RTM STAR Center to examine proposed cruise ship terminals with excellent results. As an example, one of these studies was conducted with the United States Virgin Islands (USVI) port authority on the island of St. Thomas.

Like many ports throughout the Caribbean, increased traffic and larger ships are requiring USVI port authority to look at extensive planning, expansion, and modernization of their present facilities. St. Thomas, one of the more popular cruise destinations in the Caribbean, had to address the growing demand for more berth space to accommodate the increas-

ing cruise ship calls at the height of the season. USVI port authority wanted to examine the possibility of revamping the Crown Bay pier. A cooperative effort between the various involved groups was initiated. The FCCA, USVI Port Authority, St. Thomas Pilots, WICO (The West Indian Company Ltd.) and the cruise ship operators participated in the study. By involving all the concerned groups in the initial discussions, all concerns and ideas were able to be aired and a general focus was achieved. Gee & Jenson, an engineering firm, was commissioned to provide proposed designs for a new cruise terminal at Crown Bay pier by improving the existing pier.

With the assistance of the USVI Port Authority and port pilots, information such as prevailing environmental conditions and navigational safety concerns were incorporated. The simulation runs replicated the conditions commonly experienced at the Crown Bay pier. RTM STAR Center staff visited the Crown Bay Pier to gather information to generate a replication of St. Thomas harbor on the

simulator. Port pilots and ship captains participated in the various scenarios examined to test the feasibility of the proposed design. Track plots of the various runs were generated and the associated data was analyzed and then a final report generated.

Similar studies have been conducted for Barbados, and Grenada in the West Indies. In each of these studies the proposed piers were outside of the main harbor and would permit access to cruise ships that might otherwise be restricted by size and or draft at the existing piers. Included in these proposed pier configurations were recommended aids to navigation marking the limits of dredged areas on either side of the pier.

RTM STAR Center has been conducting these types of projects since 1984 at their Toledo, Ohio, facility and since 1993 at their Florida, facility. RTM STAR Center has the capabilities and flexibility needed to generate ports and ship response models to meet the needs of all the various groups throughout the Caribbean.

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Ship Profiles

Carnival Pride



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Accommodations

Suites: 52
Outside Cabins: 791
Inside Cabins: 213
Total Cabins: 1,062

Facilities

Passenger Decks: 12
Swimming Pools: 4
Whirlpools: 5 Hot Tubs

Public Rooms

Dining Room Capacity: 1,250
Theatre Capacity: 1,037

Deployment

Eastern/Western Caribbean

Inaugural Cruise: December 30, 2001
Shipyard: Kvaerner Masa-Yard
Shipyard Location: Helsinki, Finland T
Country of Registry: Panama
Cruising Speed: 22.5 knots
Nationality of Crew: International

Size & Capacities

Tons: 88,500 GRT
Length: 960 feet
Passengers: 3,700
Crew: 1,160

Norwegian Sun



NCL **NORWEGIAN**
CRUISE LINE

Accommodations

Ocean View Cabins: 243
Inside Cabins: 293
Balcony Cabins: 432
Total Cabins: 968

Facilities

Passenger Decks: 11
Swimming Pools: 2
Whirlpools: 7

Public Rooms

Dining Room Capacity: 2,160
Theatre Capacity: 1,000

Deployment

Caribbean

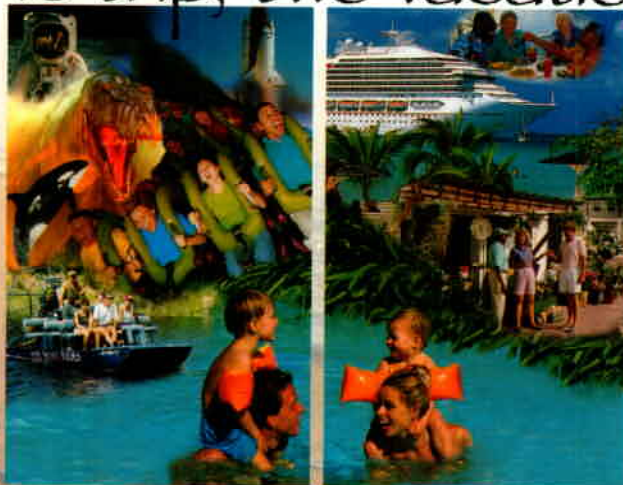
Inaugural Cruise: September 10, 2001
Shipyard: Wismar
Shipyard Location: Bremerhaven
Country of Registry: Bahamian
Cruising Speed: 23 knots
Nationality of Crew: Norwegian/International

Size & Capacities

Tons: 78,309
Length: 848 feet
Maximum Draft: 26 feet
Passengers: 1,936
Crew: 968

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Brilliance of the Seas



Inaugural Cruise: July 2002
Shipyard: Meyerwerf Yard
Shipyard Location: Papenburg, Germany
Country of Registry: Liberia
Cruising Speed: 24 knots
Nationality of Crew: Norwegian / International

Size & Capacities
Tons: 90,090
Length: 962 feet
Maximum Draft: 28 feet
Passengers: 2,501
Crew: 859



Royal Caribbean
INTERNATIONAL

Accommodations

Ocean View Cabins: 813
Inside Cabins: 237
Balcony Cabins: 577
Total Cabins: 1,050

Facilities

Passenger Decks: 15
Swimming Pools: 2
Whirlpools: 4

Public Rooms

Dining Room Capacity: 1,229
Theatre Capacity: 915

Deployment

Northern Europe

Around The Caribbean



On December 6, 2001 the FCCA & ICCL sign Memorandum of Understanding with the Florida Department of Environmental Protection. David Struhs - Secretary FDEP (center).

Carnival Cruise Lines presents checks on behalf of the FCCA Foundation for the Caribbean.



*The National Assoc. of
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Education, St. Lucia.
(Carnival Destiny)*



*St. Croix Country Day
School, U.S.V.I.
(Carnival Triumph)*



*Women's Coalition of St.
Croix, U.S.V.I.
(Carnival Triumph)*



*Pine Peace School,
St. Thomas, U.S.V.I.
(Paradise)*

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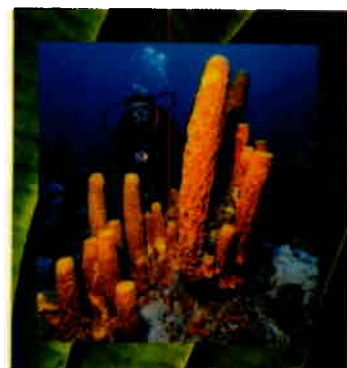
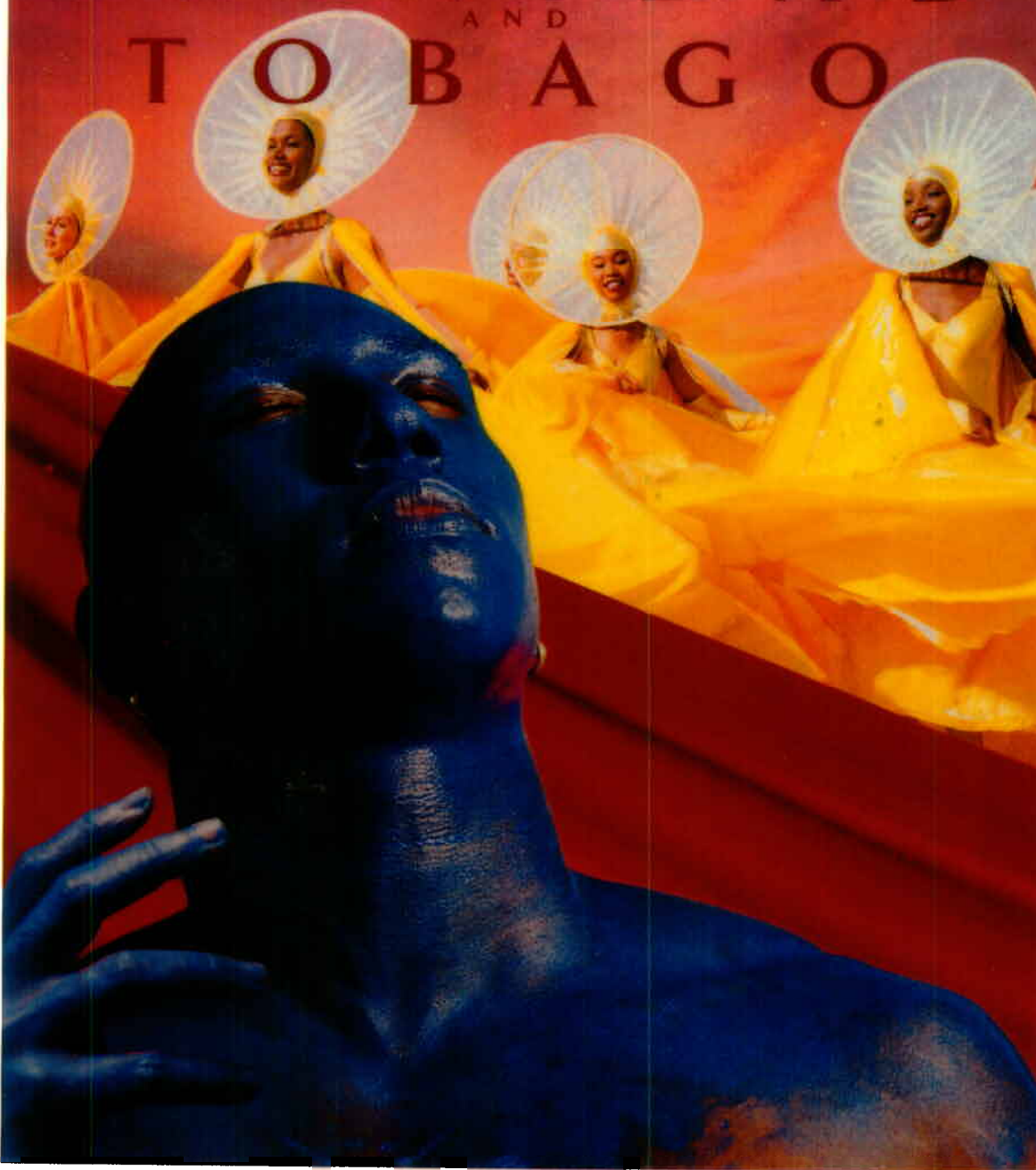
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