



President's Message and Annual Activity Report

Robert D.L. Sands

2009: Challenges and Opportunities

Never before has the adage "*when the going gets tough, the tough get going*" had more relevance than today. Our industry has faced one of its most challenging years and our very survivability and ultimate return to profitability rests with how well we manage today's crisis while concurrently planning for our future.

As the depth of the recession became apparent, the Bahamas Hotel Association reassessed its goals, priorities and mode of operation. To weather the storm, we realized that we needed to be positive, focused, flexible, organized and proactive. In this *Annual Activity Report*, you will see an organization which has adhered to those essential characteristics – which are bound by a 'toughness' and resolve to not only see us through this storm but to come out of it much stronger and more adaptable.

You will see that we've been driven by the core strategies embedded in our strategic plan – with a commitment to forging alliances and partnerships being core to our principles, in particular with our sister organization Promotion Boards, BHEA and the Ministry of Tourism and Aviation.

Our 2009 priorities focused on a range of activities aimed at addressing airlift challenges, helping to reduce the cost of doing business, seeking revisions to legislation and regulations to improve our business climate, working to ensure the safety of our visitors, strengthening the capacity of small hotels, supporting infrastructure and long-term improvements, and building a better workforce.

At the same time, we have begun to build a new foundation. Recognizing that for 50 years the private sector and the Ministry of Tourism have been

operating on an organizational model suited to past needs, we question whether that model is relevant to meeting our future needs. We've begun a self-assessment and in 2010 will begin in earnest to determine how best we might reorganize BHA and our industry's collective and collaborative approach to the future.

While we aspire to meet all of our member needs, the practicality is that we must manage the affairs of your organization, the Bahamas Hotel Association, based on priorities defined by our members, and the realities of financial and volunteer resource limitations.

We have been highly appreciative of the support which many members have provided to our various activities throughout the past year. I believe we've made good strides in bad times. But I also believe that we've not realized our potential. To do so will require a stronger and more collective resolve by all of us and a willingness to be a far more positive and proactive force for change. I believe all of that is within our grasp.

Thank you to all of our members for your support in 2009, as well as to our sister organizations, our dedicated staff and the team at the Ministry of Tourism and Aviation who have remained diligent in these difficult times. I'm bullish on our future and confident that our industry's best days are ahead of us.

Best wishes for 2010.
Robert D.L. Sands
President

THE BHA MISSION

The Bahamas Hotel Association serves the needs of its members by facilitating the profitability, quality, and sustainability of tourism for The Bahamas.

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GUIDED BY A STRATEGIC PLAN...ADAPTED TO MEET TODAY'S NEEDS

The Bahamas Hotel Association is in the final year of a five year strategic plan. While the core strategies and goals have remained the same, the Executive Committee has modified its emphasis and approach to meet immediate needs. Early in 2009 the leadership undertook an exhaustive review of the plan, reaffirming a number of key initiatives and adding others within the framework of the goals to more effectively address needs in a marketplace redefined by a new economic climate.

CORE STRATEGIES

BHA's Activities are driven by the following strategy commitments:

- **Research** – *Member input, data, best practices, benchmarked successes inform decisions*
- **Alliances** – *Where appropriate, BHA leads or teams with Promotion Boards, BHEA, MOTA, Unions, Other organizations and areas of Government to achieve its goals or supports other entities in their efforts to achieve goals aligned with the BHA*
- **Communication** – *Effective internal and external communication is necessary to promote the views and positions of the industry and advance the value of the organization and industry*
- **Resource Allocation** – *Sufficient staff, volunteer and financial resources must be available to support the organization's goals*
- **Leadership** – *The organization commits to providing and developing the staff and volunteer leadership essential to supporting and achieving its goals.*

2009 Leadership Team

BHA EXECUTIVE COMMITTEE

President – Robert D.L. Sands
Immediate Past President- Russell Miller
Senior Vice President – Ernest Cambridge
Treasurer – Peter Maguire
Corporate Secretary and Executive V.P. – Frank Comito
Vice President – Nassau-Paradise Island – Barbara Hanna-Cox
Vice President – Out Islands – Lynn Johnson
Allied Member Representative – Gershan Major
Vice President – Grand Bahama Island – Roberto Paresce
Chairperson – Workforce Development – Beverly Saunders
Allied Representative At-Large – Gershan Major

DIRECTORS

Nassau/Cable Beach/Paradise Island

Adrian Radder
Dean Spychalla, Nassau Palm Resort
Don Robinson, Baha Mar Development Company
Earle Bethell, Baha Mar Development Company
George Markantonis, Kerzner International
Hans Altenhoff, Sheraton Nassau Beach Resort
Hiltrud Augustin, Best Western Bay View Villas
J. Barrie Farrington, Kerzner International
Roger J. Swadish, Wyndham Nassau Resort
John Conway, The Cove - Atlantis
Karen Carey, Kerzner International
Michael James, Sandals Royal Bahamian
Pablo Torres, British Colonial Hilton
Richard Mirman, Kerzner International
Scott Cornelius, Paradise Island Harbour Resort
Stephen Sawyer, Kerzner International
Stuart Bowe, Kerzner International
Terry Adderley, One and Only Ocean Club
William Naughton, Comfort Suites
Winston Williamson, Club Land'Or

DIRECTORS

Grand Bahama Island

Agnes McIntosh, Xanadu Beach and Marina Resort
Brent Ingraham, Old Bahama Bay
Gilda Noboa, Viva Wyndham Fortuna Beach
Glyine Delancy, Port Lucaya Resort and Yacht Club
Kor Dormans, Ocean Reef Resort
Magnus Alnebeck, Pelican Bay Hotel
Marva Munroe, Pelican Bay Hotel
R. Andrew Barnett, Best Western Castaways Resort
Sean Basden, Flamingo Bay Hotel & Yacht Club
Ta'Shar Cuccurullo, Sunrise Resort and Marina

MIDDLE MANAGEMENT DIRECTORS

Grand Bahama Island

Donald Glass, Old Bahama Bay
Renee McKinney-McPherson, Radisson Our Lucaya
Veronica Clarke, Radisson Our Lucaya

DIRECTORS

Out Islands

Carl Gershenson, Oceania Heights
David Hocher, Staniel Cay Yacht Club
Elizabeth Vance, Stella Maris Inn
Emmanuel Alexiou, Abaco Beach Resort
Jeff Birch, Small Hope Bay Lodge
Kirk Aulin, The Cove Eleuthera
Lynn Johnson, Green Turtle Club
Neville LeeChoy, Club Peace and Plenty Hotel
Robert Meister, Treasure Cay Hotel Resort
Sammy Thurston, Sammy T's Beach Resort
Stephen Kappeler, Powell Point Resort at Cape Eleuthera
Anthony Armbrister, Fernandez Bay Village
Tracy Stoltz, Grand Isle Resort & Spa

MIDDLE MANAGEMENT DIRECTOR

Family Islands

Matthew Marco, February Point Resort Estates

CASINO MANAGEMENT

Kevin McGowen, Crystal Palace Casino

DIRECTORS

Allied and Provisional Hotels

Carter Redd, Bakers Bay
Anders Wiberg, Cable Beach Manor Apts.
James Bermingham, Montage Royal Island

ALLIED DIRECTORS

Allied At-Large – Gershan Major, Mail Boxes Etc., Caribbean
Advertizing, PR, Publishing Abroad– Patricia Ecke, NY Times
Advertizing, PR, Publishing Bahamas – Bobby Bower, Star Publishing
Airlines – Van Diah, Bahamasair
Attractions – Jeffrey Beckles (formerly Sea Island Adventures)
Ground Tour Operators – Hadley Forbes, H. Forbes Charter Co. Ltd.; Michael Symonette, Bahamas Experience
Suppliers – Bahamas – Frederick Lightbourn, Poop Deck Sandypoint
Suppliers Abroad – Lee Rosenthal, Hotel Restaurant Supply

LIFETIME DIRECTORS

Nettica Symonette, Casuarinas of Cable Beach
George Myers, Best Western Bay View Villas

2009 Key Task Forces

Industry Leaders Group

Robert 'Sandy' Sands, Bahamas Hotel Association
J. Barrie Farrington, Bahamas Hotel Employers Association
George Myers, Nassau Paradise Island Promotion Board
Jeff Birch/Stephen Kappeler, Bahamas Out Islands Promotion Board
Roberto Paresce, Grand Bahama Island Tourism Board
George Markantonis, Kerzner International
Don Robinson, Bahamar
Fred Lounsbury, Nassau Paradise Island Promotion Board
James Turner, Grand Bahama Island Tourism Board
Raymond Francis, Bahamas Out Islands Promotion Board
Michael Reckley, Bahamas Hotel Employers Association
Frank Comito, Bahamas Hotel Association

Operating Costs Task Force

Ernest Cambridge, BHA and Kerzner International
Michael James, Sandals
Gene Albury, Kerzner International
Peter Maguire, Lyford Cay Club
Scott Cornelius, Paradise Island Harbour Resort
Barbara Hanna-Cox, Marley Resort

Gaming Committee

Kevin McGowen, Chairperson, Crystal Palace
Denise Rahming, Crystal Palace
Richard Waters, Kerzner International
Janice Hackett, Kerzner International
Craig Levesque, Isle of Capri
Robert Sands, BHA President
Frank Comito, BHA EVP

CCTV Task Force (private sector and MOTA reps)

Robert 'Sandy' Sands, BHA and Bahamar
Ernest Cambridge, Kerzner International
Clinton Adderley, Kerzner International
John Nixon, Ministry of Tourism and Aviation
Vaughn Roberts, Downtown Nassau Partnership
Frank Comito, BHA

Workforce Development Advisors

Beverly Saunders, Chairperson, Kerzner International
Marcia Newball, Sheraton Nassau Beach
Juliet McPhee, Comfort Suites
Leanora Archer, Department of Education
Leslie Norville, Ministry of Tourism
Zoe Powell, Department of Education
Anne Smith, Department of Education
June Hutchenson, Catholic Diocese
Joan Norman, Anglican Diocese
Sandra Russell, Ministry of Tourism
Keyshan Cartwright-Bastian, Department of Education
Sharon Ferguson, Department of Education
Olly Knowles, Ministry of Education
Valderine Hamilton, College of The Bahamas CHMI
Latasha Allen – Workforce Project Assistant
Bridget Murray – BHA Workforce Development Manager

Marina Operators of the Bahamas Executive Committee

John Bethell, President, Abaco Yacht Services
Peter Maury, Vice President, Kerzner International
Troy Cornea, Treasurer, Harbour View Marina
Mike Stafford, Bradford Marine
Earl Miller, Ministry of Tourism and Aviation
Frank Comito, Secretary
Jennifer Edwards, Advisor
Shamine Johnson, Manager

Industry Partners Scholarship Selection Panel

Leslie Norville, Ministry of Tourism
Ruth Gardiner, College of The Bahamas
Godfrey Brice, Bahamas Hotel Catering & Allied Workers Union
Shanelle Adderley, Bahamas Hotel Employers Association
Frank Comito, Bahamas Hotel Association

BHA/STEMM National Small Hotels Task Force

Nina Maynard, Chairperson, The Corner Hotel
Chris Illing, A Stone's Throw Away
John Knowles, The Orchard Garden Hotel
Sharron Johnson, Sunrise Beach Villas
Stanley White, Pete & Gay Guest House
Sammy Thurston, Sammy T's Beach Resort
Raymond Mackey, Tranquility Inn
Shawn Leadon, Andros Island Bonefishing Club
Nathaniel Adderley, Nathan's Lodge
Cheryl Bastian, Swains Cay Resort
Juanita Percentie, Tingum Village
Pauline Johnson, Unique Village
Doris Kemp-Knowles, Ocean Pearl Resort
Nesbitt Ferguson, Palm at Three Sisters
Dr. Jennifer Edwards, Director, BHA STEMM Project

BHA Support Team

Frank Comito, Executive Vice President
Wendy Wong, Executive Administrator
Dominique Duncanson, Executive Assistant
Shamine Johnson, BHA Grand Bahama and Marina Operators Manager
Thelma Sturup, Grand Bahama Manager/Hospitality Assured Advisor
Maria Butler, Accounts Manager (part-time)
Yvonne Rahming, Receptionist (shared)
Kenneth Clarke, Messenger (shared)
Bridget Murray, Workforce Development Manager
Latasha Allen, Workforce Development Administrative Assistant
Dr. Jennifer Edwards, STEMM Project Manager
Charlotte Knowles-Thompson, STEMM Project Coordinator
Thomas Barnett, Intern
Danielle Woodside, Intern

Bahamas Hotel Association 2009 Activity Report:
AN ACTIVE AGENDA ADDRESSING TODAY'S NEEDS AND BUILDING FOR TOMORROW

7 PRIMARY GOALS AND PRIMARY ACTIVITIES

GOAL #1: ADVOCACY - *To be the leading unified private sector advocacy voice for Bahamian tourism.*

Primary 2009 Activities

1. *Support Efforts to Attract Airlift at Lower Costs While Increasing Passenger Traffic and Convenience*

i. *Seek elimination of Bahamas Customs/Immigration overtime charges assessed to airlines to stimulate additional lift during evenings and weekends*

Actions:

- BHA continued to advance this and provide support documentation to Government indicating its cost impact to airlines and potential traffic and net revenue return through its elimination.
- Government has committed to a new policy effective 2010 eliminating the charges.
- Additional lift has already been committed for 2010.

ii. *Advocate for elimination or reduction of proposed United Kingdom Air Passenger Duty increases*

Actions:

- Joined with the Caribbean Hotel and Tourism Association in campaign to avoid implementation as proposed.
- Sought Bahamas Government support for elimination or 're-banding' of Bahamas and Caribbean to reduce impact.
- Unsuccessful. Increases took effect November, 2009. Still chance for change to 're-band' the region.

iii. *Continue to support an improved passenger experience at LPIA through the elimination of the second-level security checkpoint at LPIA in the US departure terminal.*

Actions:

- Through industry representation on the Airport Authority Board of Directors, played an active role in a collaborative effort by all airport stakeholders to eliminate the checkpoint.
- US officials approved elimination and checkpoint eliminated end of November.

iv. *Support more efficient and lower cost ground handling fees to help reduce costs of airline operations.*

Actions:

- Through industry representation on the Nassau Airport Development Company Board, advanced efforts to address high cost. Options are being explored. No action to date.

v. *Support collaboration between the Ministry of Tourism, Promotion Boards and other stakeholders to attract additional airlift at reasonable rates.*

Action:

- Convened several industry leaders meetings between the Minister of Tourism and Aviation and leadership from BHA, BHEA and the Promotion Boards to address priority industry issues. Both the Minister and Promotion Boards viewed this as a top priority issue and have collaborated on various aspects of attracting and retaining lift. BHA has also advanced that the Nassau Airport Development Company be more actively engaged with MOTA and industry in airlift development and this improved collaboration is beginning to show tangible results in new airlift.

2. ***Advance Policies and Practices to help Reduce the High Cost of Conducting Business and Utilities***
 - i. ***Research initiatives which could be considered in support of this priority, particularly with regard to the cost of utilities and energy consumption***
Actions:
 - Convened Operating Costs Task Force which developed a series of recommendations presented to Government
 - Customs Duties eliminated CFL light bulbs, marine parts for transient boaters, and reduced for generators and several other items recommended by BHA
 - ii. ***Seek a resolution to unfair purchasing requirements for agricultural products on Grand Bahama***
Actions:
 - Provided Government with documentation showing unfair practice.
 - Practice has been discontinued.
 - iii. ***Explore options for encouraging more participation by small hotels in investment incentive programs such as the Hotels Encouragement Act***
Actions:
 - Consulted with a number of owners of small hotels and the Director of Investments in the Office of the Prime Minister to understand problem and identify solutions
 - Recommendation was made for lowering of 25% investment threshold for small hotels to take advantage of renewal of Hotels Encouragement Act investment incentives
 - Government agreed to consider on case by case basis.

3. ***Advocate Revisions to Gaming Regulations and Practices in The Bahamas to Better Meet Today's Consumer Interests and Result in Revenue Enhancements for the Government and Private Sector***
 - i. ***Convene Casino Committee and develop recommendations.***
Action:
 - Recommendation presented to the Minister of Tourism and Aviation, who is responsible for gaming. He agrees in principle with most of the recommendations and begins process to seek additional input from the Gaming Board and others with a view toward making changes.
 - ii. ***Advance legalization to legalize a national lottery or similar Government revenue-raising activity.***
Action:
 - Views presented to Minister of Tourism and Aviation and formally communicated to the Prime Minister.

4. ***Facilitate and Collaborate with the Promotion Boards and Ministry of Tourism where appropriate on Industry Development and Improvement Initiatives***
Actions:
 - Convened several Industry Leaders meetings, including two with the Minister of Tourism and Aviation, to address common needs and concerns. Agreement was reached in several areas.
 - Agreed to Office Relocation for BHA, BHEA, the NPIP and BOIPB to new Ministry of Tourism and Aviation Tourism Center, a move which will help improve collaboration.
 - Facilitated and supported several stakeholder meetings with BOIPB, MOTA, BHA and members from Abaco and Exuma to explore the feasibility of establishing Island Tourism Boards or similar mechanisms to help better address island-specific marketing, promotion and product development needs within a framework of connectivity to all external stakeholder organizations.
 - Commenced discussions with members, industry partner organizations, and the MOTA on the value of reorganizing the private sector's organizational approach to addressing marketing, advocacy, government relations, product development and member support needs. This is being aligned with BHA groundwork for its next five-year strategic plan which should be adopted in 2010.

5. Effectively Seek to Engage the Vacation Home Ownership Sector in the Industry's Advocacy, Product Improvement and Marketing Efforts while Supporting Licensing and Standards Criteria for the Sector

Actions:

- Sought to better understand the vacation home ownership sector by reviewing primary research and data compiled by the Ministry of Tourism profiling the sector
- Attended the American Association of Resort Developers annual conference to better understand the sector
- Recommended to Government the regularization of the sector. It was agreed in principle that vacation homes and condos which are available for short-term rental should be regularized with set standards, licensing and some measure of taxation.
- The Government amended legislation to require vacation rental properties to register with Hotel Licensing and pay a six percent room levy on transactions while extending property tax exemptions to certain properties.

6. Other 2009 Advocacy Activities

i. Seek Final Resolution to Ministry of Finance Requirement that Complimentary Rooms be Subject to Room Tax.

Action:

- Recommended regulatory change exempting all hotels from being required to pay a room tax for rooms provided for charitable, public relations and marketing (non gaming) purposes.
- Minister of Tourism agreed to recommended changes which were adopted.

ii. Advocate for Eliminating the Requirement for Inbound Travel Visas to Help Support Promotional Efforts and Ease of Travel to The Bahamas

Actions:

- Formally presented recommendation to Ministers of Tourism and Foreign Affairs who expressed agreement with some level of restriction for travel from certain countries.
- BHA invited to be part of task force convened by Ministry of Foreign Affairs to develop recommendation.
- Travel visa requirement waived for over 80 countries
- Additional countries presently under consideration.

iii. Continue to Seek Improvements to Work Permit and Labour Certificate Application and Approval Process

Actions:

- Corresponded with and met with new Director of Immigration to inform him of our regular efforts to sensitize members of the filing requirements as well as of continuing processing problems faced by members in Grand Bahama and the Family Islands. He committed to supporting efforts to reducing the processing time for new and renewing applications.
- Assisted several members who had followed procedures and were not getting responses in securing a decision on work permit applications
- Secured commitment from the Director of Labour to shorten the lengthy time it was taking to issue labour certificates.

Bahamas Hotel Association 2009 Activity Report: ***AN ACTIVE AGENDA ADDRESSING TODAY'S NEEDS AND BUILDING FOR TOMORROW***

7 PRIMARY GOALS AND PRIMARY ACTIVITIES

GOAL #2: TOURISM ADVANCEMENT AND PROTECTION – *To address industry needs in the areas of workforce development, sustainable development, crime prevention and any industry-related issue that directly or indirectly affects the hotel industry.*

Primary 2009 Activities

1. *Work to ensure the safety of all visitors.*

i. Hold regular meeting with the Minister of National Security and the Royal Bahamas Police Force to work on matters of visitor safety.

Actions:

- Organized two meetings in New Providence with key police and lead industry security representatives to affirm and better align communications.
- Committed BHA Grand Bahama Manager to assist with activating the Grand Bahama public-private task force.
- Met with Commissioner and senior RBPF team to express concerns about boat thefts and received commitments to step up efforts to reduce the thefts. Additional support sought through the Marina Operators of The Bahamas to support efforts and assist Ministry of Tourism with Abaco task force working on resolutions.

ii. Support implementation of Closed Circuit Television Cameras

Action:

- Assisted Minister of National Security and Police in establishing a task force to guide the implementation of a CCTV system starting in the areas most frequented by Tourists and several other areas in New Providence. Plan being developed. Vendor selections for cameras and support equipment will be made early in 2010. Program should roll out mid-year. Ministry of Tourism continues to expand pilot CCTV program in downtown Nassau which will eventually be tied into a secured municipal system.

iii. Conduct security lighting audits in all areas regularly frequented by tourists in New Providence.

Action:

- Audits completed in late November and corrections anticipated to be completed by the Bahamas Electricity Corporation by mid-December.

2. *Establish a Small Hotels Unit to serve as a resource center for small hotels, facilitating business operational support, cost reductions, bulk purchasing, efficiencies, advocacy and promotional activities*

Actions:

- Detailed plan developed by BHA's STEMM (Sustainable Tourism Entrepreneurial Management and Marketing project) team incorporating drawing upon input from small hotel owners throughout the country.
- Elements of plan implemented through STEMM project including: operational support and business standards programs, the beginning of a bulk purchasing program, training, and capacity building to support promotional efforts.
- Recommendations developed by Small Hotels Task Force to financially support the Small Hotels Unit and its plans.

3. *Continue to support improvements to key airports.*

Action:

- Through industry representation on Airport Authority, support efforts to begin to move toward private management of key Family Island airports starting with Marsh Harbour, Abaco.

4. Continue to support downtown Nassau revitalization efforts.

Action:

- Commitment of time of Executive Vice President to assist with efforts which in 2010 included the establishment of the Downtown Nassau Partnership. The DNP is an interim public-private sector body supported financially jointly (the British Colonial Hilton is a key financial supporter) which is guiding the development of: a detailed business plan for the management and development of the city; legislation to create a legal public-private sector entity to manage the city; and a detailed master plan for revitalizing the city – elements which are already underway.

5. Support the establishment of an association to represent the marina industry and its development.

Actions:

- With support from the STEMM Project, facilitated the work of a task force of marina operators to establish the Marina Operators of The Bahamas Association.
- Organized a forum in June at Old Bahama Bay, Grand Bahama with over 25 operators to finalize plans for the Association and elect officers.
- Identified short-term priority initiatives for the Association and supported their implementation including: elimination of duty on marine parts; streamlining the immigration/customs entry process; changing a tender requirement; providing additional input on a proposed national marina policy; attending the Fort Lauderdale Boat Show; and forming a marketing task force to work with the Ministry of Tourism to improve the boating and sailing representation on Bahamas.com.
- Providing part time organizational support by BHA's Grand Bahama manager to support the development and activities of the Association while building the organization's membership and financial base to allow it to become self-sustaining.

6. Support the Coastal Awareness Month Committee and Bahamas National Trust in establishing a youth camp to promote environmental awareness and an appreciation for its link to tourism.

Actions:

- Developed the youth camp program and budget with the Bahamas National Trust and the Coastal Awareness Month Committee.
- Secured industry's financial and inkind support for the camp.
- Twenty-two students attended the week-long camp at the Forfar Base in Andros. Very positive feedback and commitment made to expand the camp in 2010.

7. Assist with strengthening the linkages between locally grown agricultural products and the tourism industry.

Actions:

- Participated in a linkages forum sponsored by IICA, BAIC, BHA and MOTA, engaging many industry stakeholders with producers and suppliers of local produce. Recommendations were presented by the BHA President on practical ways to strengthen the linkages.
- Supported an initiative in Exuma, with assistance from the STEMM project, to bring farmers and restaurant and hotel operators together to develop purchasing and supply linkages.

Bahamas Hotel Association 2009 Activity Report: *AN ACTIVE AGENDA ADDRESSING TODAY'S NEEDS AND BUILDING FOR TOMORROW*

7 PRIMARY GOALS AND PRIMARY ACTIVITIES

GOAL #3: WORKFORCE DEVELOPMENT – *To improve the quality of education and training to meet the immediate and long-term needs of the industry.*

Primary 2009 Activities

1. ***Provide industry-related scholarships and support scholarship programs.***
 - i. ***Manage and support Industry Partners Pat Bain Scholarship Program in partnership with the Bahamas Hotel Catering and Allied Workers Union and the Bahamas Hotel Employers Association.***

Action:

 - Awarded 6 full-time and 1 part-time scholarship in Tourism Studies and the Culinary Arts program at the College of The Bahamas for 2009-10 valued at \$26,000.
 - ii. ***Support participation by Bahamian students in other scholarship programs.***

Actions:

 - Member properties contribute to Caribbean Hotel and Tourism Association's Education Foundation resulting in awards to two Bahamians in 2009-10 valued at \$7,000.
 - BHA Workforce Development Manager on Johnson and Wales Bahamas Advisory Committee contributing to 7 scholarship awards.
 - As supporting sponsor with the Ministry of Education and Keiser University for a Culinary Arts competition, three Bahamians were awarded scholarships valued at \$22,500 for 2010-2011.
2. ***Establishing the industry as a 'Career of First Choice' in the minds of educators and students.***
 - i. ***Conduct the 6th Annual Summer Educator Tourism Internship Program***

Actions:

 - Over 120 educators spent nearly a week in industry learning about the range of career opportunities and employer's expectations. Workshop sessions were designed to help educators strengthen the connection between their instruction and counseling and the industry's needs.
 - ii. ***Continue to build the Junior Hotelier's Program in the schools.***

Actions:

 - Added several more schools to the program which was piloted last year and continued to strengthen the 12 week curriculum aimed at providing early exposure to the industry, allow students and industry professionals to interact, understand social skills necessary to be successfully employed, and explore career opportunities.
 - Participating schools now include: Stephen Dillet, Mable Walker, Oakes Field and Anatol Rodgers. Five more schools have expressed interest.
 - iii. ***Conduct and support career awareness and workplace readiness program for secondary-level students.***

Actions:

 - Conducted second annual 'boot camp' for grade 12 students in collaboration with the College of The Bahamas and the Ministry of Education. Over 500 students attended the two day camp.
 - Participated in National Career Month program of Ministry of Education coordinating industry participation in school visitations, field trips, a careers fair and student competitions.
 - Collaborated with Johnson and Wales University and Ministry of Education to conduct one-day workshop for 400 select public and private school seniors interested in pursuing a career in tourism and hospitality.

3. ***Advocate and support industry-specific and overall improvements to education programs.***
 - i. ***Support the establishment of a tourism magnet program in high schools.***
Action:
 - Continued to provide input into the curriculum development for the program by the Ministry of Education.
 - ii. ***Represent the industry on the National Workforce Standards Taskforce***
Action:
 - BHA Workforce Development Manager and industry HR professional providing industry representation on taskforce.
 - iii. ***Assist with planning of National Education Summit and provide input on Education's Ten Year Plan.***
Action:
 - Input provide in both activities.

4. ***Expand credentialing programs, with greater focus on improving basic skills and customer service.***
 - i. ***Build upon employee and employer base of participants in Caribcert program.***
Action
 - Enrolled 51 employees in program this year from Old Fort Bay, Bakers Bay and Comfort Suites.
 - ii. ***Support Ministry of Tourism and Aviation's efforts to revamp Bahamahost program with emphasis on customer service.***
Action
 - Assisted with redesigning Bahamahost, garnering feedback from industry, and identifying and training of new base of Bahamahost certified trainers. New program to be launched before the end of the year.
 - iii. ***Provided support to 10 Anatol Rogers Jr. /Sr. High School students to obtain AHLA Smart Program Certification.***

5. ***Partner with the Ministry of Tourism and Aviation on workforce development initiatives to strengthen efforts and better engage the private sector.***
 - i. ***Collaborated with Ministry in the design and implementation of Tourism Apprenticeship Program.***
Actions:
 - Secured employer commitments in support of training and placements, anticipating 110 participant placements in two month slots over a six month cycle.
 - Anticipate at least 20 permanent placements in Ministry and industry at completion of program.
 - ii. ***Support the Ministry of Tourism with Adopt-A-School, and Jr. Minister of Tourism***
Actions:
 - Provided ongoing support from BHA Workforce Development Unit and industry professionals throughout the year.
 - iii. ***Develop a more collaborative, strategic approach to industry's workforce development efforts.***
Actions:
 - In discussions with Ministry of Tourism & Aviation

Bahamas Hotel Association 2009 Activity Report:
AN ACTIVE AGENDA ADDRESSING TODAY'S NEEDS AND BUILDING FOR TOMORROW

7 PRIMARY GOALS AND PRIMARY ACTIVITIES

GOAL #4 - MEMBERSHIP AND BUSINESS DEVELOPMENT – *Retain existing members and attract new members through improved services and relevance.*

1. *Develop new member benefits.*

Actions:

- Through STEMM Project, several bulk purchasing goods and services for members are being developed.

2. *Establish Small Hotels Unit to meet distinct needs while expanding membership base.*

Actions:

- A range of business support tools have been developed to assist small hotel operators and are being used in the STEMM project.
- Hospitality Assured quality management program has been introduced to small hotels through the STEMM project. Presently 27 hotels are going through the certification process.

3. *Assess growing non-traditional accommodations market (villas, townhomes, condos, etc) and determine its role, engagement and perceived value in the Association.*

Actions: Pending

Bahamas Hotel Association 2009 Activity Report: *AN ACTIVE AGENDA ADDRESSING TODAY'S NEEDS AND BUILDING FOR TOMORROW*

7 PRIMARY GOALS AND PRIMARY ACTIVITIES

GOAL #5 – MEMBERSHIP ACTIVITIES AND SUPPORT SERVICES - *Support BHA members through relevant data, information, services and programs.*

Primary 2009 Activities

1. *Provide timely and effective information, data and forums for networking, business support, and information exchange.*

Actions:

- Collaborated with Ministry of Tourism and Aviation on refinement of industry reports which are regularly disseminated to participating hotels. Aggregate data shared with broader membership.
- Worked closely with Caribbean Hotel And Tourism Association in development of regional Data Center providing members with access to up to date information on regional arrivals and industry performance.
- Participate in World Tourism Organization industry barometer research, sharing quarterly reports with members.
- Conducted annual and semi-annual state of the industry surveys, sharing aggregate with members and broader public.
- Gathered regional data on wages, industry economic relief initiatives, taxation and other matters to assist with BHA's efforts.

2. *Improve access and utilization of website as link to detailed information.*

Action:

- Completed upgrading of BHA website to allow for greater utilization and access by members.

3. *Increase membership participation in meetings, research, activities, events, fundraising activities and recognition programs.*

Actions:

- Membership meeting formats have included Ministers and key public and private sector resource persons in a discussion-oriented format which members have found useful.
- Number of members participating in various surveys and research has increased by one-third.
- Despite the difficult economy, support levels have been maintained for various events and activities.
- Agreement with Ministry of Tourism and Aviation to suspend National Tourism Conference and Cacique Awards this year due to the economic climate and a need to reassess the present approach to the programs.

Bahamas Hotel Association 2009 Activity Report:
AN ACTIVE AGENDA ADDRESSING TODAY'S NEEDS AND BUILDING FOR TOMORROW

7 PRIMARY GOALS AND PRIMARY ACTIVITIES

GOAL #6 – ORGANIZATIONAL MARKETING - *Maintain a highly-recognizable and respected BHA brand to increase creditability and support effectiveness.*

Primary 2009 Activities

- 1. *Conduct a Comprehensive Communications and Public Relations strategy utilizing: print and electronic media; talk shows and public forums; and by representing the organization and industry in schools, on government boards, committees and at external meetings.***

Actions:

- Due to budgetary constraints, the development of a strategy was placed on hold.
- A deliberate effort was undertaken to engage the President, Executive Vice President, other industry representatives and staff management in a range of forums, workshops, talk shows, school presentations.
- Several members and staff have been recommended and approved to serve on Government-appointed Boards and committees.

- 2. *Maintain a high organizational profile in the various electronic and printed media.***

Actions:

- BHA's media profile has been significantly increased with a near doubling of print and electronic exposure year on year.
- A commitment to hold quarterly press conferences was put on hold given the regular coverage which was provided.

Bahamas Hotel Association 2009 Activity Report:
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7 PRIMARY GOALS AND PRIMARY ACTIVITIES

GOAL #7 – ORGANIZATIONAL INFRASTRUCTURE - *Operate as a sustainable and financially-healthy organization while building a stronger foundation for the future under the guidance of Board and staff leadership.*

2009 Priorities

1. *Sustain financially responsible cash-flow management procedures.*

Actions:

- Adjustments were made to maximize cash flow on receivables early in the year and maintained throughout the year.
- Expenses were targeted to be reduced by nearly 20 percent year on year and maintained.
- Goal to complete the year with a positive cash flow not met with shortfall maintaining 2008 level.

2. *Increase new revenue with emphasis on attracting new members and generating income from the website.*

Actions:

- Exceeded membership revenue budget, securing additional revenue from hotel operators who previously lapsed and enrolling additional allied members beyond the budget target.
- Efforts to generate revenue from the website were not undertaken.

3. *Continue to support the recently established Grand Bahama position and office in collaboration with the Grand Bahama Island Tourism Board and broaden Grand Bahama member base.*

Actions:

- Both BHA and GBITB shared financial support for the office and staffing.
- Grand Bahama economic climate made it difficult to expand membership base.

4. *Support Bahamas Out Islands Promotion Board in their transition and explore shared housing arrangement with the Board.*

Actions:

- Assisted with staffing and office relocation, with BOIPB now being housed within Hotels Center.
- Assisted BOIPB and the Ministry of Tourism and Aviation in discussions with Exuma and Abaco members to explore options for creating Island Tourism Boards to better address island-specific industry needs while remaining part of the overall BHA and BOIPB efforts.

5. *Explore new office facility with sister organizations in collaboration with the Ministry of Tourism.*

Actions:

- Agreement in principle reached between Minister and leadership of BHA, BHEA, NPIP and BOIPB to be housed together at new Tourism Centre which will house all Ministry staff as well being constructed Thompson Boulevard.
- Space allocation for private sector agreed to and space design architect engaged.
- Construction underway and expected to be completed by mid-2010.

6. *Begin process to develop new BHA Five Year Strategic Plan for adoption by end of 2010.*

Actions:

- Informal discussions commenced with members at August and October meetings. Consensus was that a major reorganization of the private sector's various associations should be considered to better leverage and streamline efforts.
- Met with staff and volunteer leadership of BHA, BHEA and the three Promotion Boards to begin discussion, determine appetite for a collaborative effort, and determine best way to proceed with the strategic planning.

2009 Operator Members

Abaco Beach Resort & Boat Harbour
Abaco Inn
Bakers Bay Golf & Ocean Club
Best Western Bay View Village
Best Western Castaways Resorts
Bimini Bay Resort
Blue Water Resort
British Colonial Hilton
Cape Santa Maria Beach Resort
Casuarinas Of Cable Beach
Chub Cay Club
Club Land'or
Club Peace & Plenty
Comfort Suites, Paradise Island
Coral Sands Hotel
Cotton Bay Estates & Villas
Emerald Palms By The Sea
Fernandez Bay Village
Flamingo Bay Yacht Club & Marina Hotel
(Taino Beach)
Grand Isle Resort & Spa
Graycliff Hotel & Restaurant
Green Turtle Cay Club
Hawk's Nest Resort & Marina
Kerzner International
Lighthouse Yacht Club
Lyford Cay Club
Marley Resort & Spa
Montage Royal Island
Nassau Palm Resort & Conference Center
Ocean Reef Yacht Club (Geltex Trading)
Old Bahama Bay
One & Only Ocean Club
Orange Creek Inn
Orange Hill Beach Inn
Palm Bay Beach Club
Paradise Harbour Club & Marina
Paradise Island Beach Club
Paradise Island Harbour Resort
Pelican Bay (New Hope Holding Co., Ltd.)
Pigeon Cay Beach Club
Pink Sands Resort
Powell Point At Cape Eleuthera
Radisson Our Lucaya
Red Apple Bb/Lodging
Romora Bay Hotel
Runaway Hill Club
Sammy T's Beach Resort
Sandals Royal Bahamian
Sheraton Nassau Beach Resort
Small Hope Bay Lodge
Stella Maris Resort
Sunrise Beach Club & Villas
Sunshine Paradise Suites
Swains Cay Bonefish Resort
The Cove Eleuthera
Tiamo Resorts
Treasure Cay Hotel Resort & Marina
Unique Village
Valentine Resort
Viva Wyndham Fortuna Beach
Wyndham Nassau Resort
& Crystal Palace Casino

2009 Allied Members

Acme Printers
American Eagle/Executive Airlines
American Express Merchant Service Int'l
Ardastra Gardens Zoo & Conservation Center
Asa H. Pritchard Ltd
Avis Rent-A-Car
Bahama Divers (1976) Co. Ltd.
Bahamas Biodegradable Plastics Co. Ltd.
Bahamas Experience Tours
Bahamas Ferries
Bahamas Food Packaging Services
Bahamas Food Services
Bahamas Hotel Employers' Association (BHEA)
Bahamas Out Island Promotion Board (BOIPB)
Bahamas Paint Depot
Bahamas Telecommunications Company (BTC)
Bahamas Waste Ltd.
Bahamas Wholesale Agencies
Bahamasair
Bahamia Rentals
Bahamian Paint Supply
Basden Elevator Co. Ltd.
Benelda.Com
Best Island Travel & Tours
Blackbeard's Cay
Bobcat Bahamas Ltd
Bristol Wines & Spirits
Brita (Caribbean) Ltd.
Burns House Group
Cable Beach Manor Apartments
Cable Beach Resort Development Association
Cacique International Co. Ltd.
Caribbean Beverage Systems
Caribbean Bottling Co. (Bahamas) Ltd
Caribbean Gas Storage & Terminal Ltd
Caribbean Hospitality Management Consultant
Caribbean Hotels
Chem-Tron
Cintas Corporation
Cob, Culinary & Hospitality Management Institute
Cochinmogulos
Commonwealth Building Supplies
& Hardware Store
Continental Connection/Gulfstream Airline
D'albenas Agency Ltd
Dan Knowles Tour Co. Ltd
Deloitte & Touche
Dernier Solutions
(Kerc Industrial Services & Supplies Co. Ltd.)
Destination Weddings & Honeymoons
Magazine
(Caribbean Travel & Life)
Dupuch Publications
D-Zee Textiles, Ll.c.
DHL (Bahamas) Ltd.
Discovery Vacations
DMC (Bahamas) Ltd.
DNS Management Services Incorporated
Dolphin Encounters
Eagle Electric
Exotic Vacations
FedEx
Freeport Container Port
G E Water Processing Technology
Glinton Sweeting Obrien Attorney At Law
Grand Bahama Island Tourism Board
Great Events & Programs (GEP) Bahamas Ltd.
Greenway Global
Guest-Tek
Gunite Pools of Nassau Ltd
H. Forbes Charter Co. Ltd.
Hospitality Management Services
Hotel Corporation Of The Bahamas
Hotel Restaurant Supply
HVS Caribbean
IBM Bahamas Ltd
Interchem
Island Destination Services
Island Sun Tours Ltd.
Island Wholesale Ltd
Islandeaze Realty Ltd.
Islands
J. S. Johnson & Co. Ltd.
Java Gallery, The
Johnson Media Group
KPMG
Laser Freight International
Leisure Travel & Tours
Lennox Paton
Lowe's Companies
Lucayan Tropical Produce
Mail Boat Company, The
Mail Boxes E. T. C. - Caribbean
Majestic Tours Ltd.
Mandara Spa (Bahamas) Ltd.
Milo B. Butler & Sons
Ministry Of Tourism
Nassau Airport Development Company
Nassau Dairy Products Ltd.
Nassau Paradise Island Promotion Board
Nassau Tourism & Development Board
New York Times
Newspaper First, Inc.
Old Fort Bay
One World Communications
Paradise Fisheries
Paradise Island Development
Tourism Association
Pasion Tea & Coffee Company
Poop Deck Restaurant, The
Pricewaterhousecoopers
Prime Bahamas Ltd
Providence Technology Group
Purity Bakery Ltd
Quencom Audio Visual
Royal Marine Insurance
Scotiabank (Bahamas) Ltd.
Smith Orloff & Associates
Solar Power Concepts Ltd.
Star Publishers Ltd.
Stuart Cove's Aqua Adventures
Sun Tee Bahamas Sports Wear
The Counsellors Bahamas Ltd.
The Meakings Group
Turning Point Consultants
Underwater Explorers Society
United Shipping Co. Ltd.
USA Today
UWI Centre For Hotel & Tourism
Management
Vingcard Elsafe Caribbean
(Palladium Management Group)
Waste Not
Water Recycling Solutions Bahamas
(Haysan Import Ltd.)
Wong's Rubber Stamp
Work Center
Zamar Productions