



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION

CHTA BOARD OF DIRECTORS MEETING

Friday, June 2, 2017

8:30am – 12:00pm

Jasmine Room, Hyatt Regency Miami

AGENDA

- 1. Call to order by Karolin Troubetzkoy, CHTA President**
Roll Call
- 2. Approval of the minutes of the Board of Directors meeting held on Tuesday, January 31, 2017, at Atlantis, Paradise Island, Bahamas**
- 3. Matters arising from the minutes**
- 4. President's Report, Karolin Troubetzkoy, CHTA President**
 - a. Overview – CHTA YTD Progress and Focus Areas**
 - b. Looking Ahead**
 - c. Other**
- 5. CHTA Board of Directors Adjourns for Annual General Meeting**
- 6. CHTA Annual General Meeting convenes**
- 7. CHTA Board of Directors reconvenes**
- 8. CEO Report, Frank Comito, CHTA CEO & Director General**
 - a. Activity Report**
 - b. Special Presentations**
 - i. Regional Data Report**
 - ii. Caribbean Market Intelligence Insights, Vivian Mur, Regional Director, Adara Media**
 - iii. Innovative Social Media Marketing Approach, Edward St. Onge, President, Flip.to**
 - c. Special Presentation: Joel Santos, President, ASONAHORES & EVP, Coral Hospitality Corp.**
Andres Marranzini, Executive VP, ASONAHORES
 - d. Collaboration Framework Between CHTA and ASONAHORES**
- 9. Financial Report, Jim Hepple, Treasurer**
 - a. April YTD Financials and Outlook**
 - b. Proposed Amendment to Articles Re Audit Requirement**
 - c. 2015 Financial Review**
- 10. Events Update, Vanessa Ledesma, COO**
 - a. Marketplace – 2018, 2019 and beyond**
 - b. CHRIS Investment Conference – 2017, 2018**
 - c. Taste 2017**
 - d. Caribbean305**
 - e. CHIEF – 2017, 2018**



11. Standing Committee Reports

- a. **Advocacy Committee, Vincent Vanderpool-Wallace, Stuart Bowe, Co-Chairs**
- b. **Marketing Committee, Karen Whitt, Chair**
- c. **Membership Committee , Bill Clegg, Chair**
- d. **Caribbean Alliance for Sustainable Tourism, Denaye Hinds, Chair**
- e. **People Development Initiative – Patricia Affonso-Dass, Chair**

12. Affiliated Group Reports

- a. **Caribbean Tourism Organization, Hugh Riley, CTO Secretary General & CEO**
- b. **Caribbean Society of Hotel Association Executives (CSHAE), Stacy Cox, President, CSHAE**
- c. **Caribbean Central American Action by Sally Yearwood, Executive Director, CCAA**
- d. **Caribbean Hotel & Tourism Association Education Foundation**

13. New Business

14. Date of Next Meeting

15. Meeting Adjourns



CHTA BOARD OF DIRECTORS MEETING

Tuesday, January 31, 2017

9:00am – 12:00pm

Grand Ballroom AB, Atlantis, Paradise Island

1. Call to Order

President Karolin Troubetzkoy called the meeting to order at 9:12 a.m. After roll call, quorum was established. President Karolin Troubetzkoy welcomed to New Board Members attending for first time, the President recognized: Rudy Grant – new AE for Barbados, Wyb Meijer – new AE for St. Maarten

2. Approval of the Minutes of meeting held on June 9, 2016, at Hyatt Regency Miami. *A motion was introduced by Irene Dingjan, seconded by Karen Whitt and adopted to approve the Minutes.*

3. Matters Arising

No matters were noted from the previous minutes.

4. President's Report

The President recognized the CHTA team and acknowledged the support of the volunteer leaders and greeted the new officers Pablo Torres, who has assisted in several matters regarding Puerto Rico matters, Cedric Nebul and Karine Roy. She recognized the support of those volunteers who took over committee responsibilities, Bill Clegg – Membership Committee and CHIEF, Karen Whitt – Marketing Committee, Denaye Hinds – CAST, Stuart Bowe and Vincent Vanderpool-Wallace – Advocacy and Patricia Affonso-Dass – the newly developed People Development Initiative. Special thanks were extended to Warren Binder in his capacity as Chair for Marketplace and his support on the event.

The President made reference of the Year In Review Report which was distributed at the meeting which outlines key areas of activity by the organization during 2016. Our work continues to be driven by the core objectives from our strategic plan and the feedback that we receive from national hotel associations and members.

Communication, engagement and participation are our challenges; we need to continue to visit our member associations and need to communicate what we do and show the relevance of CHTA. To accomplish this we have engaged Marketplace Excellence as our agency of record.

The President reported that for the first time in 15 years tourism will be on the agenda for the CARICOM Heads of Government meeting in Guyana next month where CTO and CHTA will present recommended way forward towards advancing the initiative.

Another area noted by our national hotel associations was human resource development which would be addressed by the newly created People Development Initiative which would work on new programs and activities related to development and training of our workforces.

As discussed with the Executive Committee, a retreat will be planned for the latter part of the year to discuss the future of CHTA, where do we take the association and a review of our financial structures.

The President thanked the hotels that responded to her request for stays which were auctioned through CharityBuzz. \$70,000 was raised. We've worked with the hotel and tourism associations for Haiti and The Bahamas to identify how best the funds could be used. Approximately \$45,000 will go to Haiti and \$25,000 to support the island of

Grand Bahama. She also thanked those hotels that contributed towards the auction at the New York Times Travel Show.

5. **CEO Update** - Frank Comito reported on the following:
 - a. **Office Move and Cost Savings** – Following a review, in consultation with the President, Chairman and Treasurer, it was agreed to relocate the office within the existing building to a space slightly smaller but better configured and with reduced expenses.
 - b. **NHTA Visits** – Since June, the CEO reported visiting the following destinations and meeting with the Associations and their members: Turks and Caicos, Dominica, Belize, Barbados, Bahamas, Trinidad. In addition, team members have visited Cancun, the DR and Puerto Rico.
 - c. **Event Updates** –
 - a. **CHRIS** – we have partnered with this conference for 2017 and facilitated a deal hall component to allow new projects to meet with potential investors.
 - b. **Caribbean Travel Marketplace** – buyer registration ahead of previous year with 113 buyers (24 new plus 5 MICE buyers) representing 20 countries; supplier registration was down from previous year which occurs in most instances when we return to a destination supplier companies 228 with 645 We are working with a number of destinations for 2018
 - c. **CHIEF** - scheduled for June 2 – 4 in Miami
 - d. **Taste of the Caribbean** - scheduled for June 2 – 6
 - e. **Taste of the Islands** – scheduled for June 3rd at Jungle Island; we have engaged with Agency21 who handle similar events in South Florida, including the South Beach Food & Wine Festival;
6. **Treasurer's Report** by Jim Hepple, Treasurer
 - a. **November YTD Financials and End of Year Forecast** - Actuals through November and projections are indicating that with expense adjustments put in place in June, anticipating revenue shortfalls against budget, CHTA should realize a \$67,000 surplus, against a budgeted break-even. He walked Board members through a presentation detailing projected expenses and income. (attached)
 - b. **Draft Budget 2017** – A recommended budget was presented to Board members (attached) detailing revenue projections with growth in membership, strategic partner, and events revenue. Factoring in new expenses for a proposed expanded Taste of the Islands event and increased legal fees, a full year of new salary and consultant services not used in 2016, the expense items remain largely unchanged. The President presented a motion *that the 2017 CHTA budget be approved - motion approved by Lisa Hamilton and seconded by Josef Forstmayr.*
 - c. **Puerto Rico Property Sale and Resolution** – Upon the advice of the EC last June to secure a buyer for the property at below market price, considering the depressed real estate market in the area, lack of success over a number of years to secure a buyer at or just below the market price, and mounting costs to maintain the property, two offers were secured and with the concurrence of the President and Treasurer, we are proceeding with closing at a sale price of \$170,000. The Board was also advised that the COO is still seeking to resolve an electricity bill for the property. The bill was unexpectedly received last year and this may need to be settled as part of the property sale settlement. To facilitate the sale and authorize the COO to act on our behalf at the property settlement, the President and Treasurer, in consultation with the CEO and COO agreed to authorize her to act. A motion was presented to authorize the COO to act on behalf of the CEO and the organization in closing the property sale within the agreed upon terms. Motion approved by Bill Clegg and seconded by Stuart Bowe.
 - d. **2015 Financial Review** – The Treasurer reported that in discussions with the Finance Committee and our financial advisors the question arose regarding the need to conduct annually a full-blown financial audit, as is required by CHTA's Bylaws. With the financial controls put in place during the past two years, and the added financial cost of conducting an annual audit, *a motion was presented to be put forth to the members at the June, 2017 meeting to amend the Bylaws to allow for the conduct of a financial audit every three years, with*



a financial review being conducted on the other two years, as has become a standard practice with a growing number of similar associations.

7. Committee Areas

a. **Advocacy** – Vincent reported on the following areas:

- (1) Regional Tourism Marketing and Development Initiative – CHTA and CTO are scheduled to present at Interseasonal Heads of Government meeting in Guyana on February 16. EC members were briefed on the 6 areas of recommendation, all aligned with what was previously discussed in CHTA's June meetings and the Marketing and Advocacy committees;
- (2) Sharing Economy – Through the Committee and CSHAE, CHTA was asked to conduct additional research on what jurisdictions are doing to address tax, regulation, and engagement, updating the CHTA report and continuing to support local advocacy efforts
- (3) Zika – Several consultations have occurred with CARPHA and CTO since last November, from which CARPHA indicated they anticipate the threat of zika will be reduced in 2017 but that the industry and Governments must still remain diligent with mitigation and education efforts. A draft press release was developed with CARPHA to this effect. The EC advised that this not be released at this time so as not to shed added media light on zika and that it be reconsidered for release should that be necessary.
- (4) Cuba – The Cuba Ministry of Tourism has opted not to accept 'at this time' any of the three engagement offers we presented for attendance at Marketplace, two which would've formalized their membership engagement. They cited a review being undertaken by their government to determine the best way to legally establish an association and membership in a private led sector organization. They expressed a desire to continue to work with us in other ways in the absence of formalizing their membership. The EC advised that we maintain open relationships but proceed cautiously with committing much more time and expense until such time we can formalize the relationship.
- (5) US-Caribbean Relations – CCAA is planning a series of meetings in Washington in March around their retreat, which the CEO will attend and he's in discussions with Sally Yearwood, Anton Edmunds, and Vincent Vanderpool-Wallace to determine how best tourism can be woven into those discussions.

b. **Marketing** – Karolin, Karen and Matt reported on the following:

- (1) Strategic Partners/Sponsors Update and Plans – Matt advised that existing strategic partnerships with MasterCard and JetBlue will all be continuing thru 2017, with some enhancements. Discussions have commenced with Interval to renew their partnership, with the present arrangement expiring this year. ClearChannel and AskMe have discontinued, with AskMe shutting down and ClearChannel unable to convert partnership to increased destination sales. STR has elevated their relationship with us and is now a Strategic Partner. Cable and Wireless are coming on as strategic partners. There continues to be a high level of sponsor support for Marketplace and CHIEF and efforts are underway to broaden support for the two Taste events.
- (2) TripAdvisor and OTA Matters – A task force was formed to discuss increasing reports of problems with escalating fees by TripAdvisor and servicing difficulties. They asked CHTA to conduct a survey of members to determine the extent to which this is a problem. This is underway and the results will be part of follow up discussion to determine next steps, including an outreach to TripAdvisor. Recommendation was made that CHTA put together a position paper regarding TripAdvisor, as a basis for advancing and addressing industry's concerns. Concerns about Expedia have abated, with a number of the communication and commission concerns having been discussed with them a year ago being addressed.
- (3) Advancing Short-Term Marketing Initiatives – In consultation with members at meetings and through targeted consultations over the past six months, the short-term marketing initiatives reported in the Marketing Committee are being developed. The President advised that while it's important to advance these within the CTDC, CaribbeanTravel.com and CTO-CHTA-CARICOM process, that we should be looking at those initiatives which CHTA can take the lead on implementing independently.



- (4) CaribbeanTravel.com – The President advised that she has completed a review of the website, concluding that while it still has value which can be enhanced, that it ultimately will need to be replaced. Doing that requires resources which neither CHTO nor CTO can provide at this time. With that, she has commenced a number of activities to improve the value and increase visits to the site. She reported on successful discussions with Tambourine, which hosts and manages the site, to reduce fees and allow for us to manage some of the content. She expressed a need to address the shortcomings in maintaining site content and the social media management aspect of the arrangement with Tambourine. Arrangements have been made with Tambourine to add ‘Hot News’ and ‘Travel Log’ sections which she is willing to initially manage. She is reaching out to PR firms to assist with content for ‘Travel Log’. She is seeking support from CTO to help with populating Hot News and to assist with the social media aspect of the site. Discussions were held several months ago with Aswin Kamalani about the possibility of directing traffic to the destination sites for potential booking through the Regatta arrangement, which they have presently with 12 destinations. With the permission of the destinations, this has been activated.
- (5) Tripmate/Trip Assure Insurance – This new partnership and member service providing hotels with a trip insurance offering for their guests, was announced and will be launched at Marketplace.

c. **Membership** – Bill Clegg reported on the following:

- (1) State of Membership – An assessment by the new Membership Director to ascertain an accurate accounting of membership data, including active status of those members billed, and database accuracy, revealed that \$29,000 was billed for renewals in 2016 to members who were not active since 2014. Adjusting this, we should anticipate difficulty in reaching our 2016 renewing member goals for hotels. Allied membership will reach growth and revenue targets. He advised that this is factoring into the recommended membership revenue forecasts for 2017 which he presented and is part of the proposed budget.
- (2) Proposals for Chains – With the growth and projected growth of chains in the region, based upon feedback from the Membership Committee recommendation is made that a new dues and engagement arrangement be developed to grow their engagement and support. ***A proposal was made for a task force to be created to evaluate and finalized the proposed chain dues structure for presentation at the upcoming meeting. Motion to accept proposal was moved by Josef Forstmayr and seconded by Patricia Affonso-Dass.***
- (3) Engaging the T – it is an area of interest and potential membership development as it provides such members with opportunities to build business relationships and to facilitate more connectivity between the hotels and these members. We have launched the Check CHTA first campaign where members are encouraged to check CHTA members when looking for providers.
- (4) Nominal Assn Dues and Incentivizing NHTAs to Support New Member Recruitment – As agreed to at the last Board meeting, NHTAs that are in full compliance, having all of their hotel members as CHTA members, shall have nominal association dues waived. ***Further recommendation was made and agreed to by the EC that for National Hotel & Tourism Associations that invoice CHTA dues through their national dues collection: (1) if at least, 75% of current hotel member dues are paid by September 30th of current year, NHTA nominal dues will be discounted (refund applied) of 25% for current year; and (2) if 90% or greater of hotel member dues are paid by September 30th of current year, NHTA nominal dues will be fully waived (refund applied) for current year. This was agreed to.***

Further, to encourage NHTAs to support new CHTA membership recruitment, a proposal was presented to the Board that, for every 5 new hotel members that an association refers to CHTA that leads to hotel membership, CHTA will award the association to incentivize membership teams: \$250. This proposal was approved.

- d. **People Development Initiative** – Patricia Affonso-Dass reported on the following:
- (1) **Formation of PDI** – Several volunteers have agreed to be part of the newly formed initiative and have provided input into its initial focus over the past six months.
 - (2) **CHTAEF Review and Recommendations** – Review of Foundation by joint task force of CHTAEF, CSHAE and CHTA was completed last September and task force has advanced recommendations on Governance, Management, Fundraising, Academic and Credentialing Scholarships. ***The Board was advised of CHTA's recommendation to assume management of the Foundation, supported by the President and CHTAEF.***
 - (3) **Springboard Caribbean** – An MOU was signed with Springboard Caribbean, a regionally based organization which is the region's authorized company for delivering training for the UK-based International Institute for Hospitality and has been an official trainer for Carnival Cruise Lines, and has provided training to hotels in the eastern Caribbean. Initial training is being offered online and on-site in the areas of food health and safety (HACCP). Discounts are being offered to CHTA members and Springboard also conducted a well-received leadership training session at CHIEF. Other initial areas for training being considered are in supervisory/management.
 - (4) **Tourism is Key-** The PDI wishes to advance this in the future.
 - (5) **Hospitality Assured** – CHTA has signed on as a supporting partner with CTO which has received grant support to expand the management support tool for small to mid-sized hotels and tourism related businesses.
 - (6) **Member Survey** – being developed to ascertain training areas of greatest interest and demand.
- e. **CAST** – Denaye Hinds reported on the following:
- (1) **Formalizing legally in US and Barbados** – US based articles have been drafted and ready for filing; a Barbados-based attorney is reviewing Articles and process for there; request will be made to the Barbados Hotel and Tourism Association about CAST having a physical location through their offices.
 - (2) **Possible New MOU w/Caribbean Bio-Diversity Fund** – discussions underway.
 - (3) **Climate Change** – CAST wishes to advance a CHTA position regarding Climate Change, which can be utilized for advocacy, awareness, and buy-in in support of policies and practices for the industry around climate change.
 - (4) **CARCEP** – CHTA is supporting roll out of the project to 7 destinations in the region over the next six months and use of the energy savings tool online by CHTA members. Still seeking to work out details of the working arrangement between CHTA and CARCEP
 - (5) **CHENACT AP** project is nearing completion, with demonstration projects underway in several properties. Discussions are underway with the IDB about a next phase.
 - (6) **Water Resources** – CAST is looking at ways in which they can be supportive in this area of growing concern to the industry and destinations.

8. Affiliated Group Reports

- a. **Caribbean Tourism Organization** (CTO) – Secretary General and CEO Hugh Riley thanked CHTA for the continued collaboration with respect to the paper developed for the CARICOM meeting. provided a brief overview of the region's performance and outlook. He reported on a new initiative with Airbnb focused on how they can work closely with CTO and the industry, specifically around helping to create model legislation and regulations and will outreach to CHTA as that develops. Rosseane Myers asked if we could work with CTO to try to avoid having concurrent events specifically with the events slated in June. The President and Frank Comito advised that both organizations have had discussions on the matter and analyzed New York as a venue for Taste of the Caribbean, however these would entail considerable increased expenses to CHTA as organizers but more importantly to the teams. CTO had also considered Miami, however because of the objectives for

Caribbean Week, New York was a more suitable location. Frank Comito indicated that the objectives and constituents for these events were different and hence the impact would be limited between CHIEF, Taste and Caribbean Week; however it was noted that the move of CHIEF to June would avoid having this event close to CTO's State of the Tourism Industry.

- b. **Caribbean Society of Hotel Association Executives** (CSHAE) - CSHAE President Stacy Cox reported on priority items which the AEs wanted to bring to the attention of the Board. These include:
 - a. Supporting NHTAs in local efforts to tax and regulate Airbnb and related host properties.
 - b. Putting together support information to assist NHTAs with crisis management, particularly for crime-related matters.
 - c. Helping to update member info on CaribbeanTravel.com
 - d. A request was presented to ask that the CHTAEF by-laws were amended to facilitate participation of additional CSHAE representatives, specifically the President and two additional trustees. The request was endorsed and will be advanced to the CHTAEF Board of Trustees to follow the appropriate protocol.
 - e. The CSHAE Executive Committee will be more engaged on CHTA activities and will have one dedicated AE designated to each of the committees.
- c. **Caribbean Central American Action** - Sally Yearwood, Executive Director shared that the disaster workshops were scheduled for Puerto Rico, St. Lucia, Antigua, Anguilla, Guyana and Cayman Islands.
- d. **CARPHA by Dr. Lisa Indar** – working with CTO and CHTA on online program to address safety training, food handling and sanitation to provide internal reporting to the hotels to allow for early response to address these challenges. The President commended CARPHA's support and work towards the mitigation and education of Zika.

9. Other Matters and Adjournment

There being no other matters, a motion was adopted to adjourn the meeting at 12:00 p.m.

Date of Next Meeting: June 2nd concurrent with CHIEF and Taste of the Caribbean.

Attendees:

Alec Sanguinetti
Anders Wiberg
Andrew Michelin
Avril Alexander
Bill Hepple
Brian Frontin
Cedric Nubul
Clarisa Jimenez
Denaye Hinds
George Myers
Gilda Gunbs-Samuel
Hon. Emil Lee
Hugh Riley
Irene Dingjan
James Hepple
John Bell
John Jefferis
Jose Rivera Campos

Josef Forstmayr
Karen Whitt
Karolin Troubetzkoy
Leisa Carr-Caceres
Lisa Hamilton
Loretto Duffy-Mayers
Magnus Albeneck
Miguel Vega
Miles Mercera
Neil Forrester
Nicola Madden-Greig
Pablo Torres
Patricia Affonso-Das
Peter Odle
Richard Doumeng
Rudy Grant
Sally Yearwood
Sanovnik Destang



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION

Sir Royston Hopkin, KCMG
Stacy Cox
Stephen Todd
Stephen Wright
Stuart Bowe
Suzanne Pattusch

Sylvia Scholey
Tessie Duran
Vincent Vanderpool-Wallace
Warren Binder
Wyb Meijer

CHTA Team:

Frank Comito
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