

# 2014

## Annual Activity Report:



**BAHAMAS**  
HOTEL & TOURISM ASSOCIATION  
The Unified Voice of Bahamian Tourism

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



President's Message  
**STUART BOWE**



**BHTA and the Tourism Industry prepare for 2015....A Year of Change and Challenge.**

2014 will end with improving hotel occupancies and lower average rates versus 2013.

In the face of anticipated higher operating costs and other challenges in 2015, it is essential that the industry is capable of responding quickly and positively to such events. Our industry's strength rests in our ability to collaborate with resolve.

As we look at the challenges that loom on the horizon, we must remember our commitment to diligently pursue the growth and sustainability of our industry through:

- Increasing airlift to The Bahamas
- Successfully implementing the debated VAT system
- Absorbing the 2200 rooms at the Baha Mar Hotel and Resort
- Welcoming the addition of automated passport control (APC) machines at the L.O. Pindling airport in February 2015
- Saluting the addition of guest rooms at Bimini Resort World, Paradise Island Harbor Club, and adding boutique hotels to the destination's inventory
- Developing succession strategies for industry-wide associations and boards
- Capitalizing on travel tax reductions for children traveling to the Caribbean from the United Kingdom (Summer 2015)
- Seeking utility bill reductions as specified in the National Energy Bill and promoting net metering
- Becoming fully engaged in the National Health Care discussion and assessing the impact on the hotel industry

All initiatives referenced, require our unified focus as an industry given the increasingly competitive environment in which we function.

To those who have contributed to the hotel industry's 2014 successes in advocacy, operations, and customer service development, I applaud you without reservation.

Our quest in 2015 must be to apply ourselves with passion to resolve all on-coming challenges in order to sustain the greatness of our tourism industry.

# BHTA 2014 EXECUTIVE COMMITTEE



**Stuart Bowe**  
President  
(Atlantis)



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



**Vaughn Roberts**  
Senior Vice President  
(Baha Mar)



**Earle Bethell**  
Treasurer  
(Comfort Suites)



**Suzanne Pattusch**  
Executive Vice President and  
Corporate Secretary



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



**Magnus Alnebeck**  
Vice President for Grand Bahama  
(Pelican Bay)



**Dean Spychalla**  
Vice President for Family Islands  
(Valentines Residences Resort &  
Marina)



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



**Nina Maynard**  
Small Hotels Chairperson  
(Corner Hotel)



**Beverly Saunders**  
Workforce Development  
Chairperson





## WE'VE COME A LONG WAY

### **VAT Related Issues Top BHTA's 2014 Agenda With Government**

This year BHTA's research, advocacy, member communications and readiness efforts around VAT kicked into high gear, as details of the Government's VAT initiative became known, and legislation was introduced and enacted.

#### **History**

The organization's work on VAT commenced in October, 2012 with initial research conducted on how VAT typically works and how it was handled in other tourism-based economies. Extensive research was undertaken and financially supported by the industry with globally recognized research firms such as Oxford Economics and Ernst & Young being engaged to assess its overall impact on the economy, Government revenue, and tourism competitiveness using various taxation options and models.

Early in 2013 BHTA formed several groups, including a Tourism Tax Reform Task Force and a Core Industry Leaders Group to ensure broad engagement and input from its diverse membership base. This included representatives from large resorts, small hotels, Family Islands hotels, all-inclusive resorts, restaurants, tour operators, dive operators, marinas and other tourism stakeholder groups.

The Core Industry Leaders Group included top representation from the:

- BHTA
- The Bahamas Hotel and Employers Association
- Nassau Paradise Island Promotion Board
- Grand Bahama Island Tourist Board
- Bahamas Out Islands Promotion Board
- Bahamas Diving Association
- Bahamas Sightseeing and Tour Operators Association
- Marina Operators of The Bahamas.

Considerable support was also provided through our research and advocacy efforts by Atlantis, Baha Mar, Sandals and Breezes.

BHTA also worked closely with the Bahamas Chamber of Commerce and Employer's Confederation's Coalition for Responsible Taxation, assisting with the development of industry positions and supporting the economic impact assessment conducted by the Coalition.

BHTA undertook an active public relations campaign under the theme of 'Smart Tax' to heighten public awareness regarding the importance of tourism to everyday living in The Bahamas and the vulnerability which the country faced with VAT being imposed as proposed, as it would've push up prices considerably and reduced the destination's competitiveness. The campaign incorporated newspaper ads, radio and electronic ads, public appearances on radio shows and forums, press releases, and a dedicated website to help raise public awareness about the value and vulnerability of our industry.

The organization's research findings and recommendations were shared with Government and laid the foundation for an engaging and open dialogue with the Prime Minister, Minister of State for the Ministry of Finance Michael Halkitis, the Financial Secretary John Rolle, Tourism Minister Obie Wilchcombe and others over the past year.

Members were kept apprised of BHTA's work and encouraged to provide feedback and recommendations throughout the past two years through regular email communications and briefings at each BHTA membership meeting. This past summer BHTA put together a VAT readiness plan and during the last quarter worked closely with the Ministry of Finance and Ministry of Tourism to deliver information and training throughout The Bahamas. A detailed report on this outreach is provided elsewhere in the Annual Report.

Looking ahead, BHTA will continue to be an advocate for the industry on VAT related issues which remain unresolved and for those new ones which are certain to surface. The organization will also continue to serve as a resource for training and information, particularly in the first quarter of 2015 as members will have questions and concerns surrounding the filing of their first round of VAT returns.

## Checklist of Key Industry Issues and Resolution Status 2014

Throughout its review and consultation process with Government, BHTA has represented industry's concerns and recommendations to Government. In most instances Government has agreed with our recommendations, which have been substantiated by research and facts. Following is an overview of key issues which have been addressed.

ISSUE AND BHTA POSITION	OUTCOME
<p><b>VAT Implementation Date</b></p> <ul style="list-style-type: none"> <li>Legislation originally slated to be passed in January, 2014 and to become effective in July, 2014. BHTA called for a delay, arguing that this was insufficient time for detailed review and readiness.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation moved to January, 2015.</li> </ul>
<p><b>VAT Rate Introduced at 15%</b></p> <ul style="list-style-type: none"> <li>BHTA orchestrated research to determine impact of rate on industry competitiveness, visitor arrivals, Government revenue and employment levels. Research shows no-impact at 2.4% rate and cost increase of over 11% with a 15% VAT rate.</li> <li>BHTA supports research of Chamber Coalition for Responsible Taxation which shows macro impact of various rate levels on economy, inflation and debt reduction.</li> <li>BHTA calls early on for special consideration in providing for lower VAT rate for the tourism industry and points to need to protect existing special room tax rate currently employed to stimulate Grand Bahama.</li> </ul>	<ul style="list-style-type: none"> <li>Government adopts across the board rate of 7.5%, with few areas exempted or zero-rated and fewer reductions in tariffs. Industry research shows price impact likely to reduce from excess of 11% increase to 4-6% increase.</li> <li>Given prevalence of tourism industry on economy, Government maintains that a special rate for the entire tourism industry will not allow Government to meet its revenue goals. They did agree that the 10% Room Tax would be replaced by 7.5% VAT.</li> <li>At publication time, BHTA unsuccessful in appeal for maintaining Grand Bahama room rate at 5% or providing other measure of support with Government citing need for one uniform VAT rate and intervention support already provided by Government to support Grand Bahama airlift and marketing.</li> </ul>
<p><b>Alternative Revenue Options and Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>BHTA joins Coalition in calling for other measures to support no VAT or lower VAT</li> <li>Compliance and enforcement of existing revenue collections pushed.</li> <li>Improve adherence to existing fee structures from Foreign Charter Operators and for vacation home rentals.</li> </ul>	<ul style="list-style-type: none"> <li>Government adopts several measures, including sweeping reforms to improve competitiveness and revenue realized from casino gambling and regularization of 'web shops'.</li> <li>Commitment made by Government to improve collections.</li> <li>Government recognizes need to improve collections from charter operators and vacation home renters to ensure parity for local business who could be disadvantaged from a price competitive point of view. BHTA offers to support plans to do so. No concrete movement yet, efforts ongoing.</li> </ul>
<p><b>Business License Fees</b></p> <ul style="list-style-type: none"> <li>Appeal made to Government to eliminate or reduce impact of business license fees which increased significantly in 2013. Government indicated in VAT White Paper released in November, 2013 that fees would be repealed.</li> </ul>	<ul style="list-style-type: none"> <li>Business license fees remain the same with introduction of VAT. Government indicates need to maintain fees at least through the first year of transition to VAT. Commits to review fees as part of 2015-16 budget process.</li> </ul>
<p><b>Customs Duties Reductions</b></p> <ul style="list-style-type: none"> <li>Broad reductions initially proposed by Government with VAT at 15%. BHTA advocates for lower VAT rate with proportionate lesser amount reduction in tariffs.</li> </ul>	<ul style="list-style-type: none"> <li>Duty to be calculated on FOB rather than CIF for all imports, significantly reducing landed costs across the board.</li> <li>Tariff reductions limited to just under 150 product classifications with rates lowered between 5% and 20%. (just switched to good news first)</li> </ul>

**ISSUE AND BHTA POSITION**

**VAT and Overseas Sales and Services**

- VAT initially proposed to be assessed on gross overseas sales and services such as advertising, mark-ups. BHTA argues this is impractical and largely unenforceable.

**Treatment of Pre-Booked Business Prior to January 1, 2015**

- BHTA advises Government that rates are often locked-in contractually which limits industry's ability to make adjustments on pre-booked business. Contracted groups are particularly negatively impacted when there is a large component of F&B and other services built into the contract.
- BHTA objects to initial ruling by Government disallowing hotels and other tourism-related businesses from assessing VAT on pre-booked business delivered after January 1, 2015 but requiring them to be liable for VAT on that business.
- Agreements with travel intermediaries in most cases do not allow for additional collections from the customer after they are pre-booked.
- BHTA argues for extending the date whereby pre-booked business delivered after January 1, but booked before Dec 15 2014, is not subject to VAT, and only to the 10% room tax where applicable. BHTA advised Government that this has greatest impact on all-inclusives, and accommodation/activity packages i.e. bonefish lodges, of all sizes. BHTA further pointed that most travel intermediaries require 3-4 weeks to affect changes in systems after receiving notification of rate or tax changes.

**Treatment of Gratuities**

- Government initially seeks to assess VAT on mandatory gratuities.
- BHTA argues against this, showing Government comparative handling by other jurisdictions and indicating that it is a contractual obligation in union agreements and generally accepted as part of an employee's wages.

**Treatment of Casinos**

- Casinos initially given full VAT exempt status, meaning they do not pay VAT (recognizing that they do pay other taxes) but also meaning that none of their inputs (which are subject to VAT) can be offset.
- The industry argues that guest winnings not be subject to VAT.
- The Casino operators propose that casino-related inter-company transfers not attract the payment of VAT. They propose this apply to complimentary rooms, complimentary Food & Beverage and incidentals, US casino office operations, service bar operation in casino electricity services.

**OUTCOME**

- Government concurs with BHTA position and agrees to assess VAT only on the net revenue realized by the Bahamas entity from overseas sales.
- Government advises that assessing VAT on overseas sales and marketing related activities should be treated as an accounting offset at the time of filing a VAT return and therefore there would be no financial impact from VAT on the activity.
- Government agrees to allow hotels, attraction and tour operators, to honor contracted rates as an option provided the contract was entered into prior to September 1, 2014 for delivery of business after January 1, 2015.
- Government agrees that any business pre-booked prior to September 1 which is delivered after January 1, 2015 can opt not to be subject to payment of VAT and be subject to the 10% room tax rate and no VAT on pre-booked F&B and non-room services, activities, tours etc.
- Government stands firm on position that any pre-booked business delivered after January 1, 2015 booked after Sept 1, 2014, be liable for VAT, arguing that businesses had sufficient notice to advise travel intermediaries of tax change prior to the cut-off date.
- BHTA argues that while industry knew of the tax change, they were not permitted to actually charge VAT on pre-booked business during the period from September 1, 2014.
- Government agrees to allow VAT to be charged to customers on pre-booked business booked after November 17, 2014 for stays and activities to be supplied after January 1st 2014.
- Government agrees with BHTA position and allows for mandatory gratuities to not be subject to VAT providing that 100% of what is charged as gratuity goes directly to the employee.
- Guest winnings are not subject to VAT.
- Government agrees to treat certain supplies as exempt when supplied by the related hotels to casinos. These include: complimentary rooms, complimentary Food & Beverage and incidentals, US casino office operations, and the service bar operation in a casino.
- The following would remain subject to VAT: electricity used by casinos, whether it is a direct billing from the utilities company or an allocation of the charges from the hotel to casino floor space.

**VAT Inclusive Pricing**

- Industry argues that this should not apply to any price postings for sales, marketing and advertising promotions.
- BHTA cites customer confusion and systems adjustments associated with requiring VAT to be inclusive on restaurant menus.
- Government allows for VAT Exclusive price listings to be posted when used for sales and marketing purposes provided notation or asterisk clearly indicates that the price is subject to a 7.5% Government Value Added Tax.
- Government agrees to allow menus for sit-down restaurants to list prices VAT exclusive, provided notice is clearly indicated on the menu that all prices are subject to a 7.5% Government Value Added Tax.

**VAT on Promotion Board Levies**

- Government’s initial position was that VAT should be assessed on Promotion Board levies, arguing that this is a marketing service/expense and therefore VAT should be paid.
- BHTA argued that the work of the Promotion Boards benefits the overall destination, that the Board’s marketing work supplements and complements that of the Ministry of Tourism. BHTA further argued that the Board’s work is essential to generating tourism business and ensuing Government benefits particularly during this critical time when the Ministry of Tourism’s destination advertising is limited and new developments are coming on stream.
- Agreement was reached with the Ministry of Finance that there should be no impact from VAT on the revenues of the Promotion Boards related to the assessment of the room levy. The customer should not see an impact of having 7.5% assessed on the levy. Hotels will be allowed to offset the VAT portion of the levy. The Promotion Boards will provide the hotels with a VAT receipt to allow for an input credit. Details to be worked out by the Ministry and BHTA with the Boards.

**Treatment of Nonprofit Organizations**

- Organizations like BHTA, BHEA, the MOB and Promotion Boards will be subject to VAT and not excluded.
- BHTA has argued that an element of the organization’s work is undertaken for the good of the country and therefore should not be required to assess VAT.
- The Government has maintained that only registered charity nonprofits will be excluded from paying VAT and therefore the Boards, BHTA and other trade groups would be liable for VAT.
- Government has advised BHTA to consider creating a separate but related nonprofit organization to handle transactions related to charitable activities such as fundraising for scholarships, disaster relief, and other education related activities.

**VAT on Comp Rooms and Services for Goodwill and Public Relations/Marketing Support**

- Government maintains that VAT should be paid on the market value of these comp services.
- BHTA’s position is that the policy presently in effect does not require tax to be paid on donated rooms and services and should be maintained arguing that it recognizes the importance of these donated goods and services to the overall economy.
- Government maintains that only those goods and services which are donated to charities approved by the VAT Comptroller will be excluded from paying VAT.

**Domestic Leg of Continuous International Travel Bookings**

- According to the VAT Act, domestic travel would be subject to VAT.
- BHTA put forth the position to Government that the domestic leg should not be subject to VAT as long as it is part of a continuous travel itinerary to and/or from The Bahamas.
- Government states domestic leg of continuous itinerary which originates or terminates outside of the Bahamas will be treated as International transportation (where the travel is concluded within 48 hours of its initiation, but involves layovers). The travel component will also be recognized as international for multiple destinations itineraries that involve pre-booked “stopover hotel stay” on multiple islands.

**Treatment of Investment Incentives**

- BHTA sought clarification regarding how duty-free exemptions provided under legislation like the Hotels Encouragement Act, and the Family Islands Development Act are treated under VAT.
- The Ministry of Finance indicates that the duty-free entry provisions granted under legislation will continue. VAT will be assessed on the imports. In cases where a major refurbishment is underway and revenue is limited, the VAT Comptroller may allow a business to defer the payment of VAT until such time revenue is restored.



# READINESS & TRAINING

## Preparing Members for VAT a Major Part of 2014 Member Servicing

- **Readiness Workshops Reach Over 460 Participants**
- **Updates and Briefings Provided at All Membership Meetings**
- **Legislation, Regulations, Guidance Notes, VAT Primers and VAT Tips Sent to Members Throughout the Year**
- **VAT Page Established on BHTA Website**

The organization took a comprehensive approach towards preparing members for VAT's implementation. BHTA collaborated with Government and tourism-industry partners to implement a training and readiness plan directed at the accommodations and tourism sectors throughout The Bahamas. The objectives of the plan were to provide information and resources aimed at:



1. Providing businesses with a general understanding of how VAT works.
2. Preparing businesses to register for VAT and be compliant with filing, reporting and record keeping requirements.

3. Reviewing and securing input on all industry-relevant areas of the VAT Legislation, Regulations, and Guidance Notes.
4. Clarifying key points, addressing member questions, and feeding back further recommendations to Government on matters of concern to the industry.
5. Guiding businesses on essential internal readiness plans they need to have in place.
6. Ensuring tourism-related business awareness of Government and BHTA VAT-related resources: publications, online and help desk resources available to assist with VAT related questions and meeting compliance criteria.



A critical element of the readiness plan was a series of training sessions developed by BHTA and the Ministry of Finance, in cooperation with the Ministry of Tourism. Twelve sessions were held between October and November, reaching over 460 participants, exceeding our goal of 400.

<b>Date</b>	<b>Location#</b>	<b>Participants</b>
October 8	New Providence for Family Island Businesses (BOIPB meeting)	30
October 9	New Providence – BHTA General Membership Meeting	120
October 15	New Providence – all tourism-related businesses	72
October 20	Grand Bahama	65
October 28	Abaco	70
October 30	Exuma	26
November 4	Long Island	14
November 6	Cat Island	12
November 13	Bimini	20
November 18	Eleuthera	14
November 20	Harbour Island	14
November 24	Andros	6



# CASINO GAMING REFORMS ADOPTED

Four years of work by BHTA's Casinos Committee paid off this year with the Government's adoption of sweeping gaming reforms designed to reposition The Bahamas as a leading global casino destination. In recent years the industry has lost considerable ground as Government and operator revenue declined with the emergence of competition around the world with much more liberal and nimble laws and regulations governing operations and the type of gaming which can be offered.



The effort gained momentum with the establishment of a joint public and private sector effort two years ago to consider the recommendations put forth by BHTA's Casinos Committee. Their mandate was to:

- **Drive Gaming Revenues** - generating additional revenue for operators and the Government, stimulating investments, and expanding employment
- **Create a Sustainable Competitive Advantage** – modifying laws and regulations to allow operators to compete against other major and expanding gaming jurisdictions
- **Expand Bahamas Tourism** – leveraging our unique location and access to major markets and appealing to the growing Latin American and Asian markets.

The changes allow casinos to offer international travelers the latest gaming-industry amenities and create the greater flexibility enjoyed by competitors on regulatory matters involving staffing and the approval of new games and equipment.

Key reforms which were adopted include:

- **Interactive Gaming** – Allowing players from approved jurisdictions outside of The Bahamas to play over the Internet.

- **Proxy Wagering** - Allowing casinos that are licensed on or before 1 February 2015 and are part of a resort hotel to operate remote wagering and proxy wagering systems. Also allowing players to place a bet without physically being on site, via proxy and technical aids.
- **Mobile Gaming** - State-of-the-art technology will allow players to wager via mobile gaming devices from anywhere on the campus of a licensed casino facility.
- **Enforcement of Gaming Debt** - Expediting process by which licensed operators can collect debts from patrons once they leave the jurisdiction.
- **In-play Sports Betting** - Using new technology, allowing casinos or their partners to accept wagers on an event after the game has started and remains underway.
- **Responsible Gaming** - Requiring each licensed casino to adopt a responsible-gaming plan and raise public awareness of problem gaming.

The Committee's research indicated that the modernization of The Bahamas' gaming laws and regulations will result in an increase in annual tax revenue estimated between \$17 million and \$30 million. The Bahamas will also see employment growth as the industry becomes more competitive.

The reforms allow for the strengthening of gaming regulatory oversight and anti-money laundering processes, thus propelling The Bahamas to an even stronger gaming and competitive jurisdiction.

**BHTA and National Health Care**

The BHTA is taking steps to become formally engaged in the consultative process, as the Government commits to advance a Universal Healthcare Program by January 2016.

In 2006 when National Health Insurance was proposed, BHTA was an active member of the Coalition for National Healthcare Reform, a joint effort of the Bahamas Chamber of Commerce, BHTA, labour unions, the medical and insurance industries and other private sector organizations.

**Airline Processing Fees Eliminated with implementation of Departure Tax Increase**

**HISTORY**

Issues related to the existing airline fees were brought to the attention of the BHTA after the implementation of Bahamas Aviation Fee Changes effective July 2013. The changes threatened airlift to the Bahamas as airlines were required to pay substantial sums for processing fees and attendance fees for overtime or off hour services.

As it had done in the past, BHTA liaised with the Commercial and Private Airlines, Airline Association Representatives, Ministry of Finance, Ministry of Tourism, the Aviation Council, Civil Aviation and Bahamas Customs to attain an amicable resolve to the issues which threatened airlift to the Bahamas.

**Discussions culminated in the following agreement:**

- An increase of Departure Tax Fees from \$ 25.00 - \$ 29.00.
- The increase would replace any current processing fees and existing level of service fees.

In his 2014 Budget Communication the Prime Minister stated that the attendance and processing fees would be replaced by a \$4.00 increase in the Departure Tax for airlines that committed to 300 + annual rotations. However the budget communication created some concern as it also indicated that: "to be eligible, the major commercial airlines would need to bring processing fees up to date". As the Departure Tax, which was designed to replace the "current processing fees" had not yet been implemented, there were concerns vocalized from airlines re the government perceiving a financial liability for the processing fees on behalf of the Airlines. This perceived liability would continue to accrue until the government implemented the Departure Tax increase through the filing of the said increase with IATA.

BHTA is pleased to report, that the Bahamas Departure Tax increase of \$4.00 was implemented on October 01st, 2014. The implementation saw the elimination of the processing and attendance fees for all commercial airlines operating 300 or more rotations annually into the Bahamas. The airlines have formally moved forward to addressing any perceived accrued fees and expect final resolution before the end of year (2014).



## **Update on the Installation of APC's in the Lynden Pindling International Airport.**

Automated Passport Control (APC) is an innovative program developed by Vancouver Airport to provide travelers with shorter wait times, as they move through the US Border Patrol inspection process by collecting passport and declaration information at a self-service kiosk. The Nassau Airport Development Company (NAD) has been spearheading efforts to purchase kiosks for the Lynden Pindling International Airport in partnership with The Ministry of Tourism, the Nassau Paradise Island Promotion Board and Airlines that fly to the US.

The installation of the kiosks could see processing times increased by 400%. Major airport hubs, such as Chicago, Houston, Vancouver have installed APC's in their airports. While initially the kiosks at the LPIA will process US, Canadian and ESTA Waiver country passports, it is anticipated that they will eventually accommodate the processing of Bahamian Passports in the near future. As existing levels of US Custom and Immigration officials will not diminish with the installation, all passengers traveling to the US will benefit from the installation of the APC's. This achievement is just one of many passenger processing enhancements planned, to continue to ensure expediency and the highest level of services for travelers entering and exiting the Bahamas.

## **Changes in the United Kingdom's Air Passenger Duty (APD) equates to reduction in cost of travel from the UK.**

In 2014, the BHTA was pleased to inform members of two alterations to the United Kingdom's Air Passenger Duty (APD) which, when implemented, would reduce the cost of travel from the UK to the Region.

In March of 2014, the simplification from a 4-band to a 2-band system was announced. Under the new 2 band system all long-haul flights (over 4,000 miles) would be moved into band B which means UK customers traveling to the Caribbean will pay the same tax as if they were traveling to the United States. The change is expected to take place April 1, 2015.

The most recent announcement was released earlier in December 2014, after the BHTA received word of the imminent abolition of the APD for children under the age of 12 from next May, one month after the current four-tier APD system is simplified into two bands. The tax will be abolished for all children under 16 in 2016. This tax break saves a family of four flying to the Caribbean £142.

The re-banding had been an issue which the BHTA and the CHTA, along with the Ministry of Tourism and the Caribbean Tourism Organization, who have advocated that this be addressed for nearly 4 years.

## **Proposed Tourism Marketing Agency:**

Under the guidance of Sir Baltron Bethel of the Office of the Prime Minister, an effort is underway to explore new ways to create synergies between the Ministry of Tourism and the varying Promotion Boards including the Nassau Paradise Island Promotion Board (NPIPB), the Grand Bahama Island Tourism Board (GBITB) and the Bahamas Out Islands Promotion Board (BOIPB).

Price Waterhouse Cooper (PWC) has been engaged by the Government to undertake a study to look at various options for a new approach or entity, including to gauge the feasibility of creating a "Tourism Marketing Agency". The options consider incorporating varying levels of interaction and synergistic activities between existing Promotion Boards and the Ministry of Tourism.

The Bahamas Hotel and Tourism Association (BHTA) has been engaged in the process; attending meetings, and participating in discussions with key stakeholders. Representatives from PWC continue to lead forums for discussions; engage stakeholders and gather data with a view to submit a report to the Office of the Prime Minister in the near future. The over-arching goal is the formation of a private sector led, marketing and promotion focused effort/entity which would augment collaborative efforts; deploy increased purchasing power and obtain enhanced operational efficiencies via economies of scale to better enhance holistic destination marketing and promotion efforts.



# WORKFORCE DEVELOPMENT

## Scholarships

- Total value and impact: 14 scholarships valued at \$50,000 (CHTEAF and Pat Bain) were awarded for the 2014 – 2015 academic year
- 118 scholarships valued at \$428,050.00 (CHTEAF and Pat Bain) have been awarded since 2005.

## CHTA Education Foundation Scholarship

- Thirteen applications were submitted to the Caribbean Hotel & Tourism Association Educational Foundation for consideration. Industry support for hotel-stay donations to NY Times Travel Show and BHTA management of Bahamas engagement in CHTAEF program resulted in eight Bahamians being awarded scholarships for 2014. The value was \$40,000.00.

## Industry Partners Patrick S. G. Bain Scholarship

- Six scholarships were awarded, valued \$10,000.00 in 2014
- Students interested in pursuing studies in tourism and culinary-related fields submitted applications for scholarships being offered to Bahamians to attend the College of The Bahamas - Culinary and Hospitality Management Institute (CHMI), Jointly funded by the Bahamas Hotel and Tourism Association and the Bahamas Hotel Employers' Association.
- The scholarships are offered in the name of the respective organizations and in tribute to the late union leader Patrick S. G. Bain, in recognition of his commitment to education and building business-labour partnerships.

## Junior Hotelier Programme

- New Providence entered its tenth year while Grand Bahama entered its fourth year in 2014
- The Programme was crafted to raise students' interest and knowledge of the real world-of-work! Through early exposure to the industry and interactions with industry professionals, students explore the myriad of career options available in the industry, engage industry professionals in discussions on industry expectations, acquire knowledge, soft skills and awareness of industry and guests' needs and expectations and link classroom learning and experiences to real work experiences and expectations. Three schools were active in 2014.
- To date, 385 students have participated in the Program in Grand Bahama and over 1,000 on New Providence.
- Thank our industry partners who volunteer their time and go into the schools to share experiences, talk to specific disciplines, and serve as mentors to our young minds.
- Plans are in progress for the programme to resume in Grand Bahama and New Providence in January, 2015.



## MOE Boot Camp For High School Students

- The Boot Camp is a collaborative effort with the Bahamas Hotel & Tourism Association, the College of the Bahamas Culinary and Hospitality Management Institute and The Ministry of Education. The Fifth Annual event was held on January 30th and 31st at the Harry C. Moore Library – COB.
- Approximately 220 students were in attendance.
- The objective was to equip students of grades 9, 11 and 12 with realistic workplace expectations and the opportunity to be interviewed by potential employers and to expose senior students to the dynamics of the work environment and enhance their preparation to enter a competitive, global workforce.
- Professionals from the Industry presented on the following topics: “Top Five Entry Level Employment Competencies”, “Personal Appearance & Behavior”, “Winning Interview Tips” and “Employment vs. Entrepreneurship”.



## Junior Minister Of Tourism Competition Supported By BHTA

- The Junior of Minister Competition has been supported by the BHTA since its inception.
- Each year, 11th grade students from schools throughout the nation go through a selection process which culminates in a final speech competition.
- The finalists compete for 1st, 2nd and 3rd place in the competition, however every finalist is considered to be a “Director General” for their respective Island. The winner of the competition is designated the prestigious title of Junior Minister of Tourism for the Year.
- The BHTA supports the competition by awarding the Junior Minister of Tourism a Pat Bain Scholarship (tenable at the College of the Bahamas) worth approximately \$16,000.
- This year, Taliah Cooper of Preston Albury High School, Eleuthera, made history when she won the Jr Minister of the Year Competition and became the first Family Islander to capture the coveted title. Larissa Smith, of C.R. Walker in New Providence won 2nd place with Dava Major, of Grand Ba-hama Catholic School attained 3rd place.
- The BHTA is pleased to support this endeavor which helps to prepare students as they emerge from the world of academics into the business of the number 1 industry, Tourism.



## COB Career/Job Fair

- The Fair was held on *September 18th, 2014 at Independence Park* under the theme “*COB @ 40 – Create Your Future*”.
- One of the objectives of this event is to provide a forum for COB student to explore careers and placement opportunities. This opportunity is used to reconnect with our scholarship students, interact with COB/CHMI students and field questions on our sector. Industry professionals are invited to join us throughout the day at the booth.

### **Educators' Industry Internship Program**

- The Eleventh Annual was held July 14th through 18th, 2014
- Over 120 Educators Learn About Tourism through the Summer Internship Program in New Providence and Grand Bahama
- Theme *"Teachers Meeting The Challenge To Bring About The Change"*
- Participating Educators include, Teachers, Guidance Counselors, Principals and Administrators
- Participants congregate at an opening ceremony, and are then dispersed to BHTA member businesses, where they literally shadow real life employees operating within a variety of tourism/hospitality related businesses, such as hotels, restaurants, and attractions. The immersion process enables the Educators to see, feel and touch, what it means to be actively engaged in all aspects of the business of tourism. In addition to being exposed to varying work environments, the Educators are invited to attend a day exploring relevant aspects of our Tourism Industry through tours of facilities or areas of interest, such as the new Airport in New Providence, Historical Tours in Nassau, Cruises in Freeport, and tours of new resorts such as BahaMar. In addition to the New Providence Educators being exposed to varying work environments and career choices, the Educators had a day of exploring Charles Towne, coordinated by John Watling's Distillery
- To date over 1,200 Educators have gone through the program.

### **National Career Awareness Month (NCAM)**

- The month of October has been designated as *National Career Awareness Month* by the Ministry of Education, Science and Technology (MOEST). The Ministry recognizes the need to meet the nation's evolving employment needs and the mandate to prepare the future workforce in order to remain.
- 2014 theme *"P.R.E.P.A.R.E - Passions, Expect, Explore, Persistence Attitude, Responsibility, Ethics"*
- A number of events and activities were held inclusive of: Workshop for Guidance Counselors, Career Site Inspections, Video Conference with Family Islands, Student Competitions (Speech & Essay), Speakers Circuits and Field Trips/Product Tours.
- Plans are in progress for a Careers' Fair which will be held in February, 2015.

### **American Hotel & Lodging Education Institute (A.H.L.E.I) S.T.A.R.T Programme.**

- The BHTA assisted with placing sixteen students from Grades 10 and 11, from Aquinas College in industry for internship in August, 2014, who are seeking Hospitality Certification from AHLEI. The students need to log between 120 and 160 hours of industry experience/exposure in order to qualify to sit AHLEI's certification examination.

### **Cob Bhta Collaborative Efforts**

- Under the theme: Strategic Structuring: the Culinary and Hospitality Management Institute hosted a retreat on Saturday, April 12th, 8:30 a.m. – 4:00 p.m. at the St. Paul's Catholic Church Hall, Lyford Cay. The major thrust of the retreat is to bring into alignment, the mission, vision and new strategic goals of CHMI to those of the soon to be University of The Bahamas.

### **Leadership & Succession Planning Survey**

Forty-one surveys have been received. A committee will be identified to review the results and produce a strategic plan of recommendations/action steps based on the plan.

With the expected mass hiring of top talent, over the next year it should become apparent to most businesses that failure to invest in succession planning and leadership development with your employees can have serious ramifications to your business and its continuity. That's why we are putting some focus on this aspect of your approach to developing top talent.

Public and private sector stakeholders who attended the recent forum on Corporate Strategies for Leadership and Talent Development identified a number of initiatives which should be considered to support companies and government in their efforts to develop leadership skills and succession planning within their organizations.

The aggregate results was shared with a cross-sectoral, public and private sector Steering Committee which is being established to guide the establishment and implementation of leadership development plans and strategies.



## COB Short Term Courses

The Bahamas Hotel and Tourism Association has been working with schools and other industry stakeholders on a range of initiatives to prepare the industry and Bahamians for the employment opportunities which will become available throughout the nation as a result of the Baha Mar development. Culinary & Bartending courses are planned.

## BHTA Partners with the Ministry of Tourism for the Grand Bahama Island Tourism Service Quality Training Symposium and Exhibition in November 2014.



The BHTA was proud to participate with the Ministry of Tourism, and the Grand Bahama Island Tourism Board, for their Tourism Service Quality Training Symposium which will take place on November 19, 2014. A formidable line up of presenters spoke of trends shaping the present and future of training and development of persons employed in the tourism sector on Grand Bahama. Almost 80 Tourism Stakeholders attended the event. The symposium was a great success as attendees welcomed insight provided by a formidable line up of speakers, such as Betty Bethel, Carmel Churchill and Ian Ferguson from the Ministry of Tourism, Ben Davis from the Grand Bahama Island Tourism Board, Suzanne Pattusch from the BHTA and Master Motivator Spence Finlayson.

## 2014 Cacique Awards

The Bahamas Hotel & Tourism Association initiated an awards programme in 1987 in celebration of the 35th Anniversary. Its purpose was to recognise individuals in the hotel industry for outstanding contributions to the development of tourism in The Bahamas, through exceptional performance in the various member hotels of the association. Those chosen for recognition exemplified the service and the spirit of the hospitality business in the following categories: Hotelier of the Year, Manager of the Year, Chef of The Year, Sales Executive of The Year and Employee of The Year. We thank the 2014 Selection Committee, chaired by E. John Deleveaux and including: Patrice Ritchie, RBC; Ruth Gardiner and Bridget Murray, COB; 2010 Cacique Award Winner, Micklyn Lightbourne, Barbara Barnes, Chef Michael Adderley, Chef Edwin Johnson, Chef Don Johnson. **Chef of The Year Finalists:** Rosemary Sinclair-Hepburn Exec. Chef, Atlantis; Cheryl T. McKenzie, Exec. Sous Chef: British Colonial Hilton, Addiemae Rolle-Farrington, Chef Instructor, Culinary Hospitality Management Institute. **Employee of The Year Finalists:** Lavardo O. Knowles, Guest Services Representative: British Colonial Hilton; Scheatra Knowles, Uniformed Services Coordinator, Atlantis; Michael Lloyd Hall-Glinton, Bartender, Grand Lucayan Bahamas. **Supervisor of The Year Finalists:** Sharaca S. Frazier-McDonald, Manager on Duty, British Colonial Hilton; Clement Butler, Conference Services Manager, Atlantis; Sandra L. Rolle, Club Sandals Manager, Sandals Royal Bahamian. **Manager of The Year Finalists:** Glenroy Pratt Sr. Director of Conference Services Atlantis; Jamal Glover, Assistant General Manager, Comfort Suites PI; Nathan Duncan, Chief Steward, British Colonial Hilton. **Sales Executive of The Year Finalists:** Shantillya C. Sands, Director of Sales, Comfort Suites PI; Chryzamuem Williams, Massage Therapist/Aesthetician, Sandals Emerald Bay Golf, Tennis & Spa.

*The Winners will be announced on Saturday, January 24, 2015 at the Melia Nassau Beach Resort, Cable Beach.*

## BHTA Celebrates the National Culinary Team:



The BHTA proudly announced its national culinary team in March 2014 after a rigorous competition.

The final team was selected through a series of on-island competitions and is comprised of: Executive Chef Emmanuel Gibson, One & Ocean Club, Sous Chef Charon McKenzie, Lyford Cay Club, Sous Chef Aviva Richmond Fowler, Albany Private Resort, Pastry Chef Sheldon Tracey Sweeting, Le Sprouts Private Catering, Junior Chef Dwayne Sinclair, Lincoln Culinary Institute Student, Bartender Marv Cunningham, Aura Night club, Atlantis Paradise Island, Chef Jamal Small, One & Ocean Club and Ice Artist Indra Solihin, Atlantis Paradise Island. This year The Bahamas' National Culinary Team will be led by the returning Taste of the Caribbean Hall of Famer, Chef of the Year and Gold Medal Pastry and Best Use of Chocolate Chef Team Manager Sheldon Tracey Sweeting from Le Sprouts Private Catering and Team Manager Michael Adderly from Atlantis Paradise Island.



### **A Mentoring Session with the National Culinary Team and COB Chefs**

The BHTA brought the National Culinary Team to meet and mentor aspiring young chefs enrolled in the College of the Bahamas's CHMI program. The mentoring session was a smashing success. The junior chefs were able to showcase their culinary skills, as well as hone and develop their culinary and competition skills through the feedback from the Gold Medal Winning National Culinary Team.

### **2014 Gala Dinner held by National Culinary Team**

This year's Gala Demonstration Dinner was held at the esteemed Bahamian Fine Dining Restaurant "Sapodilla". The award winning National Culinary Team, supported by top young chefs from the College of the Bahamas's CHMI program, prepared a soiree of savory dishes and cocktail delights for 100 dinner guests.





**Team competes in Taste of the Caribbean Competition 2014**



Months of preparation, culminated in the Bahamas National Culinary Team competing against top chefs throughout the region this week at the prestigious Taste of the Caribbean Competition 2014 in Miami and bringing home a number of top honors, including the team silver medal and two individual gold and six individual silver medals.

**Her Excellency, Dame Marguerite Pindling, Governor General, welcomes the National Culinary Team at Government House**



The National Culinary Team, Bahamas Hotel and Tourism Association representatives and sponsor companies were graciously welcomed by Her Excellency, Dame Marguerite Pindling, Governor General, at Government House last week. Her Excellency thanked the team for their participation in the Culinary Competition and expressed her pride and appreciation for the Bahamian Team and the sponsors who made their participation possible.





### **BHTA's 16th Annual "Trick or Tee" Golf Tournament a great success as corporate sponsors support the organizations Workforce Development Initiatives and Scholarships.**

October 5th 2014; The Bahamas Hotel and Tourism Association saw approximately 100 golfers Tee Off at the prestigious Ocean Club Golf Course at the BHTA's 16th Annual Golf Tournament. Over twenty (20) Corporate Sponsors donated almost \$ 50,000 in cash and prizes in of support BHTA's Workforce Development initiatives and Scholarship Programs. This year, Platinum and Gold Sponsors were able to "Dress up their own Hole" and Golf Carts, in keeping with the Halloween "Trick of Tee" Theme. Sponsors set up emblazoned corporate tents, banners, flags and had personnel giving away promotional items, beverages and products from their tents. Golfers were able to win a record number of amazing prizes donated by a number of Hotel, Attraction and Allied BHTA Members.

The scholarships help to prepare and educate young Bahamians on the many options in the dynamic Bahamian Tourism Industry.

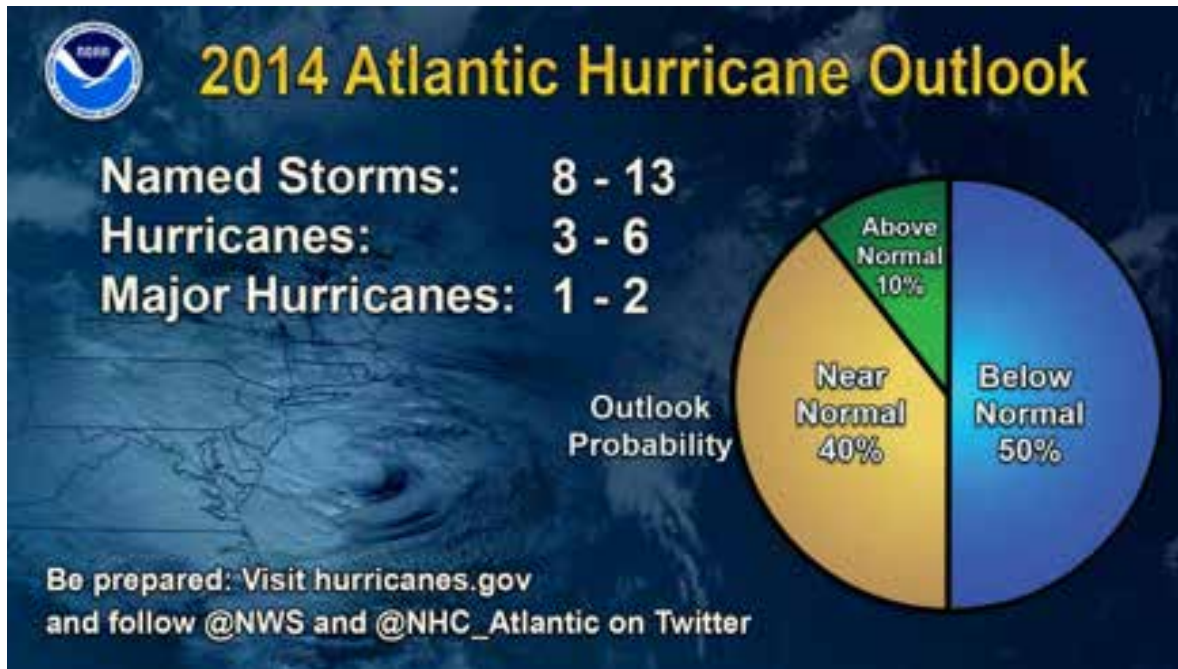
### **BHTA Silent Auction Fund Raising Event.**

The Silent Auction Fund Raising Event is an annual event hosted by the BHTA, and enjoyed by many as members and non-members are able to "bid" on almost 130 prizes, often at a fraction of the value! As the Silent Auction falls in December, many consider it a fantastic way to "shop Bahamian" for gifts that range from Bahamian Staycations; hotel stays, flights, family fun activities, dining experiences, fabulous food, wine and liquor, spa experiences, art and photography packages, and many other Bahamian goods and services. This year, the Silent Auction prizes donated by Members are valued at almost \$ 50,000.

## BHTA keeps Members informed and stands ready to serve in case of disaster.

As we have in previous years, BHTA remained poised to coordinate private sector readiness and response efforts with the Ministry of Tourism. The Ministry chairs a coordination task force (ESF12), which is supported by the BHTA and other public and private sector representatives. ESF12 represents the tourism industry as part of the National Emergency Management Agency's overall disaster readiness and response activities.

IN 2014 BHTA tracked, and kept members informed about two storms that came within close proximity to the islands of the Bahamas, TS Cristobal and TS Bertha.



## BHTA & Caribbean Hotel Energy Efficiency Action (CHENACT)

The Bahamas Hotel and Tourism Association is participating in the Caribbean Hotel Energy Efficiency Action (CHENACT) Program which is designed to facilitate investments in hotel energy efficiency, micro-generation from renewable energy systems, and replacement of ozone depleting substances (ODS). It is primarily funded by the Inter-American Development Bank with support from the Bahamas Hotel and Tourism Association, participating hotels, and the Government of The Bahamas. The initial round of audits were conducted by Energy Dynamics Limited.

With ten detailed energy efficiency audits completed, participating hotels were provided with detailed reports which line item specific savings opportunities ranging from no-cost to low cost measures to those requiring varying investment levels. The collective results thus far show hotels can reduce their energy consumption by over 13% by adopting the recommended measures

In Phase I of a three-year project ten hotels from three islands, Harbour Island, Grand Bahama and New Providence, participated in detailed energy efficiency audits to identify the no-cost, low-cost, medium-cost and high-cost efficiencies which could be put in place to reduce their energy costs. Participating hotels received detailed reports with findings and recommendations.

Thus far, and additional 25 hotels in Abaco, Andros, Cat Island, Exuma, Grand Bahama, Nassau and Paradise Island signed up for the 2nd round of Audits, which are expected to commence January 2015.

# BAHAMAS HOTEL & TOURISM ASSOCIATION

## 2014 LEADERSHIP TEAM & STAFF

### Directors, Nassau-Paradise Island:

Robert D.L. Sands	Sheraton (Baha Mar Ltd.)
Earle R. Bethell	Comfort Suites
Denise Godreau	Wyndham (Baha Mar Ltd.)
Enrico Garzaroli	Graycliff
George Markantonis	Atlantis
Ed Fields	Atlantis
Paul J. Burke	Atlantis
Ted Adderley	Atlantis
Judith Thompson	Atlantis
Karen Carey	Atlantis
Ivan James	Atlantis
Carlton Russell	Atlantis
Stephen Sawyer	Atlantis
Joe Eustice	Wyndham Nassau Resort
John Conway	One and Only Ocean Club
William F. Naughton	Comfort Suites
Jeremy MacVean	Bay View Best Western Plus
Hiltrud Augustin	Bay View Best Western Plus
Lex Hollender	Paradise Island Harbour Resort
Representative	British Colonial Hilton

### Middle Management:

Jamal Glover

### Directors For Grand Bahama Island:

Guillermo Lachapel	Viva Wyndham Fortuna Beach
Jackie Carroll	Old Bahama Bay
Kor Dormans	Ocean Reef Resort
Ta'Shar Cuccurullo	Sunrise Resort and Marina
Benjamin Davis	Grand Lucayan

### Middle Management Directors For Grand Bahama Island:

Debi Gomez	Grand Lucayan
Della Bridgewater	Pelican Bay

### Director For Ground Tour Operators Tourist Attraction & Travel Consultants:

Michael Symonette	Bahamas Experience Tours
Hadley Forbes	H. Forbes Charter Co. Ltd.

### Lifetime Directors:

George Myers	Nettica R. Symonette
J. Barrie Farrington	William Saunders

### Bahamas Hotel & Tourism Association Staff, Positions and Email Addresses:

Suzanne Pattusch	Executive Vice President	spattusch@bahamashotels.org
Charlotte Knowles-Thompson	Executive Administrator	cthompson@bahamashotels.org
Dominique Duncanson	Executive Assistant	duncanson@bahamashotels.org
Latasha Allen	WFD Project Assistant	lallen@bahamashotels.org

### Directors For Family Islands:

Jeff Birch	Small Hope Bay
Leslie Kennedy	Pigeon Cay Beach Club
Robert Meister	Treasure Cay Hotel Resort
Aubynette Rolle	Sammy T's Beach Resort
Randy Holder	Hawk's Nest Resort & Marina
Tony Armbrister	Fernandez Bay Villas
Michael Webber	Bimini Big Game Club
Cheryl Bastian	Swains Cay Lodge
Adam Showell	Green Turtle Cay Club & Marina
Vincent Wilfred	Tiamo Resort
Samuel Oliver	Pelican Beach Villas
Don Jelinek	Grand Isle Resort
Joel Friese	Stella Maris
Peter Whitfield	Lighthouse Yacht Club
Dean Spychalla	Valentines Resort

### Middle Management Director For Family Islands:

Paul Soutter	Sandals Royal Bahamian, Exuma
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### Casino Management

Uri Clinton	Cable Beach
Audrey Oswell	Paradise Island

### Director For Hotel Suppliers, Bahamas:

Pending

### Director For Hotel Suppliers Abroad:

Stan Smith	Smith, Orloff and Associates
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### Director For Airlines:

Alan Sweeting	Jet Blue
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### Director For Advertising, Public Relations, Printers & Publishers - Bahamas:

Warren Binder	PITDA
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### Director For Advertising, Public Relations, Printers & Publishers - Abroad:

Fred Lounsberry	NPIPB
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# THANK YOU

## **BHTA Staff Members:**

Suzanne Pattusch, Executive Vice President  
Charlotte Knowles-Thompson, Executive Administrator  
Dominique Duncanson, Executive Assistant  
Latasha Allen, WFD Project Assistant

## **Adjunct Staff**

Frank Comito, Executive Consultant  
Kristie Russell, COB Student Intern  
Kendrick Major, Messenger

## **BHTA 2014 Executive Committee**

Stuart Bowe, President  
Robert 'Sandy' Sands, Immediate Past President  
Vaughn Roberts, Senior Vice President  
Earle R. Bethell, Treasurer  
Suzanne Pattusch, Executive Vice President and Corporate Secretary  
Dean Spychalla, Vice President for Family Islands  
Magnus Alnebeck, Vice President for Grand Bahama  
Patrick Drake, Vice President for Nassau-Paradise Island  
Vernice Walkine, Vice President for Allied Members  
Nina Maynard, Chairperson, Small Hotels  
Beverly Saunders, Chairperson, Workforce Development

## **Donation for Workforce Development**

Bahamas Hotel Association Human Resources Professionals (BHAHRP)

## **Taste of the Caribbean Sponsors:**

Bank of The Bahamas  
Le Sprouts Private Touch Services  
Bahamian Brewery, Sands Beer  
Bahamas Food Services  
Albany Private Resort  
Atlantis Paradise Island  
One and Only Ocean Club  
Bristol Wines & Spirits  
Linda Myers  
BTC  
Bahamas Culinary Association  
Ministry of Tourism  
Bahamasair  
Sapodilla Fine Dining  
Majestic Tours  
Lyford Cay Club

## **Golf Tournament Sponsors:**

Fidelity Bank (Bahamas) Ltd.  
The d'Albenas Agency Ltd.  
Atlantis Paradise Island  
Bahamas Food Services  
Nassau Paradise Island Promotion Board  
Restaurants Bahamas Ltd. /KFC  
Bahamian Brewery, Sands Beer  
Scotia Bank (Bahamas) Ltd.  
Burns House Group of Companies  
British Colonial Hilton  
J.S. Johnson Insurance Company  
Aquapure  
Serena Williams Media & Public Relations  
Resorts World Bimini  
PINOL (Bahamas Wholesale Agencies)  
Cole Insurance Agents & Brokers  
Milo O. Bulter & Sons  
Caribbean Bottling Company  
PINOL (Bahamas Wholesale Agency)  
Cole Insurance Agents & Brokers  
Milo B. Butler & Sons Distributors  
Caribbean Bottling company  
A.L. Cleaning Company  
Leisure Tour & Travel  
Bahamasair  
Pigeon Cay, Cat Island  
Valentine Resorts  
Mandara Spa  
Coral Towers, Atlantis  
Treasure Cay Resort  
Pink Sands, Harbor Island  
Swain's Cay Resort  
Comfort Suites, PI  
LPG Pure Silk Classic  
Duke Wells and Benelda

## **Silent Auction Donors**

A Stone's Throw Away  
Abaco Beach Resort  
All Kinda Duff & Stuff  
American Airlines  
Ardastra Gardens Zoo & Conservation Center  
Atlantis - Coral Towers  
Atlantis - Royal Towers  
Baha Mar Hotel & Casino  
Bahama Divers

Bahamas Ferries  
 Bahamas Food Services  
 Bahamas Waste  
 Bahamasair  
 Bahamian Brewery  
 Bapak – Bahamas Food Packaging Services  
 Bahamas Culinary Association Chefs  
 Best Western Bayview Suites  
 Bimini Big Game Club  
 British Colonial Hilton  
 Burns House Group Of Companies  
 Caribbean Bottling Co. (Bahamas) Ltd  
 Chef Ancilleno Solomon  
 Chmi - Choices Restaurant  
 Cilantro Restaurant, Located In The Meliá Nassau  
 Beach Hotel  
 Club Peace & Plenty Hotel  
 Comfort Suites, Pi  
 Conch Inn Hotel & Marina  
 Disney Cruise Line  
 Doctors Hospital  
 Dolphin Encounters  
 Duke Of Nassau Photography  
 Dupuch Publications  
 Fedex  
 Fernandez Bay Village  
 Flying Cloud  
 Fun Foods (Lickety Split)  
 Grand Lucayan Bahamas  
 Graycliff  
 Greenwich Creek Lodge Limited  
 Hopetown Harbour Lodge  
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 John Watlings Distillery  
 Liquid Courage Ltd.  
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 Majestic Tours Ltd.  
 Mandara Spa (Bahamas) Ltd.  
 Medical Fitness @Bahamas Medical Center  
 Melia Nassau Beach Resort  
 Milo B. Butler & Sons  
 Nassau Glass  
 Nassau Paradise Island Promotion Board  
 Ocean Club Golf Course  
 Old Bahama Bay  
 One & Only Ocean Club  
 Orchard Hotel  
 Pelican Bay Hotel  
 Pigeon Cay Beach Club (Cat Island, Bahamas)  
 Pink Sands Resort (Harbour Island, Bahamas)  
 Powerboat Adventure  
 Purity Bakery Ltd  
 Resorts World Casino Bimini  
 Ridge Enterprises Ltd.  
 Royal Caribbean International

Sandals Royal Bahamian  
 Sapodilla Fine Dining  
 Sea View Hotel  
 Sky Bahamas Airlines Limited  
 Smith Orloff & Associates  
 Sapodilla Fine Dining Restaurant,  
 Stella Maris Resort  
 Stuart Cove Dive Bahamas  
 Superclubs Breezes  
 Swains Cay Bonefish Resort  
 The Corner Hotel  
 The Orchard Hotel  
 Treasure Cay Hotel Resort & Marina (Abaco, Bahamas)  
 Tru Bahamian Food Tours  
 Unique Vacations (Sandals Emerald Bay) Exuma  
 Valentine's Resort, Harbour Island  
 Viva Wyndham Fortuna Beach  
 West End Water Sports

**BHTA 138 Allied Members:**

A. L. Cleaning Company  
 Abaco Community Tourism Foundation  
 AirTran Airways/ Southwest Airlines  
 American Eagle/Executive Airlines  
 American Express Merchant Service International  
 American Hotel Register  
 Aquamarine Water Sport Activities Company  
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 Arawak Port Development Ltd.  
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 Bahamas Ferries  
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 Bahamas Food Services  
 Bahamas Hotel Employers' Association (BHEA)  
 Bahamas Petroleum Company  
 Bahamas Realty Limited  
 Bahamas Speed Week Revival  
 Bahamas Telecommunications Company (BTC)  
 Bahamas Tours En Espanol  
 Bahamas Waste Ltd.  
 Bahamas Wholesale Agencies  
 Bahamasair  
 Bahamia Rentals  
 Bahamian Brewery & Beverage Co  
 Bank of The Bahamas



Basden Elevator Co. Ltd.  
Bedford Baker  
Benelda.Com  
Best Island Travel & Tours  
Blue Illusions Limited  
BOIPB - Bahamas Out Island Promotion Board  
Bonnier Travel & Lifestyle Group: Caribbean Travel+ Life,  
Destination Weddings & Honeymoons, Islands  
British Airways  
Burns House Group  
Business Personnel Services Limited (BPSL)  
Cable Beach Manor Apartments  
Cable Beach Resort Development Association  
Cacique International Co. Ltd.  
Cambridge Group of Companies  
Caribbean Bottling Co. (Bahamas) Ltd  
Caribbean Gas Storage & Terminal Ltd  
Carter Marketing/Island Fm  
Clear Solution Plus  
Cole Ins. Agents & Brokers Limited #2  
Commonwealth Building Supplies & Hardware Store  
Coterie of Caribbean Butlers  
Creative Wealth Bahamas (The Training Authority)  
D'albenas Agency Ltd  
Dan Knowles Tour Co. Ltd  
Deloitte & Touche  
Discover Financial Services  
DMC Bahamas Ltd.  
Dolphin Encounters  
Downtown Nassau Partnership Limited  
Dupuch Publications  
Elektra Technologies  
FedEx  
Freeport Container Port  
Fun Food Wholesales Ltd  
G E Water Processing Technology  
GBITB - Grand Bahama Island Tourism Board  
Glinton Sweeting Obrien Attorney At Law  
Graphite Engineering Ltd.  
Great Events & Programs (GEP) Bahamas Ltd.  
Guest Tek  
Gunita Pools of Nassau Ltd  
H. Forbes Charter Co. Ltd.  
Henry F. Storr Electric  
Hospitality Management Services  
Hospitality Marketing & Management  
Hotel Restaurant Supply  
IBM Bahamas Ltd  
Immerse Bahamas Co. Ltd.  
Island Destination Services  
Island Sun Tours Ltd.  
Island Wholesale Ltd  
J. S. Johnson & Co. Ltd.  
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John Watling's Distillery  
Kaplan University  
KPMG  
Leisure Travel & Tours  
Liquid Courage Ltd.  
Luciano's of Chicago Restaurant Ltd.  
Majestic Tours Ltd.  
Mandara Spa (Bahamas) Ltd.  
Mike's Chinese Custom Tailoring  
Milo B. Butler & Sons  
Ministry Of Tourism  
Montagu Gardens  
Nassau Airport Development Company  
Nassau Paradise Island Promotion Board  
Nassau Tourism & Development Board  
New York Times  
Old Fort Bay  
OMG Bahamas  
Palm Cay  
PITDA - Paradise Island Tourism Development Association  
Pit Stop Wines & Spirits  
Poop Deck Restaurant, The  
Prestige Foods & Specialties  
PricewaterhouseCoopers  
Providence Technology Group  
Pure Salt Design  
Purity Bakery Ltd  
Q-Tech Communications  
Quencom Audio Visual  
RCI LLC  
Ridge Enterprises Ltd.  
Royal Bank of Canada/RBC Finco  
Royal Fidelity Merchant Bank & Trust  
Sandyport Development Co. Ltd.  
Scotiabank (Bahamas) Ltd.  
Senor Frogs  
Serena Williams Media & Public Relations  
SIDDA Communications Group, Ltd.  
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Sky Bahamas Airlines Limited  
Smith Orloff & Associates  
Stuart Cove's Aqua Adventures  
The Beck Group  
The College of The Bahamas - Culinary & Hospitality Management Institute  
The Counsellors Bahamas Ltd.  
Tropic Ocean Airways  
Tru Bahamian Food Tours  
Turning Point Consultants  
Underwater Explorers Society  
UWI Centre for Hotel & Tourism Management  
Whittingham Design Consultants Ltd  
Zamar Productions

# 2015 CACIQUE AWARD FINALISTS



**Chef Cheryl McKenzie**



**Chef Rosemary Sinclair-Hepburn**



**Chef Addiemae Farrington**



**Lavardo O. Knowles**  
Employee of The Year  
Guest Services Representative  
British Colonial Hilton



**Scheatra Knowles**  
Uniformed Services  
Coordinator  
Atlantis



**Michael Lloyd Hall-Glinton**  
Bartender  
Grand Lycayan Bahamas



**Sharaca S. Frazier-McDonald**  
Supervisor of The Year  
Manager on Duty  
British Colonial Hilton



**Clement Butler**  
Conference Services Manager  
Atlantis



**Sandra L. Rolle**  
Club Sandals Manager  
Sandals Royal Bahamian



**Glenroy Pratt Sr.**  
Manager of The Year  
Director of Conference Services  
Atlantis



**Nathan Duncan**  
Chief Steward  
British Colonial Hilton



**Jamal Glover**  
Assistant General Manager  
Comfort Suites PI



**Chryzamuem Williams**  
Massage Therapist/  
Aesthetician  
Sandals Emerald Bay Golf,  
Tennis & Spa



**Shantillya C. Sands**  
Sales Executive of The Year  
Director of Sales  
Comfort Suites PI

