

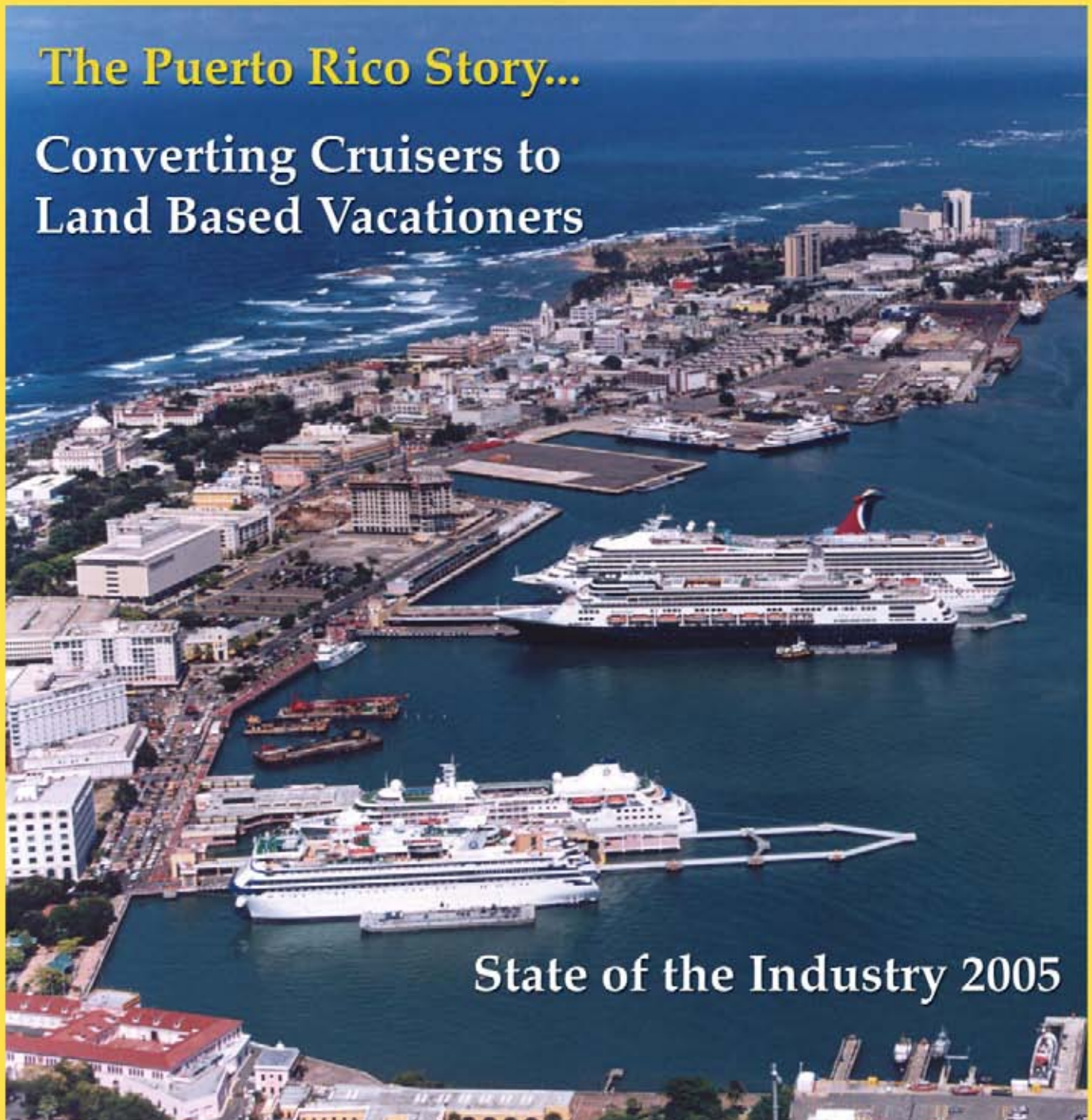


Caribbean Cruising

THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE
Second Quarter 2005

The Puerto Rico Story...

**Converting Cruisers to
Land Based Vacationers**



State of the Industry 2005

Antigua & Barbuda



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Department Of Tourism

P.O. Box 363, St. John's,
Antigua, W.I.

T + 268.462.0480

F + 268.460.6093

E + depttourism@candw.ag



Antigua & Barbuda Cruise Tourism Association

Redcliffe Quay,
P.O. Box 2208, St. John's,
Antigua, W.I.

T + 268.562.1746

F + 268.562.2858



Antigua Pier Group Limited

Redcliffe Quay,
P.O. Box 662, St. John's,
Antigua, W.I.

T + 268.562.1960

F + 268.462.1450





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Omari Breakenridge
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Adam Ceserano
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Victoria Lalta
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FEATURES

- 12 State of the Industry - 2005**
The 2005 yearly passenger count projections stand at 11.1 million passengers – 9.4 million from North America and 1.7 million international passengers.
- 19 The Puerto Rico Story...as seen by the Private Sector - the Governor of Puerto Rico - the Executive Director of Tourism - the Director of the Port Authority and of course, the Cruise Industry.**
- 24 FCCA 11th Annual Gala Dinner Extravaganza raises funds for the Caribbean**
This year's event, sponsored by the Port of Miami and the Greater Miami Convention & Visitors Bureau, raised approximately \$200,000 for the Foundation, and was host to almost 600 cruise industry partners and top cruise executives.
- 31 FCCA Customer Service Workshops**
Curacao- May 11th-14th Over 175 participants attended the FCCA customer service workshop, which was organized through the Curacao Port Authority and the Curacao Tourist Board.
- 35 U.S.V.I. Senate President, Lorraine L. Berry, Focuses on St. Croix Tourism**
- 38 Get Ready for a Warm Welcome to St. Kitts and Nevis!**
Host of the 2005 Annual FCCA Conference and Trade Show.
- 42 Converting Cruisers to Land Based Vacationers**
A case study for the United States Virgin Islands.

HAPPENINGS

DEPARTMENTS

- | | | |
|--|-----------------------|-----------|
| 6 Platinum Member's Event | President's Letter | 3 |
| 10 Platinum Highlights | New Ship Profile | 50 |
| 28 FCCA Conference ~ 2005 | Faces in the Industry | 51 |
| 47 FCCA 2005 Poster Competition Winners | Around The Caribbean | 52 |

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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President's Letter



Michele M. Paige with her daughter Nicole and son Justin.

The Foundation of Excellence

“Tentative efforts lead to tentative outcomes. Therefore give yourself fully to your endeavors...Remain steadfast...and one day you will build something that endures, something worthy of your potential.”

The time is right, the time is now...it is time for you to decide, take action – fulfill your potential!

The Member Lines of the FCCA have decided, they've taken action - they are on an unyielding, singular mission to have the cruise industry reach its potential...your potential. It's up to you to determine to pay the price to reach your goals. Do not fear, the trials you encounter will serve to introduce you to your strengths...your strengths and determination will lead you to reach your goals.

In 2004, a record 10.5 million people cruised – an 11.4% increase over 2003. With a slated 3.5% capacity increase, it is anticipated that 11.1 million people will cruise in 2005. As a matter of fact, in the first three months of 2005 over 2.6 million passengers cruised, an 8.9% increase year over year. If that's not exciting enough, approximately 20 new ships are projected to be added to the North American fleet by 2008! The future is indeed bright – bright enough for us all to reach our goals and fulfill our potential.

In this issue of **Caribbean Cruising** we recap FCCA recent Associate Member events, Seatrade 2005 and the *FCCA Foundation for the Caribbean's* 11th annual Gala Dinner. We also present articles on the State of the Industry and Converting Cruisers to Land-Based Vacationers. In addition, we feature articles on three of our partner destinations: Puerto Rico, St. Croix, U.S.V.I. and St. Kitts – site of the *FCCA Caribbean Cruise Conference & Trade Show*, September 27-30, 2005.

As you can see, the cruise industry is off and running on a path to unprecedented growth and greater and greater opportunities for all. Remember, **the race is not always to the swift...but to those who keep running.**

Respectfully yours,

Michele M. Paige



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FCCA ASSOCIATE MEMBERSHIP PROGRAM

Reaffirming the mandate of the Florida-Caribbean Cruise Association's Member Lines to increase the proactive collaboration between the cruise industry and the Caribbean, cruise tourism partners are invited to join the FCCA's Associate Membership Program, which offers two membership categories:

ASSOCIATE MEMBERSHIP PROGRAM BENEFITS INCLUDE (\$500 yearly):

- Exclusive Associate Member meetings and luncheons.
- Listing/Profile in Membership Directory, utilized by all FCCA Member Lines (each cruise line executive will, whenever possible, patronize Associate Members).
- Access to up-to-date research and statistical studies.
- Listing in FCCA's Caribbean Cruising magazine.
- \$500 Discount on each ad placed for the first year of membership (*Does not include package rates*).
- Savings on registration fees for the annual FCCA Caribbean Cruise Conference & Trade Show.
- Discount on insurance program for Tour Operators.
- Associate Membership plaque and yearly updates.
- Use of FCCA logo on printed materials.



PLATINUM ASSOCIATE MEMBERSHIP PROGRAM (\$25,000 yearly)

In addition to receiving the wide range of current Associate Membership benefits listed above, Platinum Associate Members enjoy a closer working relationship with FCCA Member Lines as well as:

- One complimentary registration for the FCCA Gala Dinner.
- One complimentary registration for the FCCA Caribbean Cruise Conference & Trade Show.
- A seat on FCCA's Platinum Associate Membership Advisory Council (PAMAC).
- Biannual full day meetings with FCCA operations executives, followed by net working cocktail receptions with cruise executives.
- Invitations to special events and cruises.
- Company profile and updates in FCCA's Caribbean Cruising magazine.
- Private lunch & meeting at FCCA's Annual Caribbean Cruise Conference & Trade Show.



As cruise tourism positively impacts your business, Associate Membership is important for you to enhance and actualize that impact. There is no better time than now to realize a partnership between your organization and the cruise industry.

For further information regarding membership, please contact Victoria Lalta at (954) 441-8881, or email vlalta@f-cca.com.

Cruise'n Cowboys & Cowgirls

The FCCA Platinum Country Western Ho Down



Howdy, Partners! Kicking off Seatrade Week, the Country Western Ho Down held on Sunday, March 13, 2005, brought together FCCA Platinum Members with Cruise Executives from the Member Lines. The Ho Down took place at the horse ranch of Michele Paige, President of the Florida-Caribbean Cruise Association, who welcomed over 100 guests to her residence in Southwest Ranches, Florida.

Upon entering the setting of horse pastures, bails of golden hay and country line dancing, guests immediately relaxed and took in the slow paced, down home country vibe. The group arrived decked out in western hats, boots, belt buckles, and bandanas. They casually mingled and explored the grounds while they sipped cocktails, reconnected, and

discussed the big week ahead. A combination of seeing old friends and the rich ambiance of western flare made each arrival exciting and memorable.

With seven horses right on the premises, Michele saddled up a couple of her most well behaved "babies" to lead guests for rides around the grounds as they tested out their trail-riding skills. There was also a traditional horse-drawn carriage that took



Michael Ronan (left), Royal Caribbean Cruises, Ltd., at the FCCA Platinum party.



Platinum members children enjoy bull rides during the western party.

guests back in time as they toured the neighborhood in elegant, old world style.

The real jump-start to the party was the ferocious mechanical bull. Yes, there was a mechanical bull! The children of Cruise Executives and Platinum Members had a blast taking turns riding the bull, falling off, and goofing around. It was a hit!

Another highlight was the fabulous authentic barbeque spread complete with a roasted pig, juicy steaks and burgers, fall-off-the-bone ribs, spicy chili, freshly grilled corn on the cob, and even make-it-yourself ice cream sundaes. Mmmm mmmm – good 'ole down home country cookin' hit the spot! Guests satisfied their appetites while they listened to the melodies of the western band playing well-known country tunes taking the party from day to night.



Max rides the bullride like a champion, Roger Blum's son (Carnival Cruise Lines)



Cruise executives and platinum members listen to the band and watch the bull riding.

As the sun began to set and the harmonious music continued, Cruise Executives and Platinum Members conversed about recent events and the week ahead – strengthening their relationships and making new friends. All in all, that is what the FCCA is really about – sound partnerships that make for more productive, profitable, and enduring business between the Cruise Lines and their partners.



Michele M. Paige (right) and Hans Hesselberg, Costa Cruise Lines, ride the horse-drawn carriage at the FCCA country western party.



Roger Blum (right), Carnival Cruise Lines, and John Tercek (middle), Royal Caribbean Cruises Ltd., with platinum member Octavio Molina, Aviomar.

As the night turned dark and the moon and stars sparkled bright, this country ho-down dwindled like the fresh country breeze that crisply blew by. It was a beautiful goodnight to another lovely FCCA event. Like the old country saying goes, “Ya’ll come back now, ya here!”



Hydi Webb, Port of Miami, having a great time with her family at the FCCA country western party.



Steve Nielsen, Princess Cruises/Cunard Line, accepts his birthday present at FCCA's country western party.





Cruise Line	Ship Name	Delivery	Tonnage	Capacity	Price*	Shipyard
Aida Cruises	<i>AIDAaura</i>	March	42,000	2,270	\$350	Aker MTW
Carnival Cruise Lines	<i>Carnival Glory</i>	Summer	110,000	2,974	\$500	Fincantieri
Costa Cruise Lines	<i>Costa Mediterranea</i>	June	86,000	2,114	\$330	Kvaerner Masa-Yards
Costa Cruise Lines	<i>Costa Fortuna</i>	November	105,000	2,720	\$400	Fincantieri
Crystal Cruises	<i>Crystal Serenity</i>	June	68,000	1,080	\$350	Chantiers de l'Atlantique
Cunard Line	<i>Queen Mary 2</i>	December	150,000	2,620	\$800	Chantiers de l'Atlantique
Holland America Line	<i>Oosterdam</i>	August	85,000	1,848	\$400	Fincantieri
Mediterranean Shipping	<i>MSC Lirica</i>	Spring	60,000	1,600	\$250	Chantiers de l'Atlantique
Princess Cruises	<i>Island Princess</i>	July	88,000	1,970	\$360	Chantiers de l'Atlantique
Radisson Seven Seas	<i>Seven Seas Voyager</i>	March	50,000	700	\$200	T. Mariotti
Royal Caribbean Int'l	<i>Serenade of the Seas</i>	August	90,090	2,501	\$400	Meyer Werft
Royal Caribbean Int'l	<i>Mariner of the Seas</i>	November	142,000	3,835	\$520	Kvaerner Masa-Yards
Star Cruises	<i>Sagittarius Class</i>	Fall	112,000	3,000	\$500	Meyer Werft
Carnival Cruise Lines	<i>Carnival Miracle</i>	Spring	88,500	2,124	\$375	Kvaerner Masa-Yards
Carnival Cruise Lines	<i>Carnival Valor</i>	Fall	110,000	2,974	\$500	Fincantieri
Costa Cruise Lines	<i>Costa Magica</i>	Fall	105,000	2,720	\$400	Fincantieri
Festival Cruises	<i>Mistral 5</i>	June	80,000	2,000	\$240	Chantiers de l'Atlantique
Holland America Line	<i>Westerdam</i>	April	85,000	1,848	\$400	Fincantieri
Mediterranean Shipping	<i>MSC Opera</i>	Spring	60,000	1,600	\$250	Chantiers de l'Atlantique
Princess Cruises	<i>Diamond Princess</i>	March	113,000	2,670	\$450	Mitsubishi HI
Princess Cruises	<i>Caribbean Princess</i>	April	116,000	3,100	\$460	Fincantieri
Princess Cruises	<i>Sapphire Princess</i>	May	113,000	2,670	\$450	Mitsubishi HI
Royal Caribbean Int'l	<i>Jewel of the Seas</i>	June	90,090	2,501	\$400	Meyer Werft
Carnival Cruise Lines	<i>Carnival Liberty</i>	July	110,000	2,974	\$500	Fincantieri
Norwegian Cruise Line	<i>Pride of America</i>	June	81,000	1,900	\$440	Lloyd Werft
Norwegian Cruise Line	<i>Norwegian Jewel</i>	August	92,000	2,384	\$510	Meyer Werft
P&O	<i>Arcadia</i>	April	85,000	1,968	\$400	Fincantieri
Star Cruises	<i>Sagittarius Class</i>	Fall	112,000	3,000	\$500	Meyer Werft
Costa Cruise Lines	<i>Costa Concordia</i>	Summer	112,000	3,300	\$450	Fincantieri
Holland America Line	<i>Noordam</i>	January	85,000	1,848	\$400	Fincantieri
Mediterranean Shipping	<i>MSC Musica</i>	Spring	90,000	2,568	TBA	Chantiers de l'Atlantique
Norwegian Cruise Line	<i>Pride of Hawaii</i>	April	92,000	2,200	TBA	Meyer Werft
Princess Cruises	<i>Crown Princess</i>	May	116,000	3,100	TBA	Fincantieri
Princess Cruises	<i>Caribbean Princess 2</i>	Fall	116,000	3,100	\$500	Fincantieri
Royal Caribbean Int'l	<i>Freedom of the Seas</i>	April	158,000	3,600	\$590	Aker Finnyards
Aida Cruises	<i>TBA</i>	April	68,500	2,030	\$315	Meyer Werft
Carnival Cruise Lines	<i>Carnival Freedom</i>	February	110,000	2,974	TBA	Fincantieri
Costa Cruise Lines	<i>TBA</i>	Spring	112,000	3,300	\$475	Fincantieri
Cunard Line	<i>Queen Victoria</i>	January	86,000	1,968	\$400	Fincantieri
Mediterranean Shipping	<i>MSC Orchestra</i>	Spring	90,000	2,568	TBA	Chantiers de l'Atlantique
Norwegian Cruise Line	<i>TBA</i>	February	92,000	2,384	\$510	Meyer Werft
Norwegian Cruise Line	<i>TBA</i>	May	89,000	2,430	TBA	Aker Finnyards
Princess Cruises	<i>Emerald Princess</i>	Spring	116,000	3,100	TBA	Fincantieri
Royal Caribbean Int'l	<i>Ultra Voyager 2</i>	Spring	158,000	3,600	\$600	Aker Finnyards
Carnival Corp.	<i>TBA</i>	Spring	110,000	3,000	\$584	Fincantieri
Carnival Corp.	<i>TBA</i>	Spring	116,000	3,100	\$602	Fincantieri
Royal Caribbean Int'l	<i>TBA</i>	Spring	158,000	3,600	TBA	Aker Finnyards
Aida Cruises	<i>TBA</i>	Spring	68,500	2,030	\$390	Meyer Werft
Totals	48 Ships		4,791,680	119,435	\$17,451	

Note: FCCA Member Cruise Lines in bold. * Prices are estimated (in millions).

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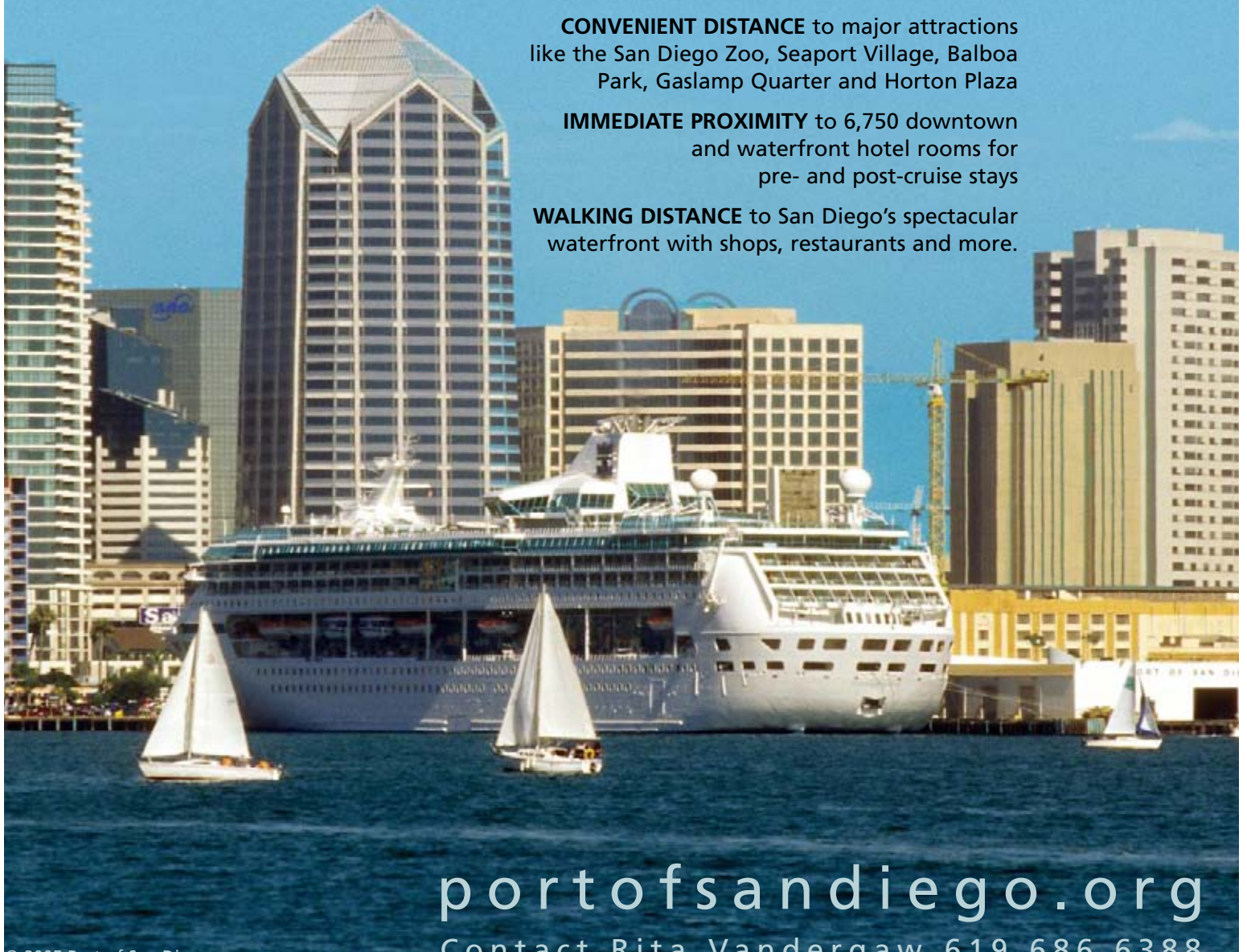
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Contact Rita Vandergaw 619.686.6388



Port of Galveston Cruise Business Sets New Records

In December 2004, for the first time in the Port of Galveston's ports history, three homeport cruise ships were in port simultaneously to disembark and embark cruise passengers. In February 2005, the impressive sight was repeated once again. Then in early March, the Port of Galveston set a new record for passenger-embarkation totals on a single voyage and promptly broke that record the next week when Princess Cruises *Grand Princess* embarked 2,945 cruisers.



Photo by Robert Mihovil

On the three-ship days, the cruise vessels arrived at The Texas Cruise Ship Terminals on Galveston Island® in the early morning. Celebrity Cruises' *Galaxy* arrived first and docked at terminal two. Carnival Cruise Lines' *Ecstasy* appeared at the cruise terminal complex next and docked between terminal one and terminal two, making it the centerpiece of the three cruise ship operation. Princess Cruises' *Grand Princess* was the last to arrive at the complex, where it docked at terminal one.

Both *Grand Princess* and *Ecstasy* were serviced alongside Cruise Terminal One using the terminal's FMT Passenger Loading Bridge and a gangway to the pier respectively. *Galaxy* was serviced from Cruise Terminal Two, with passen-

gers using a temporary loading platform. A new FMT Passenger Loading Bridge is being installed and will be available for use in mid-April.



Photo by Robert Mihovil

The number of people disembarking from and embarking on the three ships during the eight-hour turnaround totaled 13,906 passengers. End-to-end, the three ships occupied more than half a mile of contiguous cruise ship berth space. It was indeed an impressive sight!

The next day, two more of the Port of Galveston's homeport cruise ships arrived for turnaround. Carnival Cruise Lines' *Elation* and Royal Caribbean International's *Rhapsody of the Seas* both docked at cruise terminals one and two respectively.

Over the two days of that one weekend, 12,273 visitors arrived by vehicle and airline flights, and boarded ships at the Port of Galveston to begin their cruising vacations and 10,780 returned from their time abroad, totaling 23,053 passengers.

After evaluating the three-ship configuration at the current Texas Cruise Ship Terminals on Galveston Island, the Port of Galveston has determined that there is room for expansion at Cruise Terminal One, with space available for build-out on the west side of the upper level of the terminal building for passenger screening, ticketing and waiting areas. Studies

are underway to determine the most effective way to expand cruise operations. It is anticipated that as this expansion progresses, an additional passenger walkway/loading bridge will be installed at the west side of the terminal to service the middle berth, which is able to handle up to 900+ feet of cruise ship. With the permanent addition of the middle berth, the east berth will be extended to allow for simultaneous accommodation of the largest ships, such as *Grand Princess* or Carnival Conquest size, with the middle berth occupied.

Additionally, the west berth at cruise terminal two will also be expanded to allow for a simultaneous three-ship configuration, with an extension to the existing passenger loading bridge to allow for embarkation/disembarkation of the ship in that berth. In the two-ship mode, the west berth will then accommodate up to Eagle/Voyager Class size. As part of the planned cruise terminal complex enhancement, there will also be some additional construction work required on the wharf. This will allow for better fendering and working of baggage and stores on the apron alongside the ships, and will allow use of all of the varying door configurations.

The Port is examining the roadway system in front of the cruise terminals for future enhancements to more efficiently handle the growing number of vehicles carrying cruise passengers.

The demonstrated capability to efficiently handle three ships on one day, and the above planned berth layout, means that the Port of Galveston now has an additional ship berth available on Saturdays and Sundays, and the ability to provide first-class facilities for three cruise ships on any given day.



Cruise Season Takes Philadelphia By Storm

It is now becoming a popular trend, starting one's vacation close to home by cruise. The Delaware River Port Authority (DRPA) said numbers are rising and thanks to this growing trend. It has just entered its biggest cruise season ever this year. With more ships choosing to call at ports outside Florida and passengers choosing to embark earlier than later for the Caribbean at this former Navy yard, this South Philadelphia port says it's riding the crest of the wave of home-porting.



According to the DRPA, cruising from Philadelphia presents an affordable and convenient option for those driving to their cruise destination. One of Philadelphia's selling points: it is within a five and half hour-drive of 25 percent of the US population and proximity to the I-95, I-76 and Philadelphia National Airport. In 2003, the average cruise party (2.4 people) spent \$187 on travel expenses such as gas, tolls, train to Philadelphia. Once there, parking at the cruise terminal is relatively inexpensive at \$10 per day, according to the DRPA with facility between Baltimore Port and New York City.

"We have seen tremendous growth in recent years. This growth has benefited residents of our region who enjoy the luxury of starting their vacation close to home," said John J. Matheussen, DRPA's chief executive officer. Ships docking in Philadelphia with more

sailings, special pre- and post-cruise packages kicked off the cruise season Sunday April 24 through late October at the Port of Philadelphia and Camden: America's Berthplace.

Three lines, Norwegian Cruise Line, Celebrity Cruises, Royal Caribbean International, the second largest cruise line in the world, will offer 32 sailings from the Philadelphia Cruise Terminal at Pier 1 from spring to fall. Several port calls from lines such as Seabourne and Silversea will follow. Over 92,450 passengers are expected at the terminal with 10 more sailings added to the 2004 figures, reporting 65,000 passengers. In 2003, this port had 16 sailing and 50,000 passengers; in 2002, only one sailing.

Another benefit this port enjoys; cruise ships are much faster than they used to be. People can get to the Bermuda from Philadelphia faster these days, making Philadelphia no longer out of range as it was in cruisers' minds before. Even the eastern Caribbean which has been least accessible in the past is serviced today from this port, thanks to the bigger, faster vessels. Added DRPA's My Linh Nguyen, "As ships can be home-ported in Philadelphia, people can just drive here. They do not have to fly allowing them to start their vacation straight away. After 9/11, this has been a major benefit to us with cruise lines basing their ships closer to population centers." The port said it offers a convenient way to see the Bermuda, New England and Canada, at the same time, gives the region another stimulus to its economy.

"Growth has benefited local businesses that help service the cruise industry - the local men and women whose jobs depend on the cruises that call on Philadelphia," said Matheussen adding in

2005, the cruise terminal is expected to generate 358 full-time equivalent jobs for local residents.

Overnight cruisers (party of 2.4) spent approximately \$226 during 2004 stays in the Philadelphia region, with the majority of the money going towards lodging and food. CruisePhilly program in the same year generated approximately \$16 million in business revenue and 195 full-time equivalent jobs. Nguyen said opportunities are not only available to the port authority, but also to people from Pennsylvania and New Jersey seeking employment.

For influx never seen before such as this, improved facility and enlarged capacity remain crucial. Thus far, since opening the Philadelphia Cruise Terminal at Pier 1 in 1998, the DRPA has invested \$15 million in improvements to the facility. "The DRPA's investment in the cruise industry has helped generate a new regional economic development and tourism business for the city and The Navy Yard," said Peter Longstreth, president of the Philadelphia Industrial Development Corporation, the city's primary economic development arm assigned to the planning, development and management of The Navy Yard.

As it is 'filling-up' fast, the port has found ways to make parking, traffic control and luggage handling more efficient. The first ship out for the season April 24 faced no congestion or bottlenecks at Pier 1. According to Nguyen, it was during the off-season that the port was able to work out the traffic patterns and systems logistics. "The remote parking and the trolley have eased flow in front of the terminal," she added.



The State of the Industry 2005

The cruise industry continues to experience an upswing of growth each year. It is considered the most exciting growth category in the leisure travel market. In addition, research supports that there is full confidence that the steady growth will continue through 2005. Cruising is a hot market. Despite International unsteadiness, travel in general, especially cruising, has returned to and in many cases, exceeded pre-9/11 levels.

Since 1980, nearly 100 million passengers have taken a 2+ day cruise. Of this number, 61% of the total passengers have been generated in the past 10 years and 37% in the past five years. Cruise passenger demand has increased by more than 8% annually since 1980. Consumer demand continues to exceed capacity with a 160% capacity increase since 1990. There was a 11.4% increase in the number of cruise passengers in 2004. A record 10.5 million people cruised, 9 million of them were from North America, thus achieving our highest occupancy level ever at 105%. Furthermore, a slated 3.5% capacity increase is anticipated in 2005. The 2005 yearly passenger count projections stand at 11.1 million passengers – 9.4 million from

North America and 1.7 million international passengers.

One hundred and fifty vessels sailed to all seven continents in 2004. Twelve of those vessels were brand new ships. Through 2005, occupancy rates are forecasted to remain at 105%, with net capacity additions slowing somewhat to 4.6% with only three new ships introduced and three ships reintroduced. The Caribbean and Florida remain the number one destination with 45% of capacity deployment and slightly more than 18% of all North American embarkations.

The cruise product is diversified. Over the past 10 years, the industry has rapidly responded to extensive market and consumer research. Cruise lines have successfully adapted and transformed their products to meet the evolving market by means of new U.S. embarkation ports, new itineraries/ports of call, new onboard and on-shore activities, varied cruise lengths and theme/niche cruises. There has been an overall thrust towards more choices and more options. Today there is literally a cruise option for everyone. The cruise industry successfully stayed ahead of the curve and exceeded con-

sumer expectations, with value offered for money and the all-inclusive nature of cruising standing as key forces behind the cruise market's expansion.

The drive market trend amplified by the events of 9/11, has maintained close-to-home embarkation ports as steady cruise markets. They appeal to first time cruisers, lower vacation costs by eliminating airfare, and increase convenience for travelers. The drive-market has also opened up a variety of new destination ports, diversifying cruise itineraries and cruise lengths.

The way consumers research and book cruising has also evolved. Internet access has offered consumers the opportunity to familiarize themselves with the product and their options. Consumers have shifted towards booking further in advance to ensure the best values and cabin selection.

Cruising is now about choices, flexibility and value for money. No longer is it that consumers think they will be bored on a cruise ship. This perception shift has much to do with the constant forward thinking and innovation that the industry as a whole has quickly and positively



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responded to an ever-changing market and consumer travel trends.

More choices onboard appeal to a more diverse and segmented market ranging from singles, couples, families and groups of all ages. There is also an ever strengthening importance placed on quality family time that has sparked increased family and multi-generational travel and shared experience. There is an increased emphasis on kids and youth activities that lets parents travel without guilt. (One million children under the age of 18 cruised in 2004.)

There has been a higher priority placed on the extremity and uniqueness of onboard activities and amenities. Ships now have rock climbing walls, ice-skating, bowling, hydrotherapy pools, and more innovative entertainment options. There are now more educational programs such as cooking demonstrations,

destination lectures, acting workshops, health and wellness classes and yoga & pilates classes to name a few. Onboard dining has also been enhanced with options ranging from sushi bars to italian trattorias.

In addition to options, today's consumer also wants control. They are highly dependant on technology – cell phones and email are daily necessities in today's world, even when cruising in the middle of the ocean. Cruise ships are high-tech floating cities that now offer many of the same technological advancements as home like WiFi, digital TV, and Internet.

Overall, the cruise product delivers unparalleled customer satisfaction, scoring a 90% satisfaction rate. Cruising has also become a popular vehicle for sampling destinations in which to visit again for a long-stay, land-based vacation. Over 85% of

cruise passengers think that cruising is an important vehicle for sampling destination areas to which they may return. Nearly 50% fully expect to return to the same geographical area/destination for another type of vacation.

The future continues to look good for the cruise industry. Conversion of non-cruisers to first time cruisers continues to rise. Only approximately 16% of North Americans have ever cruised, leaving a huge opportunity for further growth. The market has hardly even been tapped. Over the next three years, over 48 million North americans have indicated an intent to cruise. Approximately 20 new ships are already either contracted or planned to be added to the North American fleet through 2008. With the steady growth of the past, the innovation of the industry, and the market opportunity in consideration, the future looks very bright indeed!!!



The Organization of Eastern Caribbean States / Export Development Unit (OECS/EDU)



The Organization of Eastern Caribbean States/Export Development Unit (OECS/EDU) is an institution of the OECS Secretariat. Established in 2000, the Unit is mandated to increase exports from the region through the enhancement of the competitiveness of OECS products and services in domestic, regional and international markets. With a core of professional staff located at its Headquarters in Roseau, Commonwealth of Dominica and Field Officers in St. Kitts, St. Lucia and Grenada assistance is delivered to OECS export enterprises in the areas of:

- Management enhancement
- Product development
- Trade and marketing promotions

EDU operations are funded by the Member Governments of the OECS and its assistance programmes delivered through projects financed by the international donor community, primarily the European Union and USAID.

SERVICES PROVIDED INCLUDE:

- Programme Planning and Project Preparation
- Business Marketing Plan Preparation
- Financial Management Systems
- Product Design and Development
- Quality Assurance Certification (ISO / HACCP Certification)
- Packaging Development
- Market Research
- Product Promotion
- Trade Data Analysis
- Market Access Procedures

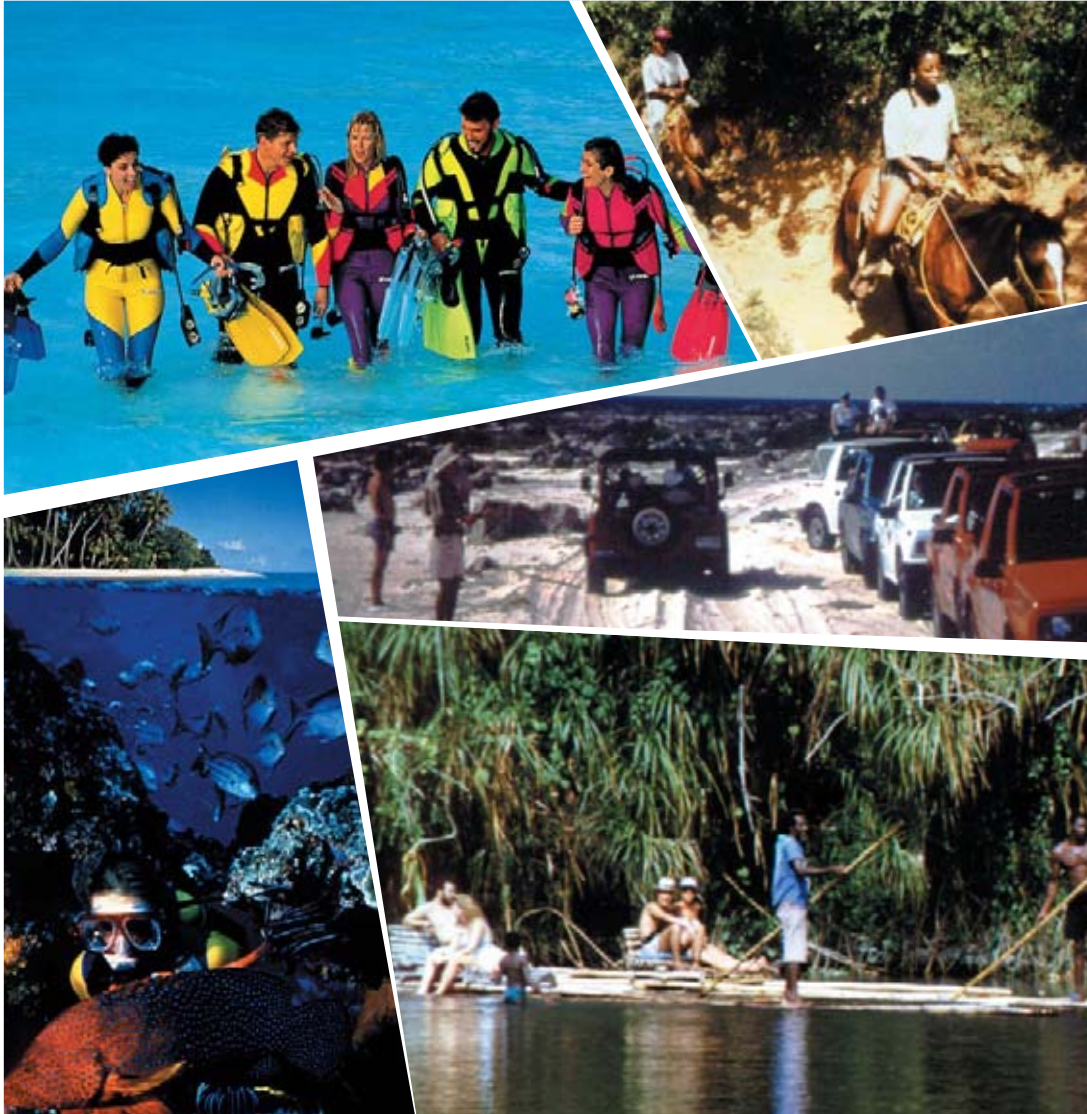
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SEATRADE 2005

WORLD CRUISE TOURISM SUMMIT

More than 950 exhibitors from around the globe joined together for the 2005 Seatrade Cruise Shipping Convention kicking off March 14 – 17 at the Miami Beach Convention Center. The Convention hosted over 10,000 people for the three-day exhibition and four-day conference.

The Florida-Caribbean Cruise Association (FCCA) and the International Council of Cruise Lines (ICCL) arranged a series of round-table meetings. Participants had the opportunity to discuss a range of key objectives with leading industry experts including:

- ***Converting Cruisers to Land-based Vacationers***, moderated by Terry Thornton, VP, Market Planning, Carnival Cruise Lines.
 - ***Europe: An Expanding Source Market For Cruise Sales***, moderated by Christopher Hayman, Managing Director, Seatrade.
 - ***Ports, Destination Capacities & Security*** - moderated by Michael Ronan, Regional Vice President, Government & Community Relations, Royal Caribbean Cruises, Ltd.
 - ***Cruise Destination Brand Development***, moderated by Christopher Hayman, Managing Director, Seatrade.
- On Wednesday, March 16, Conference sessions continued with:
- ***Caribbean Forum:*** Which underlined that the Caribbean remains the world's most popular cruise destination. Leading representatives from Caribbean destinations, tourism businesses, and Cruise Lines examined the state of their current relationship, the impact of 'drive to' cruising, forecasted cruise ship terminal development, and the impact of the 2004 hurricane season.
 - Hon. Pamela Richards, Commissioner of Tourism, U.S.V.I. Department of Tourism & CTO Chairman discussed the state of the Caribbean, underlining where the cruise industry is in terms of Caribbean Tourism Organization & Caribbean Hotel Association and how they plan to remain the number one destination in the world.
 - Hon. Brenda Hood, Minister of Tourism, Civil Aviation, Culture & the Performing Arts, Grenada



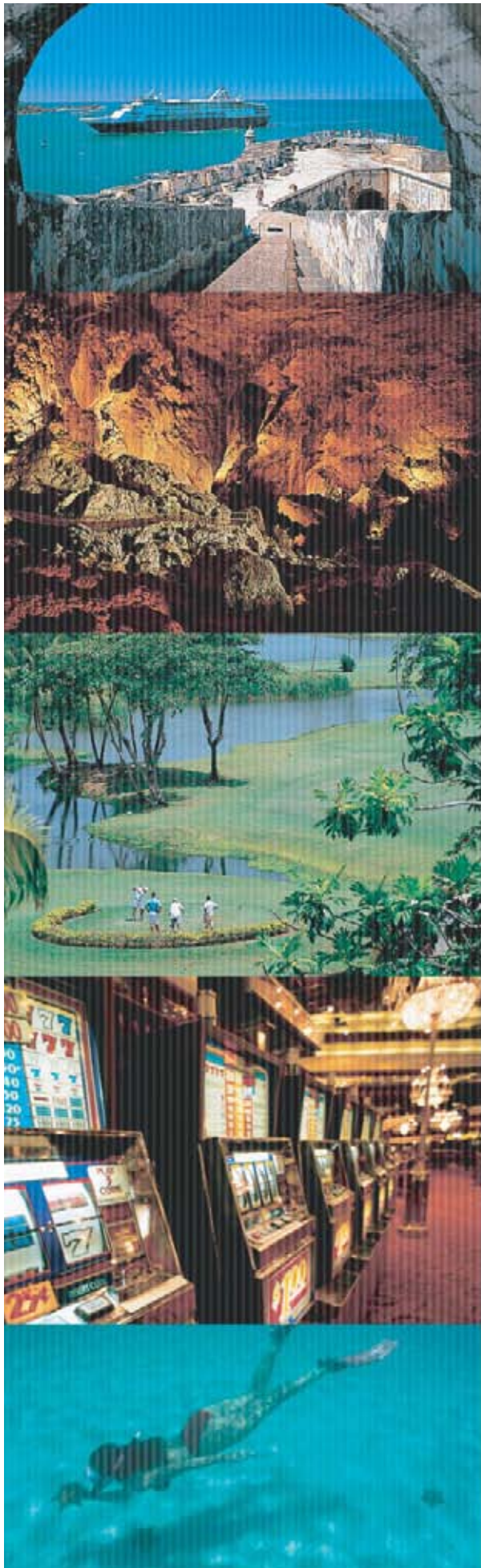


Ministry of Tourism addressed the importance of new cruise facility to Grenada, strategies to maximize benefits of public and private sector stakeholder relationships within the cruise industry and strategies to maximize benefits of destination and cruise line relationships.

- Stephen Nielsen, Vice President, Caribbean & Atlantic Shore Operations, Princess Cruises spoke on hurricane relief provided by the FCCA Member Lines and the importance of our partnership and gave an overview of the present pro-active positive relationship CHA & CTO has with the cruise industry.

- Gary LaGrange, Executive Director, Port of New Orleans discussed drive to cruising and the Port of New Orleans cruise ship terminal development.
- Khalid Salahuddin, Deputy Port Director, Port of Miami addressed the importance of destinations on an itinerary and the relationships with Caribbean ports.
- Michael Ronan, Chairman, FCCA Operations Committee and Regional Vice President, Government & Community Relations, Royal Caribbean Cruises, Ltd presented an indepth overview of the FCCA and the cruise industry in general.





Q. What's the Puerto Rico advantage for you?

A. Puerto Rico: The gateway to the Caribbean

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- Vast array of lodgings - resorts, all inclusive, Paradores, small inns, guest houses.
- A diverse topography and lush flora offers adventures in biking, spelunking, hiking golfing (21 courses), and more.
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The Puerto Rico Story...as seen

by the Private Sector - the Governor of Puerto Rico - the Executive Director of Tourism - the Director of the Port Authority and of course, the Cruise Industry.

The Government of Puerto Rico and the FCCA Signed A New Incentive Program for Cruise Ships Activity in Puerto Rico.

By Fernando Rivera, Vice President, Harbor Fuel Service and Puerto Rico Shipping Association, FCCA Platinum Member.



Back in 1985, the government of Puerto Rico with the objective of increasing the cruise ships activity on the island, started a new incentive program to the industry, which had excellent results. In less than 7 years this was such an important activity for our economy, that it increased by 140%. The plan,

although with some problems, was maintained until July of last year. At that time, the industry received a hard blow; besides terminating the incentive program, the charge per passenger was increased by over 30% by the Ports Authority. This was done in spite of a commitment by the government to maintain the incentive plan and the tariffs without changes until the year 2008. At that time our position was not the best; we did not have any incentives and the tariffs were substantially increased. But worst of all, Puerto Rico had lost a lot of credibility with our customers.

But this is history, after various months of negotiations, last March, the Governor of Puerto Rico, Hon. Aníbal Acevedo

Vilá announced in a press conference a new incentive program that has had an excellent reception on the part of the industry, which among others things offsets the increase in the per passenger charge and offers additional incentives until the year 2008, with the real possibility of extending such until the year 2011. After the press conference, the Executive Director of the Tourism Company, Mrs. Terestella González and the President of the Florida-Caribbean Cruise Association, Ms. Michele M. Paige signed the agreement. The first phase of the program will be in effect retroactive to July 1st 2004 and will continue until December 31, 2008. It can be extended until the year 2011, if an increase of 20% in the first phase is obtained.

There are many reasons for all to be pleased with this agreement. First it gives the cruise ships lines tools to be able to elaborate its long-term plans; Puerto Rico will recover its credibility; but most important it assures that this important activity for our economy can be maintained and can continue its growth to the potential that we all desire. A lot of people do not know that presently this industry in Puerto Rico generates more that 300 million dollars per year to our economy and creates about 6,100 direct and indirect employments. Based on the estimated growth that we expect to achieve with this incentive, as it was expressed by the Hon. Governor of Puerto Rico during the press conference, we estimated that by the year 2010 the income to our economy from this sector will reach the 500 million dollars. The Governor was very clear when he mentioned that the cost of



this program can not be seen as an expense, but as an investment to the future of our economy.

It is very important to remind everyone that what we have accomplished with this agreement is not only beneficial for us, but is also of vital importance for other destinations in the Eastern Caribbean that their cruise activity depends mostly on what happens in Puerto Rico as Home Port.

We have to be very satisfied with this agreement, but to me it has significant feelings, as Executive Director of the Puerto Rico Shipping Association, I have been a defender of this program and finally I see the results of our effort. Also as Vice President of the Caribbean Shipping Association, I can see other destinations members of this Association benefiting from the program and finally as Vice President of Harbor Fuel Service, Inc., the company that supplies fuel to the ships in San Juan, it gives our the necessary stability since this cruise ships represents almost 40% of our business.

I am sure that this is a new beginning for us and that this industry will continue its growths in Puerto Rico for many years, not only for the benefit of the cruise lines, the other destinations in the Caribbean but more important for the improvement of the economy of our dear Island and its people.

PUERTO RICO'S GOVERNOR SUPPORTS ALLIANCES WITH CRUISE INDUSTRY AND INVESTS IN GROWTH OF TOURISM INDUSTRY

By Aníbal Acevedo Vilá, Governor of Puerto Rico.



Since Puerto Rico Governor Aníbal Acevedo Vilá took office in January of 2005, he has proven to be a keen supporter of the island's tourism industry as a means to foster the Island's economic development. One of the first major actions taken by the Governor to grow tourism was to announce an alliance between the

Central Government, the Puerto Rico Tourism Company (PRTC) and the Florida-Caribbean Cruise Association

(FCCA) to establish new fiscal incentives for the cruise industry.

During a March press conference held in Puerto Rico, Governor Acevedo Vilá explained incentives will come from a direct annual investment of \$4 million from the Central Government and \$6.7 million from the Puerto Rico Tourism Company. These incentives will result in an increase in visitors from 1.3 million to 1.7 million annually, and will increase the economic impact of the cruise industry on the island from \$300 to \$500 million over a period of five years.

“The goal of this new agreement is to demonstrate our strong commitment to the cruise industry so that cruise lines currently docking on our island continue to keep their scheduled stops at the San Juan piers. We also hope to attract and increase new cruise partnerships,” said Governor Acevedo Vilá.

The Governor explained that the accord for the 2005-06 and 2007-08 fiscal years, the most long-term ever signed in support of the cruise industry in Puerto Rico, is designed to increase the number of cruise visits and passengers and secure future growth for the industry. It is hoped these increases will result in higher hotel occupancy and more customers for local restaurants and retail businesses. For the first time, the incentive agreement includes conditions to help local suppliers sell their goods to the cruise ships. The agreement also includes a marketing and information distribution agreement that gives PRTC the ability to promote the island to cruise passengers by providing video and brochures.

The Governor has proposed an allocation of \$21.6 million for the Fund for Development of Tourism, which would permit an increase in financing for tourism projects and includes \$10.6 million for future cruise incentives. In additional developments in the cruise industry, Acevedo Vilá hopes to develop additional ports in Mayagüez, Ponce and Ceiba to grow tourism throughout the island.

The agreement is the successful culmination of two years of negotiation between the cruise industry and Puerto Rico. The island is a crucial partner for the FCCA because of its unique position as an airline hub in the Caribbean. The airlift to Puerto Rico enables cruise lines to fill ships and develop routes throughout the Eastern Caribbean, an important development for all of the Caribbean.



FUTURE OF THE CRUISE INDUSTRY IN PUERTO RICO

Puerto Rico Tourism Company Plans to Implement Vision of New Executive Director

By Terestella González, Executive Director, Puerto Rico Tourism Company.



With the new incentive program in place, the cruise industry, which presents a major opportunity for growth and greater economic impact for Puerto Rico's tourism industry, will bring thousands of new cruise passengers to the island, having a large impact on numerous businesses and industries.

"We are heavily committed to bringing more traffic to Puerto Rico's ports and we believe these incentives are just the beginning of what we foresee as a continued and longstanding partnership with FCCA and the many cruise lines," stated Terestella González Denton, Executive Director of The Puerto Rico Tourism Company.

With these incentives in place, Puerto Rico plans to continue development of the cruise port in San Juan and prolong San Juan's position as a home port and port-of-call. There also exists plans to expand the island's offering to cruise lines by developing additional ports of call; located in the West in Mayaguez, the South in Ponce and the East in Ceiba, to add more variety to itineraries, and keep cruise visitors coming to Puerto Rico. In addition, Culebra and Vieques, are becoming increasingly popular, as evidenced by the press coverage these sister islands have recently received, making these two islands very appealing options for new passenger ships to visit as well. Pre- and post-cruise itineraries will be another major area for growth as specific packages continue to be tailored to suit all visitors' needs as the development of the tourism product on the island continues.

The new incentives, primarily designed to increase the number of cruise visits and passengers, will also result in increased hotel occupancy. Hotel development is a strong area of focus for PRTC. An area seeing immediate impact is the Condado district, not far from the cruise ports. The \$6.8 million La Plaza Ventana al Mar (Window to the Sea Plaza) was inaugu-

rated in August of last year, and is the centerpiece around which two historic hotels (that had been closed down for many years) will soon re-open. The La Concha, a boutique hotel, and The Vanderbilt, a luxury historic hotel, will offer new options to visitors in what is a renaissance of a neighborhood that is at the heart of Puerto Rico's famed nightlife.

The \$10.7 million in fiscal incentives promised to the cruise industry is truly unprecedented for Puerto Rico. "We are dedicated to a strong commitment to the cruise industry and the growth of tourism overall," González Denton stated. PRTC expects cruise lines that are currently docking on the island to continue to keep their scheduled stops at the San Juan piers and add new ones as well. It is of top priority to PRTC to attract new cruise partnerships, increase the number of calls to Puerto Rico's ports and overall, attract more tourists to the island.

THE PUERTO RICO PORTS AUTHORITY COMMITTED WITH THE CRUISE INDUSTRY

By Fernando J. Bonilla, Executive Director, Puerto Rico Ports Authority.



The Port of San Juan is the leading tourism port in Puerto Rico, and the busiest and largest tourism port in the Caribbean, having moved 1.3 million passengers –a 15.8% increase- and 661 cruise ships during fiscal year 2004.

An example of the bubbling activity of the Port, is the historical event lived last March 14 at the Port of San Juan when eight cruise ships and more than 13,000 passengers arrived simultaneously. With regards to that day, the Puerto Rico





Port Authority's (the "Authority") Executive Director, Fernando J. Bonilla, said that events such as that one, bring forth a lot of commercial and tourist activity to town.

"Continuously, the Authority works on the development of the Port of San Juan to improve our important cruise ship industry. We have pushed forward our Master Plan to include the development and refurbishing of several piers for home port and in-transit cruise ships", said the Authority's Executive Director.

Bonilla explained that the Authority is meeting the demands of the tourism industry by providing an adequate maritime infrastructure, such as the new \$27 million Pier 3, which is now under construction. Its design will provide a modern and comfortable facility for passengers and cruise operations. With its inauguration slated for next November, Pier 3 will allow FOR the accommodation of two mega in-transit cruise ships and the ability to process 5,214 passengers. "There is an upward tendency in passenger movement at the Port of San Juan and we expect a significant increase for next winter season", said Bonilla, stating that San Juan continues to be a favorite destiny in the Caribbean.

Anticipating the expansion of the cruise industry in the Island, the Commonwealth of Puerto Rico has a well-planned and ambitious project to for the cruise industry in the peninsula of Old San Juan. As part of a master planning program, for the next five to ten years, cargo operations will be transferred from the Puerta de Tierra piers, a prime tourism and commercial development site, to a more appropriate location in the South Part of Isla Grande, thus concentrating cargo operations in Puerto Nuevo and the south of Isla Grande.

"This is one of the prime projects the Ports Authority is working on. We anticipate a great demand from cruise lines, once they see the radical transformation that the Port of San Juan will undergo", said Bonilla.

Nevertheless, Bonilla explained that the Port of San Juan actually features modern and secure tourism terminals for mega cruise ships, with capacity to handle up to eight cruise ships on a daily basis. Cruise ships operations are handled at piers 1, 4, 6, Pan American Docks I and II, and Navy Frontier Pier. Moreover, the construction of Pier 3 will increase the number of berths to ten.

Services at the Port of San Juan include the supply of water, bunkering service, dry dock facility, foodstuffs, medical services, advanced communications technology, and ground transportation to resorts and casino hotels, among others. The Authority's investment for upgrading and expanding tourism

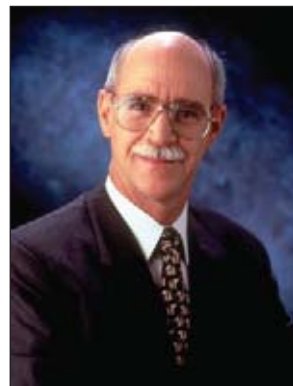
facilities up to the year 2008 will amount to \$87 million. Among these projects are a \$2.5 million rehabilitation work under Pier 1 concrete platform, scheduled to start on May 2005 and the reconstruction of platforms and the construction of a terminal building on wharves 8 and 9, slated to start on July 2007, at an estimated cost of \$30 million.

Another facility that will improve due to the increased number of cruise ship passengers arriving and departing from San Juan is the Luis Muñoz Marín International Airport. A new Domestic Terminal Building for groups and cruise ship passengers will soon begin construction. This terminal will also contribute to handle passengers for the upcoming Puerto Rico Convention Center, located close to the Panamerican Piers.

"The cruise ship industry can count on the Puerto Rico Ports Authority as a partner. We believe in this industry and our goals are focused in providing a state of the art infrastructure for the cruise lines and its passengers", concluded Bonilla.

SAN JUAN, PUERTO RICO—THE ROAD TO LONG TERM STABILITY.

By Michael Ronan, Regional Vice President, Government & Community Relations, Royal Caribbean Cruises, Ltd.



In most of the important things we do or seek to do in our lives, there are key elements that we pursue. This applies to our individual lives, but clearly also in the businesses we develop and build. Two of these key elements are relationships and stability. These also play a fundamental role in the cruise industry and its partnerships with the destinations. One could say this is even more evident if the destination is also a home port. This has clearly been demonstrated in the evolution of events over the past year in Puerto Rico.

As a long established transit and homeport, San Juan was challenged to develop a relationship with the industry that allowed it to project its port and tourism infrastructure needs to keep pace with the growth in size and number of ships, while controlling costs and unexpectedly dealing with the tragedy of Sept



11, 2001. As always when these challenges/opportunities present themselves, there are players that step forward to address the issues and find solutions. In the case of Puerto Rico, the key players have been the Port Authority, Puerto Rico Tourism Company, Puerto Rico Shipping Assoc. with the port agents as its core representatives, the Legislature, and the FCCA and its Member Lines. Over a period encompassing almost five years, Puerto Rico and the cruise ship industry have gone from a very shaky situation without adequate cruise facilities, limited tour product and a tense relationship to a point where there is now a six year agreement in place; new and improved docks in operation or nearing completion; and plans to enhance and develop additional tours underway. This transition to a stable growth platform required considerable input and support from all of the partners in the relationship. For the facilities themselves, several cruise lines made substantial financial commitments with the Port Authority to assure the necessary docks and terminals were in place to support the newer larger ships now and into the next decades. The Tourism Company, under several directorships, worked with the FCCA to seek to expand product offerings, evening activities and other important enhancements identified as critical by the cruise industry and its passengers. This was all undertaken while struggling with the renewal of the key components of the cruise incentive package that had created the foundation for significant growth in the late 1990's. Throughout all of this, the port agents through the Puerto Rico Shipping Association, constantly worked with senior public sector representatives to inform them of the importance of the cruise industry in Puerto Rico and its direct and indirect impact on the community. This was especially helpful during the multiple changes in the heads of the Port Authority.

Like many relationships, the one in Puerto Rico found itself in crisis in 2002-2004. Progress on renewed incentives was stalled and the Port Authority was pushing for significant tariff increases. The resulting impasse sent shock waves through the region as decisions were made by some cruise lines to reduce calls in Puerto Rico and others to re-direct operations to alternate home ports, thus reducing traffic to many Southern Caribbean destinations. These decisions gave cause for legislators to become involved and to take stock of the situation in the fall of 2004. Elections in Puerto Rico further complicated the discussions, as will happen anywhere, when local participants in the process are occupied with other important issues. Somewhat uncharacteristically, it was precisely during this period that several instrumental members of the legislature and Tourism Company took it upon themselves to seek a solution to the impasse. Their determination to seek an acceptable long term solution, though not immediately productive, laid the foundation for what would become a mutually beneficial six year agreement between Puerto Rico and the cruise industry.



From left to right, Honorable Antonio Silva, House of Representatives, Treasury and Financial Affairs Commission, Michele M. Paige, Anibal Acevedo Vila, Governor and Terestella Gonzalez, Executive Director of the Puerto Rico Tourism Company.

The final agreement, signed by the Governor of Puerto Rico and the FCCA, outlines the elements needed by each partner to assure the agreement produces the results desired. Puerto Rico looks to the industry for growth in home port and transit calls; they want the ships to stay longer in port and to offer more new tour products. They also look to further expand the pre and post participation by home port ships thus supporting their hotel industry. Each of these elements is supported by its own incentive. All can be combined. Each cruise line can thus determine what best it can incorporate into its planning and know what the corresponding incentives will be.

The industry for its part has a guaranteed port cost structure for an extended period which allows its members to plan more accurately deployment of vessels to San Juan and the Southern Caribbean.

All of these components have been confirmed by special legislation which assures that the agreement will be in place full term as agreed upon. This is good news for Puerto Rico and all of our destination partners that rely on Puerto Rico as a homeport.

Through all of this what is once again clear is the importance of working together as private sector, public sector and industry. The destinations we serve look to us to continue to structure solutions so that the benefits that our cruise calls bring to their shores can increase in magnitude and frequency.

The next step in Puerto Rico is for all of us to work together to build on the platform created by the agreement and begin to produce the results we know can be derived a strengthened partnership.



“An Evening with the Stars”

FCCA Foundation for the Caribbean ~ Gala Dinner Extravaganza

The Florida-Caribbean Cruise Association celebrated the most successful Gala Dinner and Entertainment Extravaganza yet, their 11th annual fund-raiser benefiting the FCCA Foundation for the Caribbean on Wednesday, March 16, 2005. This year's event, sponsored by the Port of Miami and the Greater Miami Convention & Visitors Bureau, raised approximately \$200,000 for the Foundation. The event was host to almost 600 cruise industry partners and top cruise executives. According to **Mico Cascais – Director, Tour Operations – Carnival Cruise Lines**, “The food was excellent and making the event ‘Business Attire’ was a super idea... All-in-all, I would say it was the best one so far.”

Horace C. Hord, Jr. - Regional Vice President, Government & Community Relations - Royal Caribbean International/Celebrity Cruises said, “I found my first FCCA Foundation Gala to be a well organized, well attended and productive event. There were quite a few individuals that I saw during the cocktail party/silent auction that I had not seen in the conference facility during the daytime working hours. The event proved to be another networking opportunity also allowing more time to spend one-on-one in a less formal business environment. It was a pleasure to host a table and more especially to have been selected by industry colleagues who actually paid to sit at the table for a very worthy cause. I look forward to participating in the event in 2006.”

Park West Gallery sponsored the evening's silent art auction, donating over 100 pieces of remarkable artwork by world-renowned artists such as Salvador Dali, Thomas Kinkade, Jean-Claude Picot and a host of other talents. In addition to the art available for auction, Carnival Corporation donated official Shaquille O'Neil and Dwyane Wade player jerseys and an official Miami Heat Team Basketball signed by the Heat players. Other auction items include cruises donated by MSC Cruises (USA) Inc. and Radisson Seven Seas Cruises, the FCCA's two newest Member Lines; along with a 6.0L bottle of 1995 Ornellaia Wine contributed by Robert Dickinson, President & CEO of Carnival Cruise Lines.

“The FCCA Gala event is one of the highlights of Seatrade. I always meet new friends at the dinner and enjoy the opportunity to exchange business ideas during the course of the evening. Without a doubt, the new relationships developed from that evening bring both Carnival and their respective organizations closer together.

The silent auction has allowed me to not only donate money to a very worthwhile cause but has allowed me to display beautiful art in my home. One of the other highlights of the event is to honor the children who have been recognized for their efforts from their homeland... Always a great event, commented **Vicki Freed - Sr. Vice President, Sales & Marketing – Carnival Cruise Lines**.

After the silent auction, guests were escorted to center court at the American Airlines Arena, which had been expertly transformed into an elegant dining atmosphere. The FCCA's Chairman, Micky Arison, Carnival Corporation's Chairman and CEO, gave the opening remarks - expressing his sincere gratitude to all industry partners in attendance for their continued support of this worthy cause, stating, “The funds raised here tonight will enable the FCCA Foundation for the Caribbean to help charitable organizations throughout the Caribbean.”

“This event provided a memorable evening that enables the industry to contribute to the destinations in the Caribbean that we value so much,” reflected **Russell Daya - Manager, Marine Operations Safety and Regulatory Training – Disney Cruise Line...** “From the cocktail reception, which provided a relaxed forum to discuss future business possibilities with our partners, to the dinner itself, which was supported by so many of the industry's partners, the evening was a delight. Best of all, the proceeds will be going to a worthy cause.”

FCCA President Michele M. Paige recognized Stephen A. Nielsen, VP Caribbean and Atlantic Shore Operations, Princess Cruises for his two-year tenure as the FCCA's Operations Committee chairman. “It is customary for the FCCA to acknowledge the outgoing Chairman of the Operations Committee at the Gala Dinner,” said Mr. Nielsen, “I was deeply honored that the staff of the FCCA



selected my wife to make that acknowledgment before so many of my colleagues and associates. It was, for me, one of my proudest moments. The recognition by the staff of FCCA of Dorine's support and contributions to my success is deeply gratifying."

Additional event sponsors Port Everglades, Eller and Company Inc., and SYSCO Food Services of South Florida were also recognized. For all who attended, the Gala was edifying experience, both personally and professionally. "The FCCA provides ports and destinations an excellent opportunity to interface with major cruise line executives at the Gala during Seatrade," said **Leon Maisel – President & CEO – Mobile Bay Convention & Visitor's Bureau**, "It was a great time for me to enjoy one-on-ones with executives that are interested in growing their market share in tandem with our destination. There are very few occasions that can make top cruise line management accessible at one venue, and that is what FCCA has provided us as platinum members. Not only are they contacts doing business with various partners, they are becoming genuine friends."

In addition, the first place winners of the FCCA Foundation's 2005 Environmental Poster Competition were on hand to share in the celebration. Julius Tinker (senior division) from the Bahamas and Ifeanyichukwu Otuonye (junior division) from Turks & Caicos both expressed their gratitude as they accepted their scholarship awards of \$2,500 each.

The FCCA Foundation for the Caribbean serves as a tangible vehicle for the cruise industry to actively participate in the effort to improve the lives of needy individuals in the Region through its funding of humanitarian and social causes. In its twelve years of existence, the Foundation has benefited thousands of citizens, providing more than \$2 million in funding to worthy causes and charities throughout the greater Caribbean Region.

Special thanks to all attendees for making this year's "Evening with the Stars" such a great success and for your continued support, ensuring the FCCA Foundation continues to be a positive force in the Caribbean community.

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FCCA Foundation for the Caribbean



an ~ Gala Dinner Extravaganza





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- *Gain insights on what the cruise industry is looking for*
- *Establish a clear vision on how to proceed on the road to success*
- *You will save time, effort & money*

*This is the only time & place when the decision makers from
the FCCA Member Lines come together ~
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***Become Part of the FCCA Team,
REGISTER TODAY!***

The FCCA Caribbean Cruise Conference and Trade Show

St. Kitts ~ September 27-30, 2005

In 2004, the *FCCA Caribbean Cruise Conference and Trade Show* was deemed an overwhelming success by all in attendance. The annual event was held in Barbados in 2004, not the Cayman Island as had originally been scheduled. The FCCA Conference was moved to Barbados less than three weeks prior to the scheduled opening of the event due to the devastation caused by hurricane Ivan throughout the Region, and the Cayman Islands in particular.

Nevertheless, the event went on without so much as a hitch. *"The Conference was a great success. I'm still amazed at how the FCCA and Barbados were able to pull it off with as little planning time that you had,"* proclaimed Rob Uhrig, Princess Cruises. *"...This year we felt as though we were really 'industry partners.' Interestingly, all the comments that I heard regarding the Conference were of a complimentary nature - well done!"* exclaimed H. Tony Henry, Croydon in the Mountains, Montego Bay, Jamaica.

Having organized such a successful event in 2004, considering the circumstances of the change in venue and the short timeframe involved, places us in somewhat of a predicament this year. After all, if such a successful event can be organized in less than three weeks – what will the FCCA and St. Kitts be able to put together with an entire year to plan and prepare?



The Member Lines of the Florida-Caribbean Cruise Association are eagerly looking forward to meeting this challenge in St. Kitts, September 27-30, 2005.

This year, the FCCA Conference and Trade Show promises to continue to be integral forums for establishing and maintaining cooperative linkages between the FCCA Member Lines and our cruise industry partners. Even with our past successes, we are not satisfied, we know there is still more work to be done. The time is now to further our efforts to increase

communication and forge even stronger relationships, as we commit to "Winning With Teamwork!"

In response to the on-going changing patterns of today's and tomorrow's cruise market, the *FCCA Caribbean Cruise Conference and Trade Show* continues to serve as a vehicle for increased dialogue and collaboration. This cruise industry staple is:

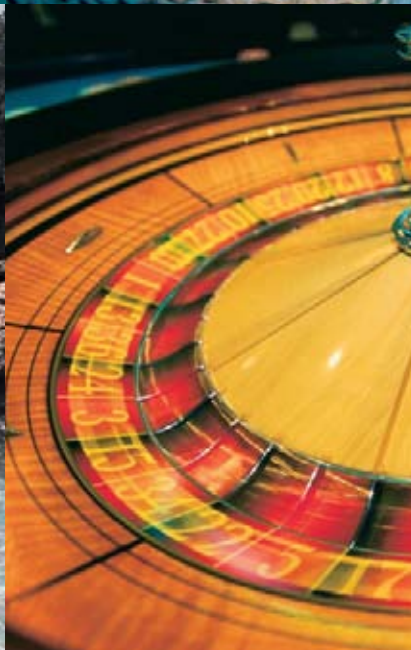
- A celebration of past accomplishments.
- A tribute to the faith that keeps us going in spite of daunting obstacles.
- A guide to the meaning of success, defining the qualities needed to achieve that success.
- An opportunity for continued success, providing encouragement to reach new goals.
- The only time and place where the top decision makers from the 13 FCCA Member Lines come together, to work with you.
- Your time to make it happen, to make your goals come true!

In today's market, it must be underlined that all sectors involved in cruise tourism, from shore excursion providers to government officials, need to be aware of the latest changes and trends in the industry. There is a constant fluctuation/evolution in the market place that we need to be aware of in order to ensure that we are able to respond properly and promptly - if we are to continue to be successful in this dynamic and ever-changing industry.



At the FCCA Conference you will learn what the latest changes and trends are and how to best meet the challenges of today and tomorrow. If you would like to get in/stay in the 'game,' do not miss the premiere cruise industry event of the year...the *12 Annual FCCA Caribbean Cruise Conference & Trade Show ~ St. Kitts, September 27-30, 2005.*

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FCCA Training Customer Service Workshops... Curaçao Welcomes the Cruise Industry



Curacao- May 11th-14th Over 175 participants attended the FCCA customer service workshop, which was organized through the Curacao Port Authority and the Curacao Tourist Board. With over 165 expected scheduled calls arriving in Curacao in 2005, up 20% from 2004 the people of Curacao are trying to make sure each guest on their island is treated like a guest in their home.

The FCCA customer training workshops raise an employee from being an ordinary human to being a positive mechanism through which a tourist has a memorable vacation. Each customer service professional must remember they are a goodwill ambassador for their country, and they can make the difference. Anyone working in the cruise tourism industry must understand that they are the frontline ambassadors through which they can help market and promote their destination through word-of-mouth marketing, which 45% of tourist rated as the highest influencer for making vacation choices.

Over 85% of Cruise passengers think that cruising is a great way to sample different destinations, and 50% fully

expect to return to the same area for a land based vacation...how important do you think your customer service is then? The truth is we never think about customer service until it's lacking. "With so much competition for vacationers these days, we must be proactive in our approach to customer service, we must reach each customer on that personal level, so when they leave Curacao; they leave with a piece of Curacao in there heart" Jan Sierhuis, VP Commercial Affairs, Curacao Ports Authority.



Understanding the Cruise Industry and its dynamics is vital in today's tourism mix, especially in view of the competition that the Caribbean tourism faces from other regions of the world. The FCCA, utilizing its research and information capabilities has developed a series of workshops that are available to Caribbean, South America, and Mexico.

"These workshops provide real added value to those that are in daily contact with our visitors and puts them in a position to give that extra touch so that our customers experience Curacao as real and different !!!" Dino R. Daal, Product Development and Cruise Tourism Manager, Curacao Tourist Board.

FCCA TRAINING

Service Excellence/Cruise Passengers Equal Profits Program: This workshop explains the importance that excellent customer service makes to your destination and what the cruise industry's economic impact is. It explains a customer's needs and demonstrates the proper attitude required to deliver higher tourist satisfaction... thereby producing greater profits and converting cruise passengers into return stay-over guests. After all, a happy guest will return again and again. This session (Approx. 2 1/2 hours) is ideal for anyone involved with customer service, conducted in groups of **50-200 people.**

Caribbean Taxi Pride Program: This presentation is geared towards taxi drivers, it is also relevant to tour operators and vendors providing ground transportation to cruise passengers. The program includes the use of videos and workbooks to provide hands-on, entertaining and informative instruction with the overall objective of showing how to enhance customer service. The training focuses on three main areas: courtesy and professionalism, marketing, and rules and safety. Ideal for taxi drivers, this 2-hour session is conducted in groups of **100-200 people.**

If you are interested in improving your customer service skills, please contact your destination's Department of Tourism and ask them to make arrangements with Adam Ceserano, the Manager of Marketing and Customer Service Development for the FCCA. We look forward to assisting you in meeting your goals to provide "perfect customer service."



Disney Magic

Maiden Call in Curaçao Makes a Big Splash



Minister of Tourism of the island of Curacao getting the plaques from the captain of the ship.

Disney Cruise Line's *Disney Magic* called in Curacao for the first time on Wednesday, May 18, as part of its inaugural 14-day, trans-canal repositioning cruise. En route from Port Canaveral, the ship berthed at Castaway Key, Disney's private island, before the two-day trip to Curacao, where Disney Cruise Line guests enjoyed natural pursuits such as scuba diving and cave tours, as well as exploring the island's culture and history through a variety of unique excursions. CCAG worked with Disney to make the stop on this groundbreaking tour extra-special. For her maiden call, *Disney Magic* docked at Mathey Wharf, where tug boat water canon welcomed the cruise ship, dignitaries and business contacts were invited for a plaque and keys ceremony, lunch, and a ship tour, and a number of live music welcome performances were presented. Music and cultural activities took place throughout the day in Otrobanda and Punda as well.

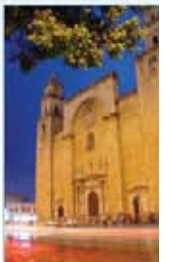
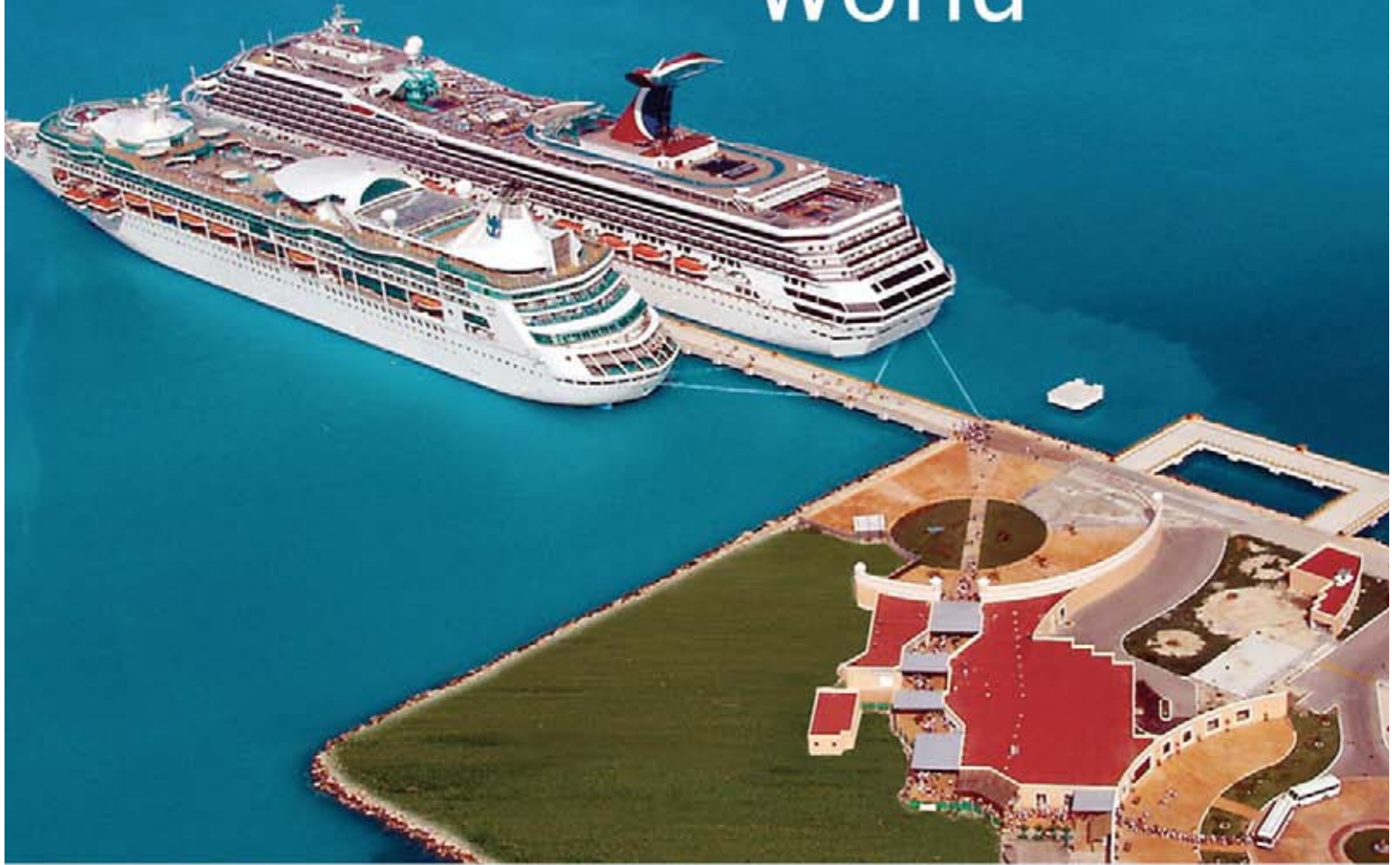


Traditional folkloric groups exhibiting Curaçao's music and dance.

On its return trip to Florida, the distinctive 2,700 passenger *Disney Magic* will stop at the Curacao mega pier on August 30th, after spending the summer sailing 12 consecutive seven-night cruise vacations from the port of Los Angeles to Puerto Vallarta, Mazatlan, and Cabo San Lucas. Arrival in the port of Los Angeles is scheduled in time to celebrate the 50th anniversary of Disneyland in California.

"We're thrilled to celebrate Disneyland's 50th anniversary by taking the *Disney Magic* to the West Coast and stopping in Curacao for the first time," said Disney Cruise Line President Tom McAlpin. "Not only does it allow us to provide a special and memorable experience for our guests as part of the 50th celebration, but it also gives us the opportunity to showcase Disney Cruise Line to a whole new audience."

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U.S.V.I. Senate President, Lorraine L. Berry, Focuses on St. Croix Tourism



In 2000, the Virgin Islands Government took a major step to solidify its long-standing relationships with the Cruise Industry by establishing the Cruise Ship Task Force. It was calculated to promote and increase cruise ship passenger traffic in the Virgin Islands, generally, and St. Croix specifically.

Currently serving my 12th term in the Virgin Islands Legislature, at the time I was Chairperson of the Finance Committee and thus represented the Senate on the Task Force. This was comprised of fifteen individuals from the public and private sectors and representatives of the Florida-Caribbean Cruise Association.

At the time, the Virgin Islands were facing a \$1 billion deficit, and the prospects for increased cruise calls to St. Croix were bleak. Cruise ship calls to St. Croix were non-existent, and the lack of tourists visiting St. Croix was taking its toll on the entire Virgin Islands economy. A proposal to impose a head tax on cruise passengers was a measure that in my mind, threatened further loss of cruise ship arrivals.

This was the backdrop against which the Task Force, in the year 2000, began the business of negotiating a mutually satisfactory agreement. It was projected that the financial benefit to the Territory from the implementation of the proposed Agreement would be approximately \$760 million. In our Cruise Ship Task Force Agreement was our commitment to improve the cruise ship tourist product on St. Croix without imposing inordinate taxes on visitors, while creating jobs and other



economic opportunities for Virgin Islanders. The one caveat: We would have to develop an *identity* for St. Croix that creates excitement for the big island, and one that generates consumer demand. There were even penalties if the cruise lines did not comply with their end of the bargain. The Virgin Islands penalty... No cruise lines to St. Croix if we failed to act! Accordingly, a landmark Agreement was signed between the Virgin Islands Government and the Cruise Industry.

Over the past six months, much time and effort has been dedicated towards creating the development of a St. Croix identity that is attractive to the Cruise Ship industry. While an acceptable marketing plan for St. Croix has yet to be accepted by the cruise lines, I felt obligated to step up to the plate and be counted while the big island (St. Croix) was in dire need.

St. Croix is rich with tourism possibilities, and opportunities. The people, its greatest resource, have been patient and resilient, and praying for change.



The Virgin Islands Coral Reef Protection Initiative; National Park Service preservation initiatives at Salt River, eco-tourism and heritage tourism initiatives throughout St. Croix, and historical tour efforts—all these lend themselves to the development of a real “identity” that can have national and international tourism implications for St. Croix. Even if an unconventional method of securing this identity is pursued away from the original Task Force Agreement, we must work with the resources that we have today, and engage willing participants from the Departments and agencies of Government, to come up with viable and hopeful options for change.

As Chair of the Committee with jurisdiction over Public Safety, the Judiciary, Homeland Security and Justice in 2003, I contacted the cruise lines personally to encourage them to return to St. Croix. Today, thanks to an Agreement between the FCCA Member Lines, the Government of the Virgin Islands and HOVENSA, cruise ship bunkering is now occurring in the town of Frederiksted. Although this effort has seen the return of the cruise ships to St. Croix, it is happening on a small scale. The reconstruction of the waterfront is also a short-term impediment to the success of this initiative. However when complete, this reconstruction will offer cruise passengers a delightful experience in Frederiksted.

The Frederiksted Economic Development Association has worked tirelessly, as well, to make this bunkering experience memorable for the passengers. The prospects for the creation of small business opportunities to Frederiksted are also promising.

Our Salt River preservation initiative between the local and federal government has been an overwhelming success, which is a project to preserve over 1000 years of human history on St. Croix. Today, thanks to the collective efforts of local Government agency officials; members of the private sector; Joel Tutein of the National Park Service, the Delegate to Congress, and my office, we are back on track with our initiative to provide for co-management of Salt River between the National Park Service and the V.I. Government. In the past month alone, derelict cars and a garbage dump has been removed from the site, and informational signs will be installed on the site within the next two weeks. The next phase of our initiative will be to educate the public about the importance of preserving this nationally significant historical site, and the eventual closure of the site to certain public uses that endanger the archeological artifacts at the site. One of our major goals is to preserve the Taino Ceremonial Ball Court, and to create a site that permits guests to visit the only known site in the United States where Christopher Columbus landed.

We are establishing a St. Croix “identity” from our very own history. There is hope for St. Croix tourism, and for all of us. Public servants, the private sector, and the community at large must be active participants in this process. We will continue our efforts of fine-tuning Tourism Board legislation, which will provide a venue for representation of all tourism stakeholders. Their focus will be marketing, promotion and advertising of the Virgin Islands.

We predict the return of FCCA’s Member Lines to the island of St. Croix in the near future, and the economic upturn to St. Croix tourism.

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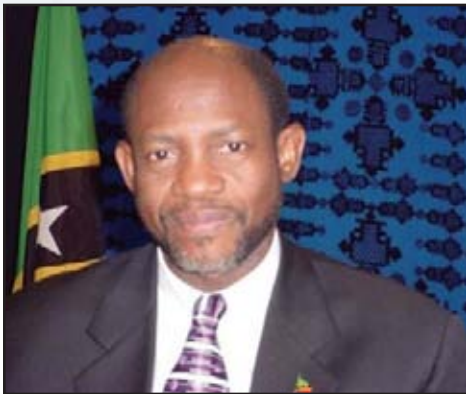


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Get ready for a warm welcome to St. Kitts and Nevis!



*St. Kitts and Nevis Prime Minister
Dr. the Hon. Denzil L. Douglas.*

It is with a sense of pleasure, pride and responsibility that we welcome the members and business associates of FCCA and all participants to the FCCA 2005 Annual Conference in St. Kitts. We are pleased because we genuinely enjoy welcoming visitors to our shores, especially such a prestigious group as the FCCA, and we are also proud because of the progressive development path that our Federation has been taking within the cruise sector of our tourism industry. But we also feel a sense of responsibility as, in our hosting of this Conference, we are carrying on the challenge of showcasing the growing international cruise industry within the boundaries of the Caribbean Sea.

You are visiting us at a time when the Federation of St. Kitts and Nevis stands on the portals of a very bright future - a future in which tourism plays a key role in the growth and development of our people and country. Cruise tourism is a dynamic growth-oriented industry and offers an excellent product for passengers. Caribbean destinations such as St. Kitts and Nevis bring additional value and a variety of experiences that cannot be quantified, yet are significant in the minds of passengers.

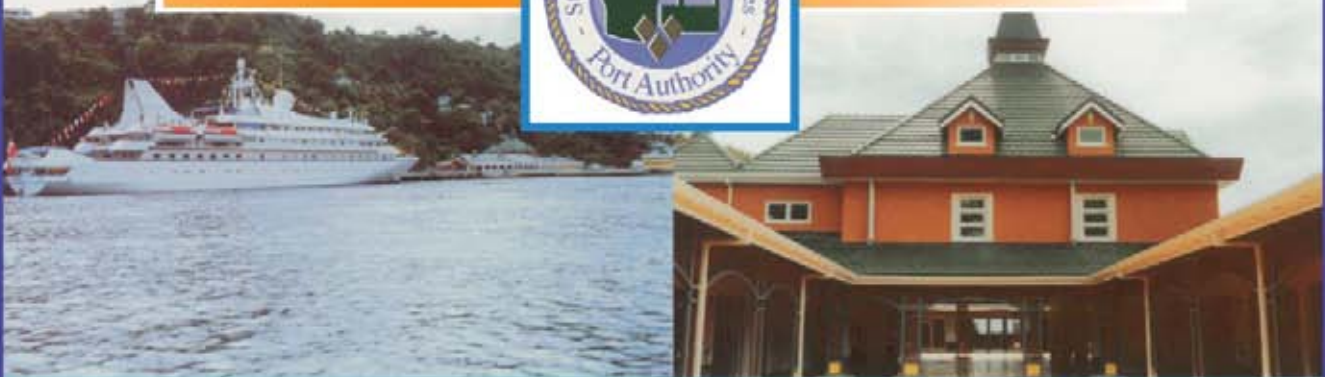
I am confident that St. Kitts and Nevis would continue to transform itself into a leading cruise destination. Our multi-million-dollar investment in the development of Port Zante, by way of the Urban Development Corporation, has already seen its hard work bearing fruit, as more companies express an interest in doing business there. All of the buildings that have been constructed so far have been sold, and over the next twelve months the Urban Development Corporation anticipates that approximately 75,000 square feet of new retail/restaurant space will be taken. Major retailers such as Boolchands, Kay's Fine

Jewelry, Little Switzerland and Royal Caribbean as well as several other brand named stores would be doing business at Port Zante. To date five local businesses have capitalized on the opportunities and this sector is expected to grow significantly.

Currently, revetment work is being done to protect the pier and land-based properties at Port Zante. This project is scheduled for completion this year. Additionally, a second cruise ship pier, 437 metres long, and deep enough to take any of today's mega ships will be constructed soon. It is noteworthy that the *Queen Mary II* has called at our port on several occasions during the 2005 cruise season, and we are working to attract ships of similar size when construction of the new pier is finished. Construction work is scheduled to start this year, when it is completed, St. Kitts will be able to accommodate up to four mega ships at the two piers at the port or a combination of smaller vessels.

The uniqueness of our newest attraction, the St. Kitts Scenic Railway continues to be an activity of choice

“Kingstown Cruise Terminal • St. Vincent & the Grenadines”



St. Vincent's Kingstown Cruise Terminal is the Caribbean's newest destination. Managed Jointly by the St. Vincent & the Grenadines Port Authority and the private sector, the purpose-built terminal contains a full range of services including Customs and Immigration, a tourist information office, no fewer than 26 shops and retail outlets, a terrace café, rest rooms, post office, and telephone and fax facilities.

Beyond the terminal building is a pick up/set down area for 50 taxis/minibuses as well as parking for tourist buses.

The cruise terminal has two berths:

- ◆ The North Berth accommodates cruise ships up to 260 meters in length overall and 70,000 gross registered tons with a maximum draft of 9.75 meters
- ◆ The South Berth is for smaller vessels up to 100 meters in length 4,500 grt and

5.6 meters in draft. The terminal has its own purpose-built landing stage for cruise passengers arriving by tender from a ship at anchor.

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amongst the cruise passengers who visit our destination. It is the most unique way to see St. Kitts. Visitors are delighted to be taken around the island using the tracks of the original Sugar Train, via old plantation homes, and some spectacular scenery including dramatic bridges. Since its inception on January 20, 2003, the demand has grown considerably. During the cruise season, there was a number of wait listings, and based on this information, the St. Kitts Scenic Railway intends to expand its carrying capacity for the 2005-2006 tourism season, and to increase its merchandising offerings. Presently, a top of the line horseracing track is scheduled to open shortly in Dieppe Bay, providing visitors with another exciting option. Additionally, a new world-class golf course is under construction at La Vallee, and this, too, would significantly enhance our island's product offerings.

In April this year, the Brimstone Hill Fortress National Park Society celebrated its 40th anniversary. It has been an excellent custodian, as it has sought to effectively maintain and repair the structures, develop a museum, and create offerings that would appeal to our visitors. The United Nations Educational, Scientific and Cultural Organization (UNESCO) lists the Brimstone Hill Fortress National Park as one of the World's Heritage Sites, and indeed, it is a remarkable and unique centuries old structure of the

Eastern Caribbean. Not surprising, therefore, it continues to be a favourite amongst first time as well as repeat visitors to St. Kitts.



A variety of entertaining activities is available to cruise passengers. These include coastal trips onboard catamarans, rain forest tours, mountain hiking, tours of the plantation hotels, island tours by bus or cars, or walking tours of the city, snorkeling and scuba diving, or if one prefers, try lazing on our beaches. For cruise passengers who wish to return for longer stays, they would have a wonderful opportunity to immerse themselves in the culture of our islands - our foods, music, dance and traditional folklore.

Our members of staff participate in a number of regional and international trade shows, including the FCCA Conference and Sea Trade Conference. It is through this type of involvement that we get the exposure amongst key players in the marketplace, and we are committed to continued participation in international events like this. In 2007, St. Kitts and Nevis will be hosting World Cup

Cricket, and this opens wonderful opportunities for the business sector, and for people generally. Due to the increased demand for accommodation, we anticipate that we would have to use the services of cruise ships to assist with accommodation. This type of partnership would bode well for future relations between St. Kitts and Nevis and the cruise industry.

We are particularly pleased to learn of the re-emergence of Puerto Rico as a major homeport for cruise lines plying the Caribbean. This is a significant and a welcomed development and one that we strongly support. For us, the proximity of Puerto Rico makes St. Kitts and Nevis an ideal destination for cruise lines that homeport there. The potential for new business is substantial and is mutually beneficial to the cruise lines, the Eastern Caribbean destinations and cruise passengers. Of course, the projected increase in direct and indirect economic benefits provide us with an opportunity to further enhance our growth and development, hence further improvements to our tourism product.

Indeed, I am pleased to say that the Federation of St. Kitts and Nevis is eagerly preparing to welcome our special guests for the FCCA 2005 Annual Conference. Let us commit to dialogue and take action that enhances cruise tourism for all, and as a result, be able to sustain the industry in mutually beneficial ways.

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To learn how to launch an exciting relationship with the South's Easy vacation port, contact Al St. Clair at the Mobile Alabama Cruise Terminal at 251-338-7447 or visit www.shipmobile.org.



CONVERTING CRUISERS TO LAND BASED VACATIONERS

A CASE STUDY FOR THE UNITED STATES VIRGIN ISLANDS

By Edward E. Thomas, President & CEO, The West Indian Company Limited.

For many years, the cruise industry and the hotel industry in the Caribbean were at odds over what was perceived to be an intense competition between them. The cruise industry emphasized that they were not targeting passengers who would have taken a resort vacation to a Caribbean destination but rather, their focus is on successfully attracting passengers who would have opted for one of the myriad of vacation choices available to them domestically. With the cruise industry spending over \$300 million annually in the United States alone to generate awareness, create demand and produce passengers for Caribbean cruises, this marketing effort has also ultimately succeeded in raising the interest in overall Caribbean vacations. In addition, recent statistics show that 85 percent of cruise passengers indicate that they are sampling destinations on a cruise with a view to return for a resort vacation.

By the mid 1990's, managers and attitudes in both sectors changed and there was a realization that both sectors could be complementary to the entire product. The FCCA started a series of regional Conferences in Barbados in 1994, at which time both sectors started to interact in a more positive manner. By 1996, when the third Conference was held in St. Thomas, there was a complete realization that cruise passengers were an important source market for hoteliers, especially since the cruise industry had grown so rapidly in the Caribbean. St. Thomas was the first destination to actually allow for the marketing of cruise guest to hotel owners by establishing a tourism desk in its Welcome Center. This kiosk allowed for information to be passed to cruise passengers as well as to have them fill out surveys. This enabled the hotels to contact these cruise

passengers when they returned home and solicited them to return as overnight guest for their next vacation.



Promotional coins

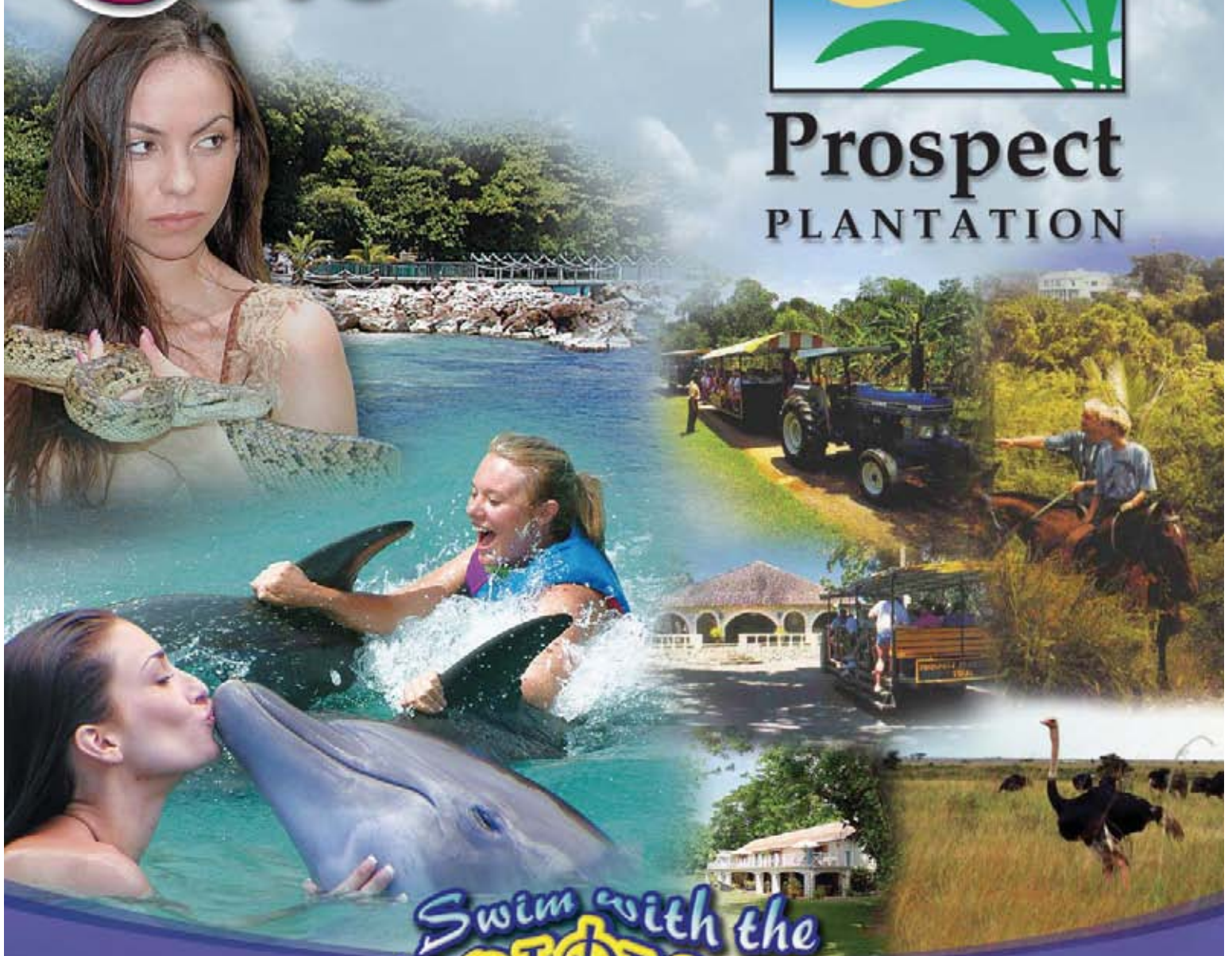
A few years later, the Department of Tourism, the Hotel & Tourism Association, The West Indian Company Limited and most importantly Tropical Shipping Corporation, embarked on a new strategy using a coin with a website as part of its logo to distribute to cruise passengers. Upon returning home, these passengers could access the website and follow links to hotels and attractions that may be of interest to them upon a return visit to the islands. This is the essence of how the program works and this paper is an economic review of both the cruise product and the land based product from a destination standpoint; that being St. Thomas in the Virgin Islands – a case study if you will.

We know that leisure business is booming as we speak, but will that situation sustain itself? We think so for a good while yet for three basic reasons: One, the United States has shifted from a manufacturing society to a consumer society. Wal-Mart is now the biggest corporation and is a key player in the Dow Jones Averages. Home Depot is the number two retailer in the U.S. and the merger of Sears/K-Mart will make them number three. What is interesting is that a number of products that they sell are not made in the U.S., but overseas, especially in mainland China. Because of low wages and other operating costs there, these products are sold at a very affordable price in

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the U.S. This allows the American consumer to buy whatever he wants and still leaves him with a large portion of discretionary income. When Americans have large left over incomes they turn that into leisure activities, mainly travel and tourism. Second, they need a place to spend this income and because of the disparity between the U.S. dollar and the euro, Europe at this time is not a good option. (Conversely, because of this same disparity, Europeans are flocking to the U.S. Thirdly, the Caribbean is still deemed to be a very safe place to come to. International terrorism is not an issue and domestic disturbances are for the most part confined to specific areas of our islands and mainly drug-related. In the USVI cruise passenger arrivals in 2004 were 1.9 million and spending was at \$273.00 per person, the highest in the Caribbean. The major beneficiaries of this cruise spending were food and beverage facilities, tour organizers, transportation providers and most importantly retail stores.

On the land-based side last year we increased our hotel occupancy by 9%, increasing our hotel occupancy taxes from \$13 million in 2003 to \$14.6 million in 2004. A significant portion of this increase came from prior cruisers since 62% of hotel guests indicated that they first came to the islands via a cruise vacation. This overnight sector spends on average \$1,423 on a trip which lasts approximately 4.3 days. The major beneficiaries of this spending are hotels and their employees, food and beverage outlets, tour and transportation organizers and retail stores.

In January, we embarked on several new initiatives to further enhance this program.

1. With the completion of our Crown Bay dock facility for Panamax-size vessels, we will open a Welcome Center there to similarly distribute the coins.

2. Persons who fill out a data card and enter a sweepstakes can win a vacation that includes everything airfare, five night's hotel stay, \$1,000 for shopping and free passes to attractions such as Coral World, Paradise Point, etc.)

3. If a hotel booking is made within 30 days of the cruise visit, there will be a 25% discount given on the hotel stay.

4. We are creating a program called "Resort Experience Your Day Onshore" where a cruise passenger can secure a hotel room and fully utilize a resort facility for that day.

"Working with our colleagues in the cruise industry only makes good marketing sense. We acknowledge a significant number of guests in our hotels initially visited the Virgin Islands on a cruise. We believe there is a tremendous opportunity to tap into the visitors that come to the Virgin Islands and convince them *one day is not enough*," stated Graeme Davis, chairman of the board of the USVI Hotel & Tourism Association.

"We know that our cruise conversion program is working based on the number of calls we receive from individuals planning their return vacations who received information at our Welcome Centers. Our objective is to close the loop so that we can measure the impact of this program. The potential for capturing new business from the cruise market is huge. We must harness the benefits of these daily familiarization visits and convert them into hotel stays", said Beverly Nicholson, president of the USVI Hotel & Tourism Association.

"For the cruise ship passenger, Secret Harbour Beach Resort provides the perfect interlude between the hustle and the bustle of travel and daily stresses. After relaxing your body and mind, we give you romantic memories of our quiet calm here in the U.S. Virgin Islands; a piece of paradise, upon your return visit", states Julia Percival, operations manager, Secret Harbour Beach Resort.

In summary, the United States Virgin Islands fully supports this Cruise Conversion Program since tourism in all its sectors contributes 64% of the islands gross territorial product.

Two definitions of a great cruise destination:

- 
1. Cruising in The Grenadines.
 2. Going ashore in St. Vincent.



The Port Kingstown Terminal in St. Vincent opened in 2000 and has already gained considerable prestige and received a major surge of cruise visitors attracted by stunning St. Vincent & The Grenadines. The terminal itself is another good reason for passengers to enjoy their trip to St. Vincent. It includes a tourist information office, 13 attractive shops, a cafe, mail, telephone and ATM facilities.

The terminal is managed jointly by the St. Vincent & The Grenadines Port Authority and the private sector and consists of two berths. The larger currently accommodates cruise ships up to 260 meters long and 70,000 tons, although the water depth is generous enough to allow vessels of up to 100,000 tons to dock, enabling the largest cruise ships in the Caribbean to utilize Port Kingstown. Smaller vessels can berth at the other terminal, which accommodates vessels up to 100 meters in length and 4,500 tons.

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FCCA 2005

Poster Competition Winners

Each year the Florida-Caribbean Cruise Association invites students from the Caribbean, South and Central America and Mexico to participate in the annual FCCA Foundation for the Caribbean Children's Environmental Poster Competition. An impressive 18 nations participated in this year's contest, making it a record high. Destinations such as Haiti and Costa Rica participated for the first time this year!



2005 winners included 10-year-old Ifeanyichukwu Otuonye of Turks & Caicos' Eliza Simons Primary School in the Junior Division (ages 12 and younger) and in the Senior Division (ages 13 – 16) was 16-year-old Julius Tinker of the Bahamas' C.C. Sweeting Senior High School.

Students were encouraged to create a poster that visually depicted at least three ways they could help protect the environment and promote environmental awareness in their country. The competition's purpose is to promote and stimulate environmental awareness among students and effectively educate the importance of environmental protection. Each country submitted one poster in each age category to be represented in the finalist; all posters were well thought out and artistically poignant.



Ifeanyichukwu Otuonye, (Turks & Caicos) accepts his award from Michael Ronan, Royal Caribbean Cruises Ltd.

The winners, Ifeanyichukwu Otuonye and Julius Tinker, each received an educational scholarship of US \$2,500. In addition, they were invited to participate in and accept their prizes at the 1st Annual FCCA Gala Dinner Extravaganza, held at the American Airlines Arena in Miami on March 16, 2005.

Ifeanyichukwu's poster titled "**Our Environment is our world: Preserve it!**" is divided into three sections, which depicts the different ways our environment is being destroyed, rebuild preserved and enjoy respectively. Section A shows environmental pollution in the air, on land and in the sea. Section B shows attempts to clean and preserve the environment in a variety of ways. Section C shows the future, clean, preserved and pollution-free.



Julius' poster titled "**Preserve Today for Tomorrow**" portrays a vivid and detailed look at the Bahamas and the creatures that inhabit it. If we do not preserve and protect them now, then we won't have anything to show future generations.



Julius Tinker, (Bahamas) accepts his award from Michael Ronan, Royal Caribbean Cruises Ltd.

The FCCA also congratulates the second and third place winners in each division. Eleven-year-old Renaldo Craigwell from Barbados' Charles F. Broome Memorial Primary School won second place and nine-year-old K-Resha Browne from St. Kitts Tyrell-Williams Primary School won third place in the Junior Division.

Fifteen-year-old Attainea Toulon from Dominica's Convent High School and Saint-Martin Amandirie from Haiti's Institution du Sacre-Coeur. Second place winners in both categories will each receive US \$1,500 and third place winner will receive US \$1,000.

The FCCA will also donate art supplies to the schools of the first, second, and third place winners in both categories. The other finalists in each division will receive US \$200 rewarding their participation and good work.

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Sint Maarten

Ship Profiles



Carnival Liberty

Inaugural Cruise: July 2005
Shipyard: Fincantieri Cantieri Navali
Shipyard Location: Monfalcone, Italy
Registry: Panama
Cruising Speed: 22.5 knots
Crew Nationality: International

Size & Capacities
Tons: 110,000
Length: 952 feet
Draft: 27 feet
Passengers: 2,974
Crew: 1,160

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Accommodations

State Rooms: 1,487
Balcony Cabins: 504

Facilities

Suites: 42
Passenger Decks: 13
Swimming Pools: 4
Whirlpools: 7

Deployment

Eastern Caribbean,
Western Caribbean
and Mediterranean



Pride of America

Inaugural Cruise: June 2005
Shipyard: Meyer Werft
Shipyard Location: Bremerhaven, Germany
Registry: USA
Cruising Speed: 21.8 knots
Crew Nationality: American

Size & Capacities
Tons: 81,000
Length: 920.6 feet
Draft: 26 feet
Passengers: 2,144
Crew: 800

NCL
NORWEGIAN CRUISE LINE
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Accommodations

State Rooms: 1,072
Balcony Cabins: 613

Facilities

Suites: 52
Passenger Decks: 12
Swimming Pools: 2
Whirlpools: 4

Deployment

Hawaii

Faces In The Industry

Sydney Bain ~ Pest Control Operator

Disney Cruise Line



B a h a m a s

My name is Sydney Bain, from Abaco, Bahamas, and I am a Disney Cruise Line Crew Member. As a Pest Control Operator on our beautiful island, Castaway Cay, I am responsible for making sure pest control on the island is maintained. When the *Disney Magic* or the *Disney Wonder* is in port, I am the Tram Coordinator, making sure the three tram drivers get their proper breaks throughout the day.

I have been with Disney Cruise Line since Castaway Cay was in development. In fact, I worked for the company that built the island. Once the build project was complete, I worked on the creative construction of Castaway Cay. From there, I transferred to Disney Cruise Line on Castaway Cay as part of the Maintenance Team. Disney Cruise Line has provided me beneficial training and development over the past seven years (since November 1998).

Working for Disney Cruise Line has provided me the opportunity to travel. I have been to the Disney Cruise Line headquarters and have seen how the operation works from Celebration, Florida. Disney Cruise Line provides every Crew Member with extensive training, called Traditions, that teaches guest service skills as well as the heritage of The Walt Disney Company.

Disney has taught me many skills, especially in guest satisfaction, that will help me in the future. As a final note, I would like to say that I am very happy with Disney Cruise Line. I would like to thank them for the skills and knowledge they have taught me.

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Around The Caribbean



FCCA Operations Committee members meet with a delegation from Puerto Rico, led by Mickey Espada (center), Deputy Director of the Puerto Rico Tourism Company.



Lic. Gustavo Ortega (sitting second from left), Mayor of Cozumel, Mexico, visits with the Operations Committee in FCCA's office.



Check presentation for Earthcare by officers of M/S Fantasy, Carnival Cruise Lines.

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Port Canaveral, A Partner For Success

Marketing Our Niche

Since Port Canaveral is located just 50 miles from Orlando—home to the most popular attractions in the world, with more than 46 million tourists annually—we focus our cruise marketing message on the ultimate Florida vacation experience—combining a trip to Orlando and Florida’s Space Coast with a cruise out of Port Canaveral. And because Orlando is a name recognized worldwide, we refer to the Port as Orlando’s Fun Port. Our very successful advertising campaign “One Trip Two Vacations, Twice the Fun,” targeted at both travel professionals and consumers, is in its sixth year. The campaign also promotes Orlando’s Fun Port as closer to the drive market for 3-, 4-, 7-day or longer cruises.

Ahoy Orlando

One trip, two vacations, twice the fun!

In Central Florida, discovering fun and relaxation at sea is as easy as finding theme-park thrills on land. Simply combine Orlando and Florida's Space Coast attractions, including 72 miles of beaches and Kennedy Space Center, with a daily gaming cruise or a 3-, 4- or 7-day island getaway to the Bahamas, and the Eastern and Western Caribbean — all departing from Port Canaveral.

Offer your clients two vacations and twice the fun with one trip combining a cruise from Port Canaveral with Central Florida attractions. For your FREE Travel Agent Resource Kit which includes cruise itineraries and maps call 1-877-FUN-PORT (386-7678).

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Regional Partnerships Help Fill Staterooms

We partner with regional tourism and planning organizations to leverage our marketing efforts. Our combined resources help us reach travel professionals and the cruising public with a frequent and consistent message that helps fill staterooms.

Electronic Signage Provides Guests Quick and Easy Access

We believe your guests should have the best cruise experience possible and that's why we've designed a state-of-the art, electronic signage system to make it easy for your arriving passengers to find our terminals.

Plenty of Secure Parking

Port Canaveral has a six level parking garage that can accommodate 1,200 vehicles. This is the first garage of its kind to feature eight 100-foot panels of hand painted artwork featuring marine life on Florida's Space Coast. The garage has already been acclaimed as Brevard County's largest public arts project.

Fully-Dedicated, Island-Themed Terminals

Once inside our custom-designed terminals, your guests will experience a pleasant, island atmosphere with tropical foliage, cascading waterfalls and a panoramic ocean view

of your ship. Our intention is to help your guests shift into a cruising mood even before they cross the gangway to your cruiseliner.

Port Canaveral is proud to be the homeport and port-of-call of the leading cruise lines and welcomes the opportunity to discuss how we may be able to be a **“Partner for Success.”** For additional information contact Bobby Giangrisostomi, Vice President of Business Development.



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