



CARIBBEAN  
HOTEL & TOURISM  
ASSOCIATION

# ACTIVITY REPORT

OCTOBER 2020 - SEPTEMBER 2021



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## MESSAGE FROM PABLO TORRES, CHTA PRESIDENT

Dear CHTA Members and Industry Stakeholders,

I'd like to start my president's report by recognizing the outstanding work by CHTA's staff and volunteer leaders throughout this COVID-19 crisis. It was at our CHTA Board of Directors and Membership Meeting in January 2020 that we first discussed the possible ramifications of this new and mysterious virus, COVID-19, which we knew very little about, other than that it was much more deadly than the flu and highly contagious. We had no idea at the time what was in store for our industry.

But from that first meeting more than a year and a half ago, our staff and volunteer leadership led by then-president Patricia Affonso Das resolved that we needed to pay attention to this new virus. I'm pleased to report that your CHTA has consistently responded to this crisis and that our industry is recovering and should continue to move toward recovery. CHTA has played a key role in accelerating our recovery and lessening the impact the pandemic would've had on our industry had we not been proactive as an association and an industry – regionally, locally and at your individual company level.

This activity report will highlight some of our key areas of focus over the past year – training, advocacy, collaboration, research, marketing and public relations – and we'll discuss the way forward.

In assuming the CHTA presidency one year ago, many of you will recall the priorities that we established in three key areas.

## President's Message (continued)

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- **Fiscal Management:** First, to manage CHTA through the worst financial crisis it's faced as an organization in its nearly 60-year history. As COVID-19 impacted our members' businesses, many found it difficult to remain in good standing financially with CHTA – thus having a major impact on our revenue, since membership dues are a major source of revenue for CHTA. We were also not yet fully recovered from the loss in dues and event revenue resulting from Hurricanes Irma and Maria, which affected about 20 percent of our members in 2017 and 2018, with many members in those affected jurisdictions beginning to see their recovery in 2019. We also saw a drop in event revenue, as a high percentage of members simply were unable to budget attending these events and with COVID-19 we suspended all in-person events.

I am pleased to report today that we've managed to address the anticipated revenue shortfalls with strong austerity measures on the expense side, a higher than expected level of dues payments by member hotels, and new sponsors and members coming on board.

- **Marketing and Communications:** We also pledged to you last October that CHTA would help to stimulate a return to business by conducting Caribbean Travel Marketplace – virtually or in-person. As circumstances warranted, we were forced to do CTM as a virtual event. Based upon member and buyer feedback, it was a great success. The hotels that participated were pleased with the business generation opportunities and in many ways CTM helped to dispel misunderstandings about the region's readiness to accept guests.

We also embarked upon an ongoing and aggressive communications effort – directed at consumers, trade and social media. The primary messaging was to provide assurances that the Caribbean was open for business, with many choice destinations, and the health and safety of our employees and visitors was being safeguarded with a high level of assurance. We've also repeatedly conveyed that the Caribbean is "built for wellness" and the best place in the world to escape the trials and challenges of the pandemic. This messaging has also repeatedly been directed at our travel partners and advisers. The messaging has been backed up with regular briefings, interviews and webinars, and with many of our destinations and members offering travel insurance and flexible cancellation policies, offerings that CHTA advanced at the beginning of the pandemic.



## President's Message (continued)

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- **Health Safety Assurances:** Thanks to a partnership established more than seven years ago between the Caribbean Public Health Agency, the Caribbean Tourism Organization and CHTA to focus on a range of health safety initiatives for our employees and visitors – we were prepared to undertake a collaborative effort to provide health safety assurances. By early June of 2020, we were able to roll out comprehensive health safety protocols, backed by ongoing training and support materials, apps and current data to monitor the region's progress in managing COVID-19. Our efforts also included advocating for greater harmonization of health safety protocols within the region, and for encouraging vaccinations among industry employees. While we were met with some success on urging greater harmonization on traveler entries and departures, this was difficult to fully attain given the variances of readiness and response, and vaccine and testing availability by jurisdictions within the region.

While these were primary areas of focus for my presidency, the organization has touched upon many other areas, some of which will be covered in this activity report.

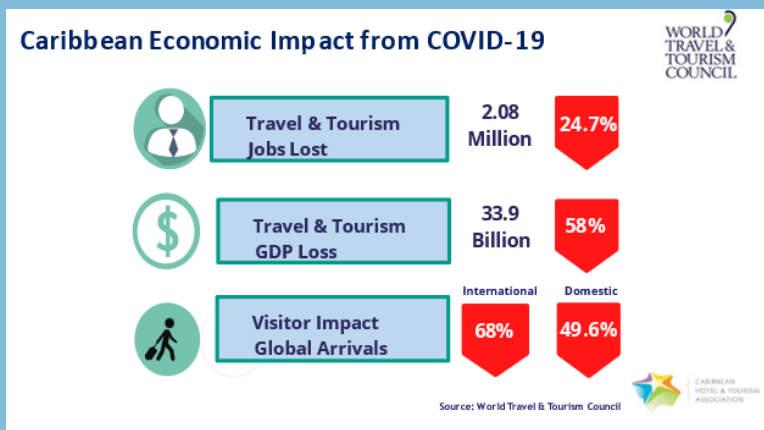
My only regret as president is that I'm unable to complete the second year of my term and that the needs and circumstances within my company, Hilton International, have made it difficult for me to be as active as I wanted. You'll recall that several months ago I announced I would be stepping down as president at the AGM and that Nicola Madden Greig, our 1st Vice-President, would serve the remainder of my term in accordance with CHTA's Articles of Incorporation.

I have great confidence in CHTA's staff and volunteer leadership and I'm highly optimistic about the speed of recovery we are looking at. You, we, our national hotel and tourism associations, our public sector tourism partners, and many of our region's leaders have put great focus on keeping the Caribbean safer from the ravages of COVID-19 than many other parts of the world. Our challenges are formidable, but because of our experience in managing our industry through crisis, and the incredible appeal of our region and resolve of our people, the future of Caribbean tourism is a positive one. Thank you for the opportunity to serve as your president. I look forward to continuing to support this great organization as best as I can.

Pablo Torres

President, Caribbean Hotel & Tourism Association

# INDUSTRY OVERVIEW, PERFORMANCE & OUTLOOK



SOURCE: WORLD TRAVEL & TOURISM COUNCIL'S 2021 ECONOMIC  
IMPACT REPORT

One in four tourism jobs – nearly 700,000 – were lost in 2020 in a region that includes nine of the top 10 countries most dependent on tourism for employment. In terms of GDP contribution – the regional industry had a 58% decrease with SMEs particularly affected while the global average drop was 49.1%.

In March 2021, CHTA conducted a third business impact and recovery survey to help guide CHTA, the industry and policy makers, and support institutions as we all consider policies, operational practices, marketing and communications strategies, training and support efforts aimed at accelerating and stimulating tourism's recovery. According to these results, lost revenue, little measure of recovery support and stimulus, coupled with added expenses – including covering carry-on costs to support employees, ongoing utilities, financing and other operating expenses – have placed many hotels and tourism-related employers at risk and threaten their ability to recover, or recover quickly and return to pre-pandemic employment and operation levels.

After nearly 10 years of unprecedented growth in the region, COVID-19's disruption hit the economic core across the Caribbean with impacts higher than the global average.



## Highlights from the surveys:

- Caribbean tourism industry reports a 74% Loss in revenue in 2020 against pre-pandemic forecast. Impact even more significant when considering the industry's robust performance in January and February 2020 prior to the pandemic.
- 14% of Caribbean's tourism-related businesses are highly likely (5%) or likely (9%) to permanently close as a result of the pandemic; 49% are not likely to permanently close and 37% said it is still possible that they could permanently close.
- Employers advocate that highest priorities to support recovery should be placed on:
  - (1) Marketing and public relations campaign by public and private sectors.
  - (2) Support for furloughed employees and stimulus for rehires.
  - (3) Electric utilities relief.
  - (4) Stimulus to rebound airlift.
  - (5) Tax relief.
  - (6) Flexible banking arrangements.

### Caribbean Tourism Industry Performance During Recessions, Major Hurricanes and Zika



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Year	Visitor Arrivals	% Change in Visitor Arrivals	Occupancy	RevPar	ADR
2000	20.3	6.3	66.3	98.62	148.81
2001	19.6	-3.4	61.1	97.00	158.73
2002	19	-3	62.3	97.76	156.96
2003	20.3	6.8	65.5	99.59	152.14
2004	21.7	6.9	69.4	110.40	159.03
2005	21.8	0.5	69.7	120.20	172.48
2006	21.8	0	68.7	126.61	184.42
2007	22.7	4.1	66.6	134.18	201.42
2008	23.1	1.8	63.7	116.14	182.46
2009	21.7	-6	60.4	96.28	159.46
2010	22.3	2.8	59.0	97.62	165.55
2011	23.1	3.6	62.7	108.65	173.54
2012	24.2	4.8	66.2	117.81	178.06
2013	25	3.3	66.6	121.60	182.56
2014	26.6	6.4	67.7	132.26	195.42
2015	28.5	7.1	68.4	138.05	201.95
2016	29.9	4.9	67.2	135.16	201.01
2017	30.6	2.3	66.2	134.46	208.08
2018	29.9	-2.1	65.6	136.33	207.94
2019	32	7.02	63.6	140.19	220.46
2020	10.9	-66%	30.1	67.82	225.42

Sources: Arrivals – CTO; Occupancy, RevPar & ADR – STR

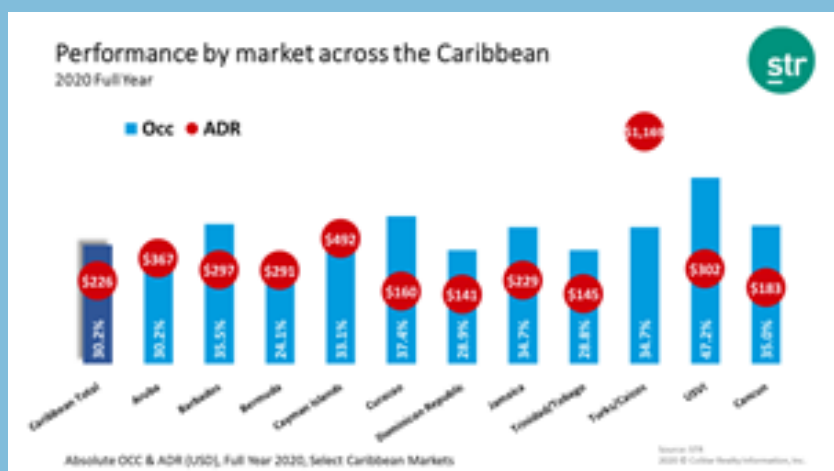
While the responses highlighted a level of concern for the viability of the industry bouncing back, there is a silver lining: Our industry is extremely resilient both globally and regionally. With every crisis, readiness stands out as the key to shortening the recovery and tourism as a facilitator of that recovery.



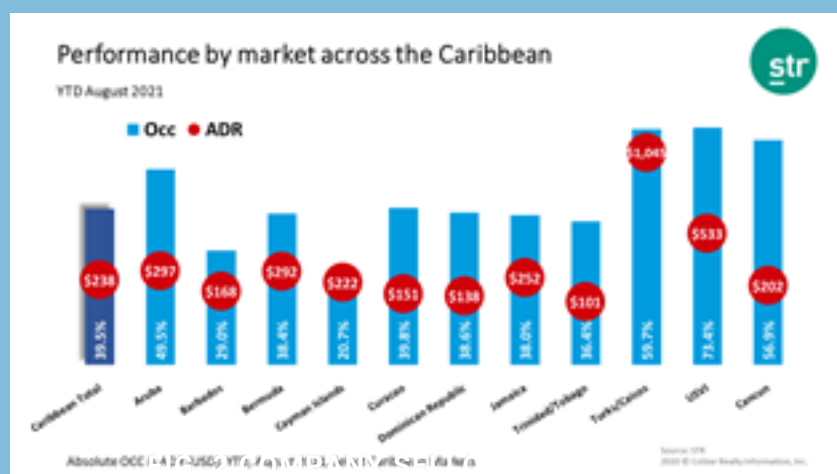


SOURCE: FORWARDKEYS, CHTA DATA PARTNER

Although global international arrivals declined in September in comparison to the same period in 2019, overall visits to the Caribbean continued improving in September just 14% below 2019 and ahead of arrivals to Central and South America with the caveat that Mexico is still performing better than the Caribbean.



With more than 90% of the region's hotels now open, we are seeing an upward occupancy trend and the Caribbean has consistently led and exceeded in ADR.



SOURCE: STR, CHTA STRATEGIC PARTNER



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SOURCE: CHTA STRATEGIC PARTNER TRAVELZOO'S  
GLOBAL MEMBER SURVEY, JUNE 4 – 9, 2021

Interest in the Caribbean remains strong, pointing to a high demand reflective of the traveler's mindset. The accessibility of the region, brand identity and management of the pandemic are key aspects in driving that demand.



SOURCE: FORWARDKEYS, CHTA DATA PARTNER

In looking at confirmed tickets purchased through the end of the year, a number of destinations are ahead of pre-pandemic levels, even though the region as a whole is showing a slight decrease.

As we welcomed the new year, CHTA President Pablo Torres predicted the Caribbean would see a return of tourism to the region, “faster than many parts of the world,” thanks to the protocols and partnerships implemented throughout the region to help lessen the effects of the pandemic. And our work has and will continue to be an important catalyst in the recovery, the economic growth of our member destinations, the individual businesses and, more importantly, to get our people back to work.



CHTA's 2020-21 focus has been guided by ongoing input from the industry, including up-to-date global, regional and local research and best practices, ongoing CHTA industry surveys, feedback from CHTA committees and national hotel and tourism associations, collaboration with global and regional partner organizations, and a dedicated cadre of volunteer leaders.

All of these insights were critical in determining CHTA's course of action as we adapted and responded to the new industry needs, focusing on:

- Supporting the industry's health safety efforts.
- Advancing local and regional initiatives to mitigate COVID-19's impact.
- PR and communications to the trade, consumer and social media providing info and assurances.
- Conducting informational sessions in our CHTA Live: Resilience Series and the Caribbean Tourism Health Safety Training Series.
- Maintaining a viable CHTA in the face of industry and association challenges.
- Collaborating with global and regional organizations and sectors to advance recovery.
- Stimulating tourism's recovery through Caribbean Travel Marketplace and ongoing travel partner briefings.



I, and the hotels that I have been affiliated with, benefited from our relationship with the CHTA. Whether we directly participated or not, CHTA was there advocating on our behalf, regionally, nationally and internationally. During times of prosperity and especially in times of despair, it was and is an organization that can be counted on, and I am thankful to have been able to be (a small) part of it for these many amazing years...

...and for the years to come as well. Each of us has had to adapt to remain competitive, and I am glad to see CHTA being proactive in moving ahead, with the knowledge that the demands and challenges of yesterday and even today ... will very possibly not be the same tomorrow. The increasing speed of change that so many of us sometimes choose to ignore, waits for no one. We all need partners with vision and understanding, not only of the present, but with an eye to the future, so we may reap the benefits, rather than fall victim to a constantly changing world.

**Stephen Wright, President**  
Grand Case Beach Club





To ensure the industry would not only survive but thrive once again, CHTA's resources and programs extended to the industry by facilitating information and connectivity to close to 2,000 hospitality industry businesses and 9,000 professionals.

The Caribbean Hotel & Tourism Association is a federation of associations encompassing national hotel associations from around the region. The diversity that characterizes the federation of CHTA throughout the Caribbean offers its members the opportunity to benefit from the strengths of its colleagues from other countries and other national hotel associations.

## ASSOCIATION OF ASSOCIATIONS



My engagement in the CHTA activities has assisted me in growing both personally and professionally. The information provided during these sessions is educational and informative. It allows me to use the information or skills learned from these activities daily. Keeping me abreast of situations that occur both regionally and internationally relating to my chosen field of work in the hospitality industry. I also have access to information on various industry-related topics that give me an understanding of my field of interest.

I am grateful to have such information at my fingertips. Even when I have missed these live sessions, an email is sent to me with the content. Having access at any time making it more convenient to review and extract pertinent information when needed. Thank you for keeping me informed of the latest industry trends and concerns.

Anice O' Neill, Revenue Manager  
Bay Gardens Resorts





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# How CHTA is Helping Your Business Grow, Succeed and Stay Connected

CHTA assists members and industry stakeholders with numerous regional and global issues affecting the Caribbean hospitality and tourism industry that cannot always be addressed locally. Our strength in advocacy is possible because of lobbying activities, as well as participation with various international organizations to address issues impacting the industry. Key accomplishments and areas of focus over the past year include:

## PARTNERSHIP & COLLABORATION

This has underpinned many of our efforts, providing two-way channels of communication aimed at sharing knowledge and information, identifying and sharing best practices, and aligning efforts globally, regionally and locally where possible. Key advocacy partners include:

- Global partners – the World Travel and Tourism Council, the United Nations World Tourism Organization, the Inter-American Development Bank, the Organization of American States, the International Air Transport Association, the American Society of Travel Advisors, The Nature Conservancy, and the Global Tourism Resiliency and Crisis Management Center.
- Regional partners – the Caribbean Tourism Organization, CARICOM, the Caribbean Public Health Agency, the Caribbean Institute for Meteorology and Hydrology, Caribbean Council and the Organization for Eastern Caribbean States (OECS).
- Local partners – 32 national hotel and tourism associations, numerous local tourism boards and councils.



Caribbean  
Public Health  
Agency

CARPHA



GLOBAL TOURISM RESILIENCY  
& CRISIS MANAGEMENT CENTRE



American Society of  
Travel Advisors



Organization of  
American States



Inter-American  
Development Bank

## HEALTH SAFETY

CHTA has advanced the continuation of strong health safety measures for destinations, companies, employees and guests. This has been underpinned by an aggressive effort to train supervisors, managers and owners in collaboration with CARPHA.

The organization has conducted ongoing outreach throughout the year to CARICOM, heads of government, tourism heads and NHTAs, and the U.K. and U.S. governments on numerous matters related to protecting and recovering the industry. Key outreach focus areas have included:

- **Supporting expansion of COVID-19 testing labs.**
- **Successfully advocating for less stringent testing requirements for returning travelers** – accepting antigen tests rather than PCR tests for travelers' return from the Caribbean.
- **Vaccine availability for the Caribbean** – supporting efforts by CARICOM and CARPHA to secure additional vaccines for the region.
- **Vaccine priority for tourism employees** – advocating that tourism front-line employees be considered high-priority essential workers eligible for vaccinations.
- **Eliminating U.S. temporary restrictions on exports of medical supplies and PPE** to support those needed for travelers and residents.
- **Vaccine education and encouragement** - through public relations, webinar training and ongoing communications CHTA has and will continue to increase vaccination rates among employees in the tourism industry. Recent research points to a much higher rate of vaccination among tourism employees when weighted against the broader population.

## RESEARCH

- **Periodic industry surveys** have been conducted to help guide advocacy and training, support members and NHTAs, and support communications strategies.
- **Culling of industry and health-related data** – through its partnerships and webinars, CHTA has amassed an expanded base of research, which is being incorporated into industry briefings with destinations, travel partners and the media.





## RECOVERY FOCUS

In support of tourism's recovery, and underpinned by CHTA's work on health safety matters, CHTA has advanced several initiatives, including ongoing communications and public relations efforts regionally and globally, directed at the trade and consumers. Specific advocacy initiatives have included:

- **Outreach to U.K. government** – providing substantiating information and data to support the opening of travel from the U.K. into the region. This resulted in opening up travel to a number of Caribbean destinations from the U.K.
- **Outreach to U.S. government** - reaffirming that the NAAT or antigen tests permissible by the U.S. for re-entry are acceptable by CARPHA, particularly given the PCR testing requirements by most Caribbean jurisdictions for entry. The U.S. government allowed for antigen tests for returning travelers.
- **Outreach to Canadian government** – case presented for opening up borders early in 2021. No relaxation of travel until later in 2021.
- **Protecting and rebuilding airlift** – consultations held with IATA and several key airlines, providing updates on our work to date and assurances of the industry's commitment to health safety and recovery. Advocated to Caribbean heads of government to stimulate the return of airlift through tax/fee reductions. Commended Antigua and Barbuda Prime Minister Gaston Browne for implementing such a policy and encouraged other governments to follow suit, some which have and others which are considering.
- **Initial consultation with Carnival Cruise Line** – to discuss recovery, and common areas of interest and possible collaboration.
- **Advancing framework for regional tourism recovery initiative** – CHTA, along with CTO and the Organization of Eastern Caribbean States, is part of a regional public-private sector framework (Interim Tourism Working Group) established and supported by CARICOM and heads of government. A draft recovery plan was developed, with input from CHTA and its Advocacy Committee, and a Steering Committee of CHTA and CTO representatives is being formed to implement the plan.

## TOUR OPERATOR MATTERS

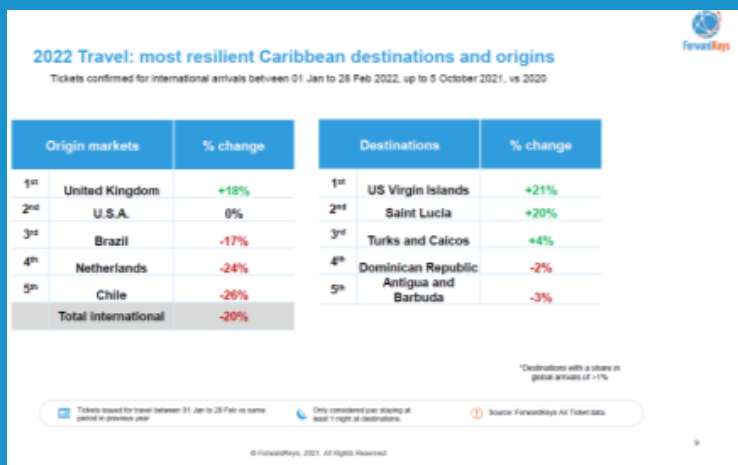
- Efforts undertaken by CHTA in 2020 to address a moratorium on reimbursements and unfavourable payment terms by some tour operators to hotels, resulted in expedited reimbursements and new contractual terms by several destinations and some hoteliers who used CHTA's advocacy to support their efforts. It was agreed that CHTA would conduct another assessment to determine the extent to which payments from tour operators to hoteliers remain delinquent and the extent to which tour operator agreements with hotels have been improved going forward.

## IMPARTING INTELLIGENCE AND DATA TO HELP YOU MAKE INFORMED DECISIONS

CHTA continues to expand on partnerships to secure market intelligence and data from accredited external sources available exclusively to CHTA members. Through our knowledge center, webinars and communications we provide practical tools, data, trainings and guidance on matters that have a direct impact on your business performance and operations. Topics include market trends, airlift performance and development, consumer search and booking patterns.

- **Cutting-edge data tools to enable members to make smart, timely business decisions**

A new partnership with ForwardKeys, the leading global provider of travel data, provides our members with insights highlighting who is traveling where, when and for how long in addition to airline capacity, performance, fares and outlook based on searches.

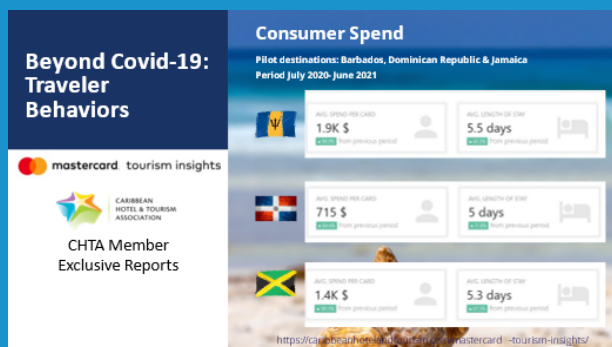


## ForwardKeys Partnership

Members will benefit from access to historical, current and forecast travel data to the region.

- **Data from the traveler's entire journey to inform your marketing decisions**

A single source of aggregate data on searches, pricing, booking, behaviors, spending, sentiment and competitors from three pilot destinations (Barbados, the Dominican Republic and Jamaica) to help you identify and attract more valuable visitors. Exclusive to CHTA members, Mastercard's Tourism Insights identify key purchase and spending trends that support marketing plans for destinations and hospitality and tourism businesses.



## MASTERCARD TOURISM INSIGHTS

Full reports available in members' only area



- **CHTA Live: The Resilience Series**

Virtual sessions that provide timely and insightful information from different industry leading sources – regionally and globally – to support strategic decision making and give you a competitive advantage.





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# Strengthening, Protecting & Growing Your Business

As the region continued to reopen, CHTA played a critical role in accelerating the industry's recovery by building customer trust and providing assurances to team members, travelers and our communities.

- **Advancing health safety initiatives**

We continue to build on our strong partnership with CARPHA with the objective of collaboration on health safety prevention, monitoring and mitigation efforts. Along the lines of the partnership, the public and private sector continue to undertake significant work collectively and independently in the development of training, guidelines and resources that encourage a culture in which health safety is paramount for the recovery.

From June 2020 to September 30 2021, a total of 9,104 persons logged on to the virtual COVID-19 Essential Health Guidelines for the Hospitality Sector Training sessions via zoom. Of these, 7,310 persons (80%) received certificates of participation. These were from 25 CMS countries and 26 non-CMS countries.

Ms. Frieda Miah...

CARPHA's Response to COVID-19

CMS: Country Member States, CHTA: Caribbean Hotel and Tourism Association

Logos: CARPHA, Caribbean Hotel & Tourism Association, Tourism & Health, Caribbean Travel & Tourism Council, Caribbean Tourism Organisation, Caribbean Travel & Tourism Council, Caribbean Travel & Tourism Council

Comprehensive training has been delivered since June last year to more than 9,000 supervisors across the tourism sector.



To continue building travelers' confidence, CARPHA has launched the Caribbean Traveller Health Assurance Stamp, endorsed by the World Travel & Tourism Council, CHTA and CTO, awarded to tourism businesses that commit to training, certification and monitoring.



**CHTA recognizes our members that have achieved this recognition and are taking advantage of this marketing tool:**

Beaches Negril Resort & Spa - Jamaica  
Butterfly Beach Hotel - Barbados  
Cara Hotels - Trinidad  
Carlisle Bay Resort - Antigua & Barbuda  
Deja Resorts - Jamaica  
Graycliff Hotel & Restaurant - Bahamas  
Kapok Hotel - Trinidad  
Mount Irvine Bay Resort - Tobago  
Palm Island Resort & Spa - St. Vincent and the Grenadines  
Sand Dollar Condominiums - Bonaire  
Sandals Grande Resort - Saint Lucia  
Sandals Halcyon - Saint Lucia  
Sandals La Source - Grenada  
Sandals La Toc - Saint Lucia  
Sandals Negril Beach Resort & Spa - Jamaica  
Sandals Royal Plantation - Jamaica  
Sandals South Coast - Jamaica  
The Chancellor Hotel - Trinidad & Tobago  
Ti Kaye Resort & Spa - Saint Lucia

**Want to take advantage of these marketing tools?**

Visit <https://caribbeanhotelandtourism.com/health-safety-commitment/>

Congratulations

- **Protecting your revenue and the traveler's investment**

Offering comprehensive travel insurance, the CHTA Exclusive Travel Protection Plan administered by TripMate offers a robust set of benefits and coverage that makes this program attractive to hoteliers and their guests. The plan protects your guests' entire booking (hotel and air) in case of cancellation, interruption, delay, medical incidents while traveling (including COVID-19 coverage), or lost/damaged baggage.



Participating hotels are eligible to receive a percentage of the premium based upon their CHTA membership status. A CHTA member operator in Turks & Caicos with three luxury properties under 100 rooms has incorporated the insurance in their booking platform since June last year, earning close to \$15,000 in a year. Sign-up is free and easy! Details available at <https://caribbeanhotelandtourism.com/travel-protection-plan/>



- **Stimulating business – Caribbean Travel Marketplace**

CHTA celebrated the 39th edition of Caribbean Travel Marketplace from May 11-14 virtually. This allowed us to introduce the Caribbean to new buyers and travel advisers from more than 20 markets that haven't been able to attend in the past. More than 6,000 meetings were held over three days, giving buyers from 20 countries the chance to connect with suppliers representing more than 150 Caribbean hotels and tourism-related businesses.

As part of the event activities, CHTA launched a series of digital marketing masterclasses to give CTM attendees and CHTA members practical educational sessions to better understand how to increase their share of direct bookings and how this channel can complement wholesale business.



"The Caribbean Marketplace is energizing and the optimism of our partners and the CHTA will sustain us through whatever comes our way. It's amazing the power of the human spirit the CHTA has been able to garner and also share with the travel adviser community like Terry Strauss, selling travel for over 40 years, truly the backbone of our industry impacting so many lives with each bit of expertise they share."

**Richard Moss, Senior Sales Manager  
SAINT LUCIA TOURISM AUTHORITY**



- **Opening new business opportunities – partnership with the American Society of Travel Advisors (ASTA)**

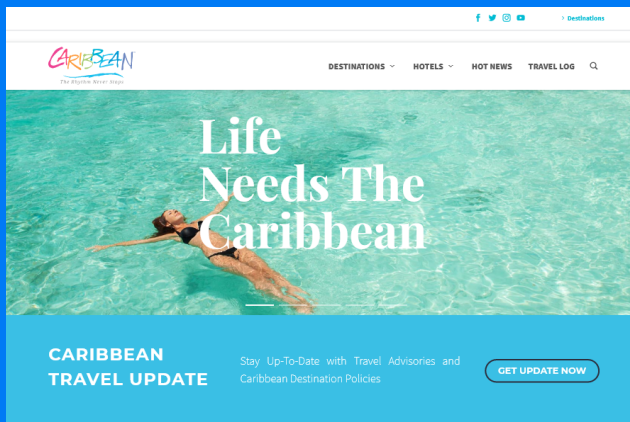
We are seeing an increasing trend in travelers' booking behavior, in that they are relying on travel advisers more and more to help them make decisions. This trend gives CHTA members further opportunity to connect with more and new travelers.



We are delighted to have partnered with ASTA, the leading trade association for travel advisers to collaborate on programs and activities to provide our members with additional business opportunities. According to ASTA's insights, 64.1% of sales generated by ASTA members are for international travel, with the Caribbean trending as the number two overseas destination visited following Europe; no coincidence that 32% of ASTA members indicate the Caribbean as their specialty.

As part of the partnership, CHTA members receive 50% off ASTA's membership through Dec. 31, an investment that will connect Caribbean hospitality businesses with 13,000 advisers from more than 120 countries.





- **Expanding your visibility to the consumer – CaribbeanTravel.com**

In Q4, we are relaunching our consumer-facing website, facilitating free listings to CHTA member hotels, tourism service providers and destinations where your business can offer discounts and receive reservations through this additional point of sales.

CHTA members representing accommodations, destinations and tourism service providers are encouraged to provide content on this website for additional exposure opportunities reaching our extensive social media audience.

- **CHTA and the Organization of American States assess the challenges to post-disaster business continuity for small tourism enterprises in the Caribbean**

Building upon the foundational work the OAS and CHTA did more than 20 years ago, which resulted in training and support for crisis management and operational support for small-medium sized hotels, earlier this year the OAS provided grant support to CHTA to assess their challenges with a view toward providing training and technical support on business continuity planning.

Nearly 200 businesses participated in a survey and dozens more attended focus group sessions and interviews. Preliminary results are being evaluated with recommendations being put forth for needs-based support for policy and training recommendations to governments and operational recommendations for companies.



# Building a quality workforce – CHTA Education Foundation

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Administratively, the CHTA Education Foundation added two new trustees to its board this year. We would like to introduce our newest trustees, Heidi Clarke, executive director, Sandals Foundation, and Noorani M. Azeez, CEO, of the Saint Lucia Hospitality & Tourism Association. Additionally, we invite you to review our new website [www.chtaef.com](http://www.chtaef.com).

Fundraising has been a challenge for the foundation in 2021 as our anchor fundraising event held at the New York Times Travel Show did not occur because the travel show was cancelled. The foundation did not feel the time was appropriate to solicit donations from the membership in January amid all the pandemic uncertainty.

The 2021 auction began on Oct. 23. At this time, we have begun soliciting donations from the membership and are grateful for all the support we are receiving.

The foundation has added a new fundraising tool in 2021, building on the success of raffles we held to support Hurricane Dorian victims. To date, we have held four raffles and raised nearly \$45,000. The donor hotels were Body Holiday, Saint Lucia; True Blue Bay, Grenada; Jade Mountain, Saint Lucia; and Curtain Bluff, Antigua. Round Hill in Jamaica is set to be the next raffle.

Additional donations for raffles have been received and include:

- Oasis at Sunset, Jamaica
- Sunset at the Palms, Jamaica
- Sunset Beach Resort, Spa & Waterpark, Jamaica
- Anse Chastanet, Saint Lucia
- Ladera, Saint Lucia
- Windjammer Landing, Saint Lucia
- The Palms, Turks & Caicos
- The Shore, Turks & Caicos
- Bolongo Bay, USVI

## CHTA Education Foundation (continued)

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Despite the challenges faced this year with fundraising, CHTAEF has continued its support of our seven undergraduate scholars. We have also expanded our educational programs this year with the addition of two professional development programs.

The first program is a partnership with Les Roches and is open to Caribbean supervisors and managers with at least four years' experience. It is designed to elevate these participants to a general manager position within two to three years of completing the program. The program is designed to be studied alongside the applicants' current job commitments, allowing them to accelerate their career without interrupting it.

The program was incredibly well received with more than 150 applicants for only 10 positions. Ultimately, applicants so impressed Les Roches, that they extended a 50% scholarship offer to an additional 16 students. The program began in late September 2021 with 26 participants, and we anticipate another class to begin in summer 2022.

The second professional development program focuses on line employees and supervisors with the relaunch of the On-Island Staff Empowerment Program, which certified more than 750 staff members in 2019 before the pandemic. The on-island, in-person one-day training courses are designed to energize and inspire line employees with an overarching theme of excellent customer service and staff empowerment. The current program focuses on COVID-19 awareness to safeguard our Caribbean nationals while providing excellent guest care. It was piloted in Antigua and continued in Monserrat with additional islands scheduled through mid-January 2022.

The foundation will be focusing additional efforts to attract new corporate sponsorship and strategic partners in 2022 to assist in funding these new programs.



## **CAST and CHTA team up with The Nature Conservancy and the UN Environmental Programme on coral reef restoration initiative**

Recognizing the importance of coral reefs to the ecosystem and the economies of the region, CHTA and the Caribbean Alliance for Sustainable Tourism (CAST) embarked upon a special project with the support of the United Nations Environmental Programme, to identify opportunities for the tourism sector to engage in the protection and restoration of coral reefs and coastal marine ecosystems across the Caribbean.

Nearly 100 hotels, dive operators and water-based tour operators and attractions from 24 jurisdictions throughout the Caribbean participated in an online survey and focus groups this summer. The results are being analyzed and will lead to guidelines, recommended actions, and training and support materials. There is strong interest by the UNEP to support TNC and CHTA with the implementation of the recommendations.

This is one of the programs included in a three-year MOU with TNC that will expand CHTA/CAST's online knowledge and resource center geared toward providing practical information on research and training materials to support responsible and sustainable tourism industry practices.



NAVIS

### **The Ultimate Marketing Playbook for Caribbean Hotels**

Top 5 Strategies You Need Now

**GUIDE**

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# Sharing Our Story, Your Story With the World

## Keeping the media, travel partners and prospective travelers informed

Over the past year, CHTA has worked with our communications agency, Marketplace Excellence, to serve as the voice of the industry, providing strong messaging to the travel trade and consumer media, as well as directly to the traveler. Now more than ever, providing factual information to instill traveler confidence and combat inaccuracies and misconceptions has been essential to maintaining our position as a leading, safe destination for travelers.

# 6,813,422,226

## IMPRESSIONS

2,057 placements reached more than 6.8 billion individuals

# \$416,232,357

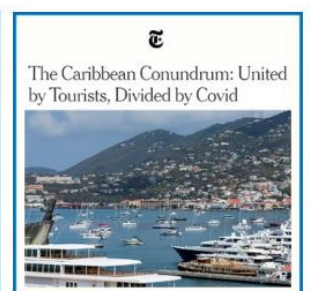
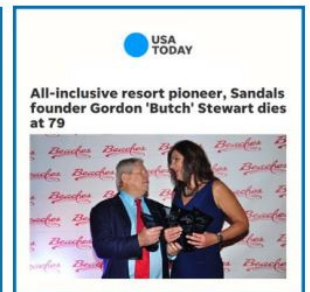
## ADVERTISING VALUE

The advertising/promotional value from a PR perspective is the dollar amount equivalent that you would receive if you were to take out an ad

# \$12,486,970,761

## PUBLIC RELATIONS VALUE

The public relations value includes a modest 3x modifier to account for estimated pass-along



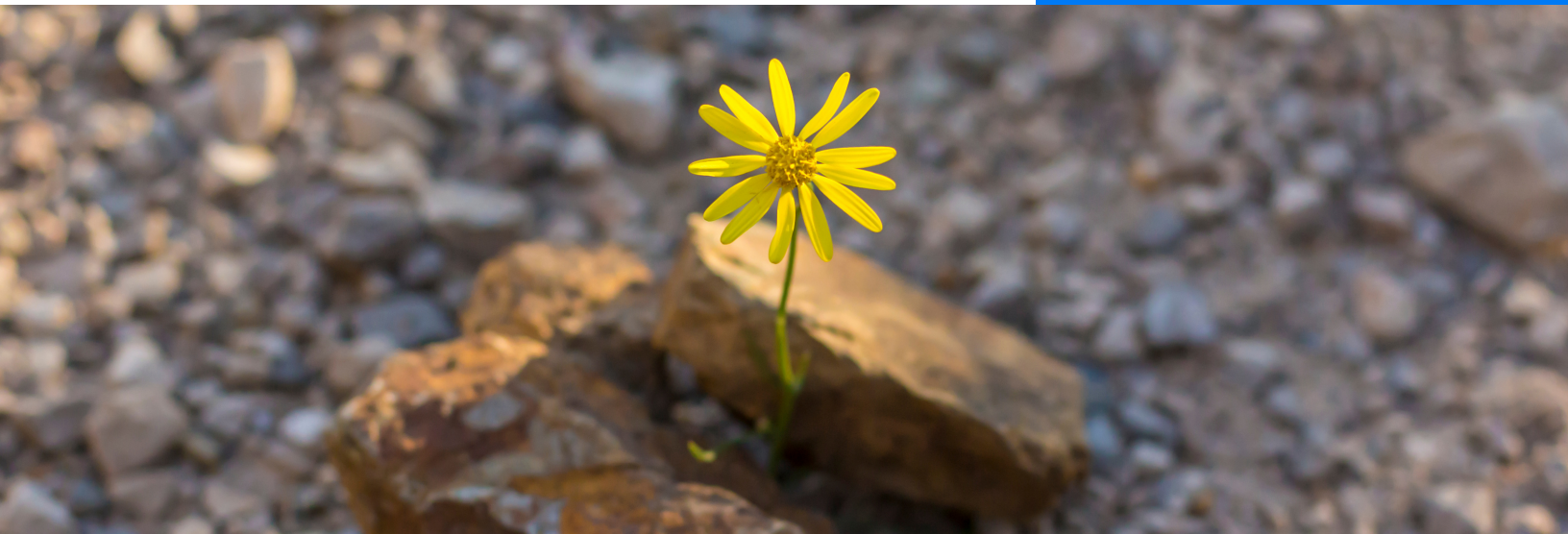
## CHTA STRATEGIC PARTNERS



We also need to extend our appreciation to our strategic partners for their commitment, support and contribution to the sustainability of the industry and CHTA.







## What's Ahead?

We will continue to reimagine our offerings by creating new resources reflecting a progressive organization as we celebrate 60 years of being the leading voice of the Caribbean hospitality and tourism industry.

But your engagement and membership are critical for our collective success as we continue our work to safeguard the industry and build toward a strong recovery.

Show that you care – lend your voice, share your knowledge and challenges, get involved and help us take the industry to the next level as we move forward together.



CARIBBEAN  
HOTEL & TOURISM  
ASSOCIATION  
**FORWARD TOGETHER**

# MEET THE TEAM



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