



BAHAMAS
HOTEL & TOURISM ASSOCIATION
The Unified Voice of Bahamian Tourism

2013
ANNUAL
Activity Report

Facilitating the profitability, quality, and sustainability of
tourism for The Bahamas.



Stuart M. Bowe

President,
Bahamas Hotel & Tourism Association

The Realities and Opportunities of Our Time

When the final numbers are in, 2013 will be reported as a year that was stagnant and transitional. For most hoteliers, it was a year of mixed financial results. Destination-wide, hotel room occupancies and visitor arrivals will be down, average daily room rates will show a slight increase or be flat. Visitor spending, which dropped dramatically over the recession years, is slowly improving in most tourism sectors. The destination's hotel room inventory continues to improve, with major refurbishments and developments in a number of hotels and restaurants. The improvements suggest that there will be growth in the near future.

The transition of the overall destination is underway.

The realities of change are most evident in the major public and private sector investments which are completed, underway, or planned. The nation's largest public infrastructure project, the \$409 million Lynden Pindling International Airport (LPIA) overhaul, was completed in October. This sets the stage for new airlift, Family Island and international hub growth, and an upswing in positive first and last visitor impressions. Close behind it are new airport terminal facilities scheduled for completion next year on Abaco and Bimini, and plans are underway for airport upgrades on Cat Island.

LPIA's redo is complemented by the completion of major road works on New Providence and a more attractive revitalizing downtown Nassau.

Baha Mar, the largest single destination resort development underway in the Western Hemisphere, is on track for completion at the end of 2014. The upscale resort and casino complex includes the Grand Hyatt, Mondrian, Rosewood, and casino hotel, each adding to the value of the destination.

On Grand Bahama, the 500-room all-inclusive luxury Blue Diamond Resort is set to open early in 2014, providing a much needed boost to that island's tourist product. Building upon the opening of the Resorts World casino on Bimini and the introduction of cruise and ferry service, work is scheduled for completion shortly on a 350 room resort hotel, adding to the existing 200 plus room inventory.

San Salvador will also be seeing significant development in 2014 with the announcement of 360 new luxury condo-hotel units to be operated by ClubMed and an additional 125 room boutique hotel next to that property. Other tourist-related developments are underway or planned throughout The Bahamas.

This year we also saw considerable investments by existing hotels in upgrades and refurbishments. On Eleuthera, The Cove completed a major upgrade and expanded to 70 rooms. Grand Lucaya on Grand Bahama completed major refurbishments as did Sandals, Atlantis and Comfort Suites in Nassau.

Affordable and sufficient airlift is essential to the success of these developments. The industry, working with the Ministry of Tourism and the Nassau Airport Development Company, is aggressively seeking to attract new airlift. The Nassau Paradise Island Promotion Board has created a detailed strategy to attract over 1,200 additional daily seats by the end of 2014 and with the Ministry and NAD is actively working with major airlines to generate the new lift. New approaches to marketing the destination will be a top priority early in 2014.

The Bahamas tourism industry is poised and positioned to take advantage of unprecedented opportunity. In the midst of tremendous promise, there are the realities of our time. Government needs to address growing public debt. Higher taxes are a reality. High utility costs must be lowered. Productivity and service levels need to reach the highest global standards. Economic policies must support the growth of airlift, visitor spending and small business development.

In reviewing this year's Annual Activity Report, you will see an organization which is working on many fronts to address these challenges. We continue to be vigilant on workforce development at all levels. While more efforts must be undertaken to attract business and address our industry's cost challenges, we must do all that we can to manage customer service expectations. The reality, according to Warren Buffet, is "**price is what you pay. Value is what you get.**" Historically, The Bahamas is known for the incredible hospitality of our people. That's a core strength of the destination which we must value, protect and enhance.

On behalf of the BHTA Executive Committee and our dedicated staff, I want to thank members for their support throughout 2013. With your continued support and our resolve to work together as an industry and with Government, the challenges of the future are achievable.

Thank-you.



BHTA 2013 Executive Committee



Stuart Bowe,
President
(Atlantis)



Robert 'Sandy' Sands,
Immediate Past President
(Baha Mar)



Vaughn Roberts,
Treasurer
(Baha Mar)



Frank Comito,
Executive Vice President
and Corporate Secretary



Shavonne Darville,
Vice President, Family Islands
(Gems@Paradise)



Magnus Alnebeck,
Vice President, Grand
Bahama (Pelican Bay)



Patrick Drake,
Vice President,
Nassau-Paradise Island
(Sandals Royal Bahamian)



Vernice Walkine,
Vice President,
Allied Members
(Nassau Airport
Development Company)



Nina Maynard,
Small Hotels
Representative
(Corner Hotel)



Beverly Saunders,
Chairperson, Workforce
Development
(Atlantis)

Bahamas Hotel & Tourism Association Staff



Frank Comito
Executive Vice President



**Charlotte Knowles-
Thompson**
Executive Administrator



Dominique Duncanson
Executive Assistant



Latasha Allen
WFD Project Assistant



Shamine Johnson
Marina Operators/Grand
Bahama Manager

LaToya Johnson
Consultant,
CHENACT Project

Rashad Wallace
COB Student Intern

BHTA FIVE YEAR STRATEGIC PLAN GUIDES ORGANIZATION'S WORK

An outreach to members early in 2013 provided members of the BHTA Executive Committee with information and direction useful in the development of the organization's Strategic Plan for 2013-2017. This year's Annual Activity Report provides a snapshot of activities which were undertaken in alignment with the plan.

ADVOCACY: Working With Government And Partners



GOAL: TAX REFORM

ROLE: To review, analyze and advance tax reform policies and procedures which have minimal negative impact on the industry.

KEY ACTIVITIES:

Established Tourism Tax Reform Task Force in March. Throughout the year their input and other strategies resulted in:

- Review of Government White Paper; defining issues, questions, and impact, initiating ongoing dialogue with Government, and advancing strategies and recommendations to Government.
- Securing BHTA representation on Government's tax reform Advisory Committee.
- Agreement by Government to some adjustments to the VAT and ongoing dialogue on industry recommendations
- Series of member presentations on VAT by the Government.
- Broadening engagement with key tourism subsectors including large and small hotels, restaurants, tour operators, attractions, marinas and duty-free retail businesses.
- Communicating information to members through meetings with Government and regular updates.
- Working with the broader business community through the Chamber of Commerce on issues and recommendations at the macro level

GOAL: SMALL BUSINESS DEVELOPMENT

ROLE: Promote policies which support the development, profitability and high operating standards for small hotels and tourism-related businesses

KEY ACTIVITIES:

- Continued to advocate for amending the Hotels Encouragement Act to stimulate refurbishments and upgrades by eliminating or reducing the minimum dollar investment threshold.
- Reviewed the Small and Medium-Sized Business Development draft legislation, which we initially helped to create, and provided input to Government recommending improvements to technical and financial support to SMEs and tourism related businesses.

GOAL: ENERGY EFFICIENCIES AND LOWER ENERGY COSTS



ROLE: To advance policies and public-private sector initiatives which promote energy efficiencies and reduce costs.

KEY ACTIVITIES:

- Continued to advance energy cost reduction recommendations to Government inclusive of supporting net metering; adjusting the peak demand charge and supporting duty-exemptions for range of efficiency items.
- In April, Government announced intention to introduce some form of net metering. They indicated however, that it would not apply to the mega resorts. Minister Dorsett also announced pending reductions in some customs duties.
- No intention to adjust the peak demand charge, but in June the Chairman of BEC announced intentions to reduce the fuel excise tax which according to some members by October resulted in a reduction to the fuel surcharge, shaving 6-10% off of utility bills.

- In June, duties were eliminated on all LED lighting, exclusive of fixtures, and all solar related products.
- Government announced intention to privatize the production function of the Bahamas Electricity Corporation. BHTA publically supported the initiative, joining the Chamber of Commerce in call for advanced public review and discourse on what is being considered before adoption.

GOAL: MODERNIZE CASINO GAMING TO ENSURE COMPETITIVENESS

ROLE: *Through Casinos Committee advance recommendations presented to Government aimed at legislative and regulatory reform to diversify product offering, streamline regulatory process, improve industry's competitiveness, and increase spending, employment and Government revenue.*

KEY ACTIVITIES:

- Legislation and regulations drafted in consultation with Government. Reform aspects not requiring legislation are implemented with major investments by operators. Awaiting outcome of Government's stated intention to adopt reforms this year.

GOAL: IMPROVE AIRLIFT, AIRPORT ARRIVAL AND DEPARTURE EXPERIENCE



ROLE: *Work with the Promotion Boards, Ministry of Tourism, Nassau Airport Development Company and other relevant stakeholders to:*

- *Improve the passenger arrival and departure experience*
- *Support efforts to retain existing airlift and attract new airlift.*
- *Advance improvements to Family Island airports.*
- *Promote policies which support the growth and development of the domestic airline industry.*

KEY ACTIVITIES:

- Working with NAD, assisted with facilitating improvements by Bahamas Customs and Immigration to correct major

deficiencies in the processing of incoming passengers resulting in significant improvements to processing time.

- Support implementation of Automated Passport Control kiosks to speed up processing thru US Preclearance at LPIA.
- Working with Promotion Boards, the Ministry of Tourism and airlines, and the Ministry of Finance, helped to guide efforts to eliminate new Processing and Attendance Fees aimed at commercial airlines which would result in cancelled airlift and difficulty in attracting new airlift. Several issues needing resolution still being worked on.
- Supported research and advocacy efforts by Nassau Paradise Island Promotion Board to secure Government support for a collaborative effort with Government to generate new airlift and provide marketing support in advance of new hotels coming on stream.
- Monitored and supported Government's initiatives to improve Family Island airports on Bimini, Abaco and Cat Island.
- Promoting policies which support the growth and development of the domestic airline industry needs focus going forward.

GOAL: CONTINUE TO EASE VISA ENTRY REQUIREMENTS

ROLE: *Work with the Ministry of Tourism and the Ministry of Foreign Affairs, continue to advance easing of VISA entry requirements.*

KEY ACTIVITIES:

- Recommendations to expand VISA waiver country list suggested to Ministry of Foreign Affairs in July 2012 are further advanced to Government thru CHTA in January 2013. Advised this year that further easing will occur.

OTHER UNPLANNED ADVOCACY ACTIVITIES:

ANNUAL BUSINESS LICENSE TAX INCREASE

Government introduced significant increases, particularly on the hotel sector, in the annual business license tax during the 2014 Fiscal Year budget. BHTA conveyed concerns to the Government in June, 2013 requesting a smaller increase. Efforts were unsuccessful and increases were enacted effective July 1, 2013.

CIVIL SOCIETY ORGANIZATION ENCOURAGEMENT ACT – DRAFT LEGISLATION

Introduced later this year, the Act seeks to provide a level of oversight over the management and financial integrity of civil society organizations, non-profit groups. It requires transparent financial practices and sound operating standards, particularly for smaller organizations. It also provides for tax and duty relief for compliant organizations. BHTA has shared the draft with its sister organizations and provided initial commentary which will be shared with the Civil Society Bahamas umbrella group advising the Government on the legislation.

BUSINESS AND PRODUCT DEVELOPMENT: Building Sustainability

GOAL: CO-HOST SUCCESSFUL CARIBBEAN TRAVEL MARKETPLACE



ROLE: Served as Co-Host and planning secretariat with Ministry of Tourism, CHTA, the Promotion Boards and Atlantis.

KEY ACTIVITIES:

- Organizationally, financially and business-wise, the January, 2013 event was considered a success attracting a high level of international travel partners to meet with regional and Bahamian hotel operators and tourism officials.

GOAL: MINIMIZE IMPACT OF US WITHHOLDING REQUIREMENT (unplanned activity)



ROLE: Most members were not aware of the US filing requirement, which primarily affected those using US-based American Express cards. Non-compliance was resulting from mid-January in a 28% withholding on card reimbursements unless a waiver was granted by the Internal Revenue Service. BHTA immediately assessed the impact of the requirement, and brokered all affected parties towards an immediate resolution.

KEY ACTIVITIES:

- At the CHTA Board of Directors meeting in January, 2013, BHTA reported on the financial impact on members based on initial polling and the lack of awareness or support systems in place to file, obtain a waiver and secure a prompt release of funds in instances where they were being withheld.
- BHTA, CHTA, the Nassau Paradise Island Promotion Board and American Express worked together to resolve the problem. By mid-February all had been resolved.

GOAL: INCREASE INDUSTRY PARTICIPATION IN DESTINATION ONLINE BOOKING ENGINES

ROLE: Support participation, particularly by small hotels, in the new Bahamas.com booking engine, the CaribbeanTravel.com website, and online banking solutions.

KEY ACTIVITIES:

- Through membership presentations, online communications, individual membership support, provided ongoing information and support to hotels and other tourism-related businesses to encourage participation.

GOAL: DEVELOPMENT AND GROWTH OF MARINA SECTOR

ROLE: Continued to lend operational, strategic and advocacy support to the Marina Operators of The Bahamas.

KEY ACTIVITIES:

- Assisted MOB with initial review of Value Added Tax and identification of issues affecting marinas which have been shared with Government.
- Helped to plan a broader approach to their promotional map, resulting in greater value to the industry and revenue to the MOB

GOAL: ASSIST WITH DOWNTOWN NASSAU REVITALIZATION EFFORTS



ROLE: *Work with the Downtown Nassau Partnership Board on advocacy and product development matters.*

KEY ACTIVITIES:

- The DNP's facilitation roles supported completion and opening of Pompey Square, pavers on Bay Street sidewalks and at Marlboro Square, beginning of beautification program.
- Continued to provide support to Government and downtown stakeholders, specifically on matters related to improvements, waterfront development and protecting and enhancing the duty-free shopping status of The Bahamas.

GOAL: FOCUS ATTENTION ON IMPORTANCE OF SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT AND SEEK NATIONAL AND CORPORATE SOLUTIONS

ROLE: *Convene key public and private sector stakeholders to highlight challenges and solutions based upon local and international best practices and effective collaboration.*

KEY ACTIVITIES:

- Forum held on December 5th with all stakeholders and relevant top international facilitator to achieve goal. The intended results are: to heighten understanding about management and leadership challenges facing most business and government organizations; to learn about successful corporate and government strategies to address leadership voids and succession planning; to identify strategies and action steps which can be put in place now to fill anticipated talent gaps and prepare for the future both at a company level as well as nationally; and to agree to a collaborative public-private sector approach toward top talent development

WORKFORCE DEVELOPMENT: ADVANCING PEOPLE

GOAL: EXPOSE YOUNG PEOPLE TO THE INDUSTRY, ITS OPPORTUNITIES AND FACTORS FOR SUCCESS



ROLE: *Conduct the Junior Hotelier Program engaging industry role models with students in primary and secondary schools.*

KEY ACTIVITIES:

- Program entered sixth year. New schools from the Catholic school system and in Grand Bahama added to the program following targeted outreach.
- 14 schools (New Providence and Grand Bahama) with 345 students participate in spring and fall sessions.
- 41 industry volunteers participated in the program.

GOAL: BROADEN EDUCATOR'S UNDERSTANDING OF THE INDUSTRY, ITS OPPORTUNITIES AND FACTORS FOR SUCCESS



ROLE: *In collaboration with Ministry of Education, conduct the 10th Annual Summer Educators Internship Program, exposing educators over a week to the industry through workshops, site visitations, and workplace internships.*

KEY ACTIVITIES:

- Approximately 130 educators participated in programs on New Providence and Grand Bahama. Special focus this year on guidance counselors.
- In addition to workshops conducted by Atlantis and industry leaders and several days of internships in businesses, field trips were hosted by the Nassau Airport Development Company, the Ministry of Tourism at the cruise port and at Baha Mar. On Grand Bahama, educators also conducted tours of the cruise port facilities and other tourist sites. The intention was to exposure educators to the industry 'through the eyes of the visitor'.
- Over 1,000 Educators Have Participated in 10 Years

GOAL: RAISE STATURE OF TOURISM STUDIES BY ESTABLISHING A TOURISM BGCSE IN THE SCHOOLS

ROLE: *Faciliate the development of a Tourism BGCSE with the Ministry of Education*

KEY ACTIVITIES:

- Made formal request to Minister of Education early in year to invite support for developing a Tourism BGCSE. He agreed and initial meetings were held with the Ministry's head for testing to begin work on details. Aim is for full implementation in three years.

GOAL: ENCOURAGE STUDENT INVOLVEMENT IN HIGH SCHOOL STUDENT CREDENTIALING PROGRAMS

ROLE: *Assist high schools with industry visits and student internships as part of the American Hotel & Lodging Education Institute's LMP and START programs.*

KEY ACTIVITIES:

- Facilitated several student group visits to hotel sites and assisted with securing internship placements for students enrolled in the programs.

GOAL: IMPROVE STUDENT AND WORKPLACE LITERACY

ROLE: *In partnership with IBM, Rotary Clubs of The Bahamas, Project Read and the Ministry of Education, pilot IBM's Reading Companion program in schools, make necessary adjustments following pilot, expand school and student participation, and ultimately introduce into the workplace.*

KEY ACTIVITIES:

- Initially sought to pilot in four primary schools but internet and technology problems reduced it to two implemented early in the year. Results showed improvement, but review committee believes there is opportunity for greater improvements and resolution to technical problems.
- Four schools identified for the second phase of the pilot implemented this fall.

GOAL: PROVIDE SCHOLARSHIPS FOR BAHAMIAN STUDENTS PURSUING TOURISM-RELATED STUDIES



ROLE: *Manage Pat Bain Industry Partners scholarship program and support Bahamas participation in CHTA Education Foundation scholarship program.*

KEY ACTIVITIES:

- Six scholarships provided to Bahamians attending COB's Culinary and Hospitality Management Institute in 2013.
- Industry support for hotel-stay donations to NY Times Travel Show and BHTA management of Bahamas engagement in CHTAEF program resulted in 7 Bahamians being awarded scholarships.
- Total value and impact: 13 scholarships valued at \$70,000 this year; 104 scholarships valued at \$428,000 since 2005.

GOAL: IMPROVE COLLEGE OF THE BAHAMAS CHMI PROGRAM AND APPRENTICESHIP PROGRAM

ROLE: *Advocate for and support filling of two key staff positions – the Executive Director and an Industry Training Director. Assist with industry support for participation in the Apprenticeship Cooks Program and work with stakeholders to ensure continued American Culinary Federation Education Institute certification.*

KEY ACTIVITIES:

- Met with College leadership to seek support for reinstating Industry Training Director position and filling Executive Director post. Assisted College with review and recommended improvements of the Position Descriptions for both positions. BHTA held representation on the Search Committees for both positions. Former BHTA Workforce Development Manager Bridget Murray selected to serve as Director for Industry Training. At year's end, efforts underway to identify an Executive Director.
- Supported review by ACFEI team. COB program received American Culinary Federation re-certification in fall.

GOAL: SUPPORT SKILLS CERTIFICATE TRAINING COURSES FOR ENTRY LEVEL AND ADVANCED JOB CLASSIFICATIONS THRU COB

ROLE: *Ensure industry relevance of course offerings, promote courses, engage industry professionals in instruction and facilitate internship placements for participants.*

KEY ACTIVITIES:

- Supported COB in promotion of four courses in 2013, including second and third rounds of Basic Culinary, and introduction of two new courses in Food Service and Bartending.
- Assisted with securing internship placements for the initial courses resulting in permanent placements for most students.
- Brokered industry partnership support for bartending courses with Bristol Wines and Spirits.

GOAL: OFFER DISCOUNTED HIGH-QUALITY FLEXIBLE ONLINE COLLEGE DEGREE PROGRAMS TO INDUSTRY PROFESSIONALS.

ROLE: *Develop and maintain partnership agreements with post-secondary institutions and promote offerings to members.*

KEY ACTIVITIES:

- Renewed partnership agreement with Kaplan University providing members and employees with tuition discounts.
- Established new partnership with Laureate Online Education to offer tuition discounts to member pursuing degrees at: Walden University, the University of Roehampton, and Liverpool University.

GOAL: SUPPORT FAMILY ISLAND AND GRAND BAHAMA HOTELS WITH CUSTOMER SERVICE TRAINING



ROLE: *Continue to facilitate customer service training, building on training extended in recent years to Abaco, Cat Island, Bimini, Long Island and Eleuthera.*

KEY ACTIVITIES:

- BHTA Human Resource professionals volunteered to provide customer service training on Long Island and commenced working with a new property on Grand Bahama to offer same by year's end.

GOAL: INCREASE INDUSTRY PARTICIPATION IN FOREIGN LANGUAGE TRAINING



ROLE: *Advance continued involvement by members in LiveMocha online training and other foreign language readiness training offerings.*

KEY ACTIVITIES:

- Renewed one-year agreement with LiveMocha, providing substantial discounts to members enrolling in the online training thru BHTA.
- Over 250 member employees enrolled in LiveMocha.
- Working with Rosetta Stone, which purchased LiveMocha, to develop 2014 offering for members. Coordinated workshop with Rosetta Stone representatives and HR professionals and appropriate Government and education stakeholders.

SUSTAINABLE ACTIVITIES: PROTECTING OUR FUTURE

GOAL: PROMOTE SOUND INDUSTRY DISASTER READINESS AND RESPONSE

ROLE: *Serve as point organization with Ministry of Tourism on private sector readiness and response efforts.*

KEY ACTIVITIES:

- Advised industry of readiness plans in May and activated BHTA's readiness plans and updates to contact information.
- Alerts sent out on two occasions to members and stakeholders throughout a welcome and unexpectedly inactive hurricane season.

GOAL: IMPROVE INDUSTRY'S ENERGY EFFICIENCY

ROLE: *With support of the Inter-American Development Bank, CHTA and CTO, engage hotels in regional CHENACT energy efficiency project through conduct of audits, support for implementation of audit findings and demonstration projects, and development of financing mechanisms to support efficiencies. Disseminate information to members to assist them in becoming more efficient.*

KEY ACTIVITIES:

- Launched program in April. Conducted first 10 detailed audits in July/August on Harbour Island, Nassau, and Grand Bahama. Outtake workshop conducted in August.
- Twenty-Two properties committed to next round of audits, scheduled to commence early in 2014.
- Awaiting aggregate findings from initial CHENACT audits to determine overall findings, recommendations and best practice information which could be shared with members.
- Working with IDB on identifying financing mechanisms for next phase of project.
- Provided partnership support for the first Caribbean Tourism Energy Forum and secured subsidized participation for members to participate in forum in the Dominican Republic this December.
- Shared information with members regarding new customs duties schedules for energy efficient equipment which took effect on July 1, 2013.

GOAL: ENSURE ANY POTENTIAL OIL EXPLORATION IS NOT DETRIMENTAL TO THE TOURISM INDUSTRY.

ROLE: *Monitor proposals advanced by Bahamas Petroleum Company (BPC) and Government and provide input where appropriate, while ensuring members are kept abreast of developments.*

KEY ACTIVITIES:

- Members briefed by BPC on initial studies, findings and possibilities at membership meeting. Available BPC studies disseminated to members.

RECOGNIZING EXCELLENCE

GOAL: RECOGNIZE INDUSTRY'S FINEST WITH CACIQUE AWARD

ROLE: *Encourage industry nominations for Cacique Awards in Ministry of Tourism and BHTA categories and coordinate nomination process and selections for BHTA award categories.*

KEY ACTIVITIES:

Finalists selected late in 2012. Awards ceremony held in January, 2013.

Winners of the 15th Cacique Awards in the BHTA category came from across the length of the islands of The Bahamas when they were revealed at a black-tie affair on January 27th at the Wyndham's Rainforest Theatre. We applaud all nominees. Following are the winners by category:

- Employee of the Year - Alva Wilbert Adderley, Cape Santa Maria Resort, Long Island
- Supervisor of the Year - Renardo Sweeting, Grand Lucayan Resort, Grand Bahama
- Sales Executive of the Year - Desiree Moxey, Wyndham Nassau Resort
- Chef of the Year - Devin E. Johnson, Sheraton Nassau Beach Resort
- Manager of the Year - Ricardo Brown, Atlantis Resort
- Hotelier of the year - Stuard Bowe, Atlants



GOAL: SUPPORT DEVELOPMENT OF CHEFS AND BARTENDERS THROUGH SUCCESSFUL PARTICIPATION IN TASTE OF THE CARIBBEAN COMPETITION



ROLE: *With Bahamas Culinary Association, industry and Ministry of Tourism support, organize national culinary team, fundraising efforts, and manage training and competitive participation.*

KEY ACTIVITIES:

- Team selected in November, 2012 with light training commencing that month
- Training sessions nearly weekly from February to June
- Sponsorship support supplemented by fundraising dinner at Ocean Club
- Team brings back record haul of awards at Taste of Caribbean, including Team Gold, Spirit of Competition Award, Caribbean Pastry Chef of the Year, Best Use of Beef, several individual Gold medals and numerous silver and bronze
- Team recognized by Governor General at Government House

GOAL: RECOGNIZE OUTSTANDING EDUCATORS THROUGH ANNUAL BHTA EDUCATION PARTNERSHIP AWARD



ROLE: *Identify recipient and provide recognition at Annual General Meeting.*

KEY ACTIVITIES:

- Selection Committee and Executive Committee agree on recipient. Award presented at AGM.

GOAL: RECOGNIZE OUTSTANDING INDUSTRY PERFORMANCE THROUGH WEEKLY TOURISM CHAMPIONS NEWSPAPER FEATURE

ROLE: Identify worthy individuals and Coordinate regular Friday feature in the Nassau Guardian showcasing Tourism Champions from all walks of the tourism industry throughout The Bahamas.

KEY ACTIVITIES:

The following individuals were showcased through the Nassau Guardian throughout the year.

Brenda Adderley	Front Desk and Wedding Coordinator	Cape Santa Maria Resort	Long Island
Darion Dean	House Keeper	Comfort Suites	Paradise Island
Quintero Frazier	Front of House	Luciano's of Chicago	Nassau
Ron Johnson	Private Celebrity Chef	Savory Arts Culinary Services	Nassau
Christopher King	Certified Tour Guide	Self Employed	Cat Island
Janet Burnside	Manager	Orchard Hotel	Nassau
Kressville Ritchie	Hotel Manager	Sandals Beaches	Jamaica Property
O. Arnette Chisolm	Manager/Proprietor	Chester's Hideaway	Acklins
Simeon Hall	Executive Chef	Private Catering	Nassau
Ancilleno Solomon	Executive Ice Artist	Luciano's of Chicago	Nassau
Annamae Nelly	Room Attendant	Comfort Suites	Paradise Island
Addis T. Huyler	Chief Executive Officer	Sidda Communications Group	Nassau
Rhonda Griffin	Room Attendant	Comfort Suites	Paradise Island
Nadia Dean	Come Back Soon Liaison	Sandals Royal Bahamian	Nassau
Dorothy Duckie	Human Resources Manager	Dolphin Encounters	Paradise Islands
LaToya Hanna-Moxey	Sales and Marketing Manager	British Colonial Hilton	Nassau
Beverley Laramore	Wedding Planner	Cockbourn Town	San Salvador
Dwayne Sinclair	Jr. Chef (Student)	Lincoln Culinary Institute	Florida
Kay-Andra Gardiner	Vice President & Director of Sales	Zamar Group of Companies	Nassau
Marv Cunningham	Bartender	Aura Night Club	Paradise Island
Tennille Darville	Wedding Coordinator	Five Seasons Bridal	Nassau



MEMBER SERVICES AND ACTIVITIES

GOAL: ENSURE RELEVANT AND EFFECTIVE ONGOING COMMUNICATION DEMONSTRATING ORGANIZATIONAL VALUE

ROLE: Utilize various communication vehicles to reach members and the general public where relevant.

KEY ACTIVITIES:

- Average 2x weekly communications to members via email.
- Held bi-monthly membership meetings, providing information and presenters of topical interest to members.
- Produced quarterly member updates and annual activity report summarizing organization's work and information of interest.
- Prepare periodic Member Data Updates – providing national, regional and international reports.

- Circulate VisiTrends Quarterly Reports – providing updates on key national industry data and encouraging member use of the site as a resource.
- BHTA Website – Drive more traffic to site providing daily updates on topical national information/articles on the industry. Site includes information on BHTA activities, industry data, legislation, training guides, annual reports, quarterly updates, data reports, listing of members, links to member sites, links to Promotion Board sites.
- Press Releases and Media Reports – Over 150 articles in local media reporting on some aspect of the organization's work and industry perspective.
- Servicing Requests – Responded to over 1,000 member inquiries and requests for information within 24 hours of receipt.

GOAL: SUPPORT EDUCATION-RELATED ACTIVITIES WITH FUNDRAISING ACTIVITIES WHICH ARE FUN AND ENGAGING



ROLE: *Manage fundraising activities providing fun engagement opportunities for members while generating financial support for the organization.*

KEY ACTIVITIES:

- Annual Golf Tournament held at Ocean Club on October 6th.
- Annual Silent Auction in December on track to reach budget and exceed previous year's revenue.
- Mid-Year Auction raised several thousand dollars in unplanned revenue due to auctioning of unclaimed items from silent auction.

INTERNAL DEVELOPMENT

GOAL: MAINTAIN A STRONG WORKING RELATIONSHIP WITH PARTNER ORGANIZATIONS

ROLE: *Coordinate activities and work where appropriate with partner organizations.*

KEY ACTIVITIES:

- Maintained open, ongoing communications and working relationships with key partners including: Ministry of Tourism, Ministry of Education, the College of The Bahamas, the Ministry of Foreign Affairs, the United States Embassy, the Inter-American Development Bank, the Promotion Boards, BHEA, the Marina Operators of The Bahamas, the Chamber of Commerce, the Bahamas Culinary Association, and

the Downtown Nassau Partnership.

- Efforts are ongoing and evident in key activities particularly around CHTA's Marketplace, airlift, VAT, Nassau revitalization and small business development.

GOAL: IMPROVE BHTA'S FINANCIAL STANDING and operate each year at break-even or surplus.

KEY ACTIVITIES:

Initiatives undertaken to reach fiscal goal included:

- Improved financial report frequency and formatting to better measure performance
- Attracted new operator and allied members
- Reduced receivables and maintained high operator member retention rate
- Conducted successful fundraising projects
- Reconciled longstanding outstanding debt with NPIPB
- Reduced operating costs

GOAL: CREATE STANDING DIRECTORSHIPS ON THE BHTA BOARD FOR SENIOR REPRESENTATIVES FROM THE MINISTRY OF TOURISM AND THE MINISTRY OF EDUCATION.

KEY ACTIVITIES:

- Amended BHTA's Articles in June to allow for the senior representatives from the Ministry of Tourism and Ministry of Education to sit on the Board. Appointments made.

UNPLANNED INTERNAL MATTERS

BRIDGET MURRAY ASSUMES POST AS DIRECTOR FOR INDUSTRY TRAINING AT COB FOLLOWING SUCCESSFUL TENURE WITH BHTA



BHTA President Stuart Bowe, Executive Vice President Frank Comito, BHTA's volunteer Workforce Development Chairperson Beverly Saunders, Workforce Development Coordinator Latasha Allen and others paid tribute to Bridget Murray for her eight years of service as BHTA's Workforce Development Manager during the closing session of the 10th Annual Summer Educators Internship Program. Bridget moved to the College of The Bahamas' Culinary and Hospitality Management Institute to fill an important role as Director for Industry Training. BHTA had recommended to the College that the post be restored to the College, particularly in light of the anticipated training needs.

VOLUNTEER DRIVES THE ORGANIZATION.....

TASK FORCES AND COMMITTEES

Tourism Tax Reform Task Force

Stuart.Bowe, BHTA
Shavonne Darville, GEMS@Paradise
David Wenn, Restaurants Bahamas Limited
Ivan James, Atlantis
Vaughn Roberts, Baha Mar
Peter Maguire, Lyford Cay Club
Nina Maynard, Corner Hotel
Robert D. L. Sands, Baha Mar
Don Carnine, Bahamas Food Services
Gene.Albury, Atlantis
Stuart Cove, Stuart Coves
Frank Comito, BHTA

Small Business Development Legislation Review Committee

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Simeon Hall Jr., Senior Chef
Emmanuel Gibson, Sr. Chef, One & Only Ocean Club
Sheldon Tracey Sweeting, Pastry Chef, Personal Chef
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