

Advocacy Committee

2025 Summary of Activities (January – April)

Overview

The Advocacy Committee's core mandate remains to protect, preserve, and enhance the Caribbean's tourism competitiveness through policy and program development. In collaboration with national hotel and tourism associations (NHTAs), regional institutions like CTO and CARICOM, and various public-private sector stakeholders, the committee continues to advance strategic priorities in policy reform, investment promotion, and sustainable development.

Key Accomplishments and Activities

Research and Intelligence

- **Annual Performance and Outlook Survey**: Conducted in February with industry-wide participation to assess workforce challenges, revenue trends, and policy impacts. Results informed advocacy priorities and were shared with members and NHTAs.
- **Industry Repository Project**: the Advocacy Committee launched the development of a Caribbean Tourism Industry Repository in early 2025. This initiative is designed to serve as a comprehensive intelligence hub for policymakers, tourism stakeholders, and CHTA members. The repository's primary objective is to improve the quality and consistency of advocacy efforts across the region by providing up-to-date, comparative data on critical industry issues.

The repository captures benchmarking information on a range of areas including labor policies, tax and duty structures, energy regulations, tourism incentives, and broader economic performance indicators across Caribbean destinations. It will also include trend data and best practice models that governments and the private sector can reference to make informed policy and investment decisions.

Development of the repository was awarded to Tourism Analytics, with a six-month consultancy contract beginning in February 2025. Phase one included a survey with stakeholder input from over 20 jurisdictions. Top priorities identified included airline connectivity, workforce development, and high operational costs.

The repository will have a dual-access model: it will be free to CHTA members and monetized for non-members and external organizations. It is also being designed with integration potential in mind, particularly to incorporate existing tools like the Construction & Investment Report to streamline access to related data.

Initial findings from the repository will be shared at the Caribbean Travel Forum on May 19, 2025, with a comprehensive report targeted for release at the CHTA Annual General Meeting in Q3. Additional consultations with NHTAs are planned to ensure that the final product reflects regional realities and aligns with the policy needs of CHTA members.

Ultimately, this repository is expected to enhance CHTA's ability to advocate effectively on behalf of the tourism sector, improve transparency around national policies, and foster a more competitive and informed regional tourism industry.

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Policy and Advocacy Engagement

- **Solar and Renewable Energy Advocacy:** A [draft policy position paper](#) was prepared calling for the liberalization of self-generation energy regulations. The initiative aims to ease restrictions on solar adoption and reduce operational costs. The final paper was released on Earth Day and includes regulatory analysis and best practice benchmarks.
- **US Port Fees and Tariff Policies:** One of the most pressing trade-related advocacy issues addressed in early 2025 has been the evolving landscape of U.S. tariffs and port service fees, which pose potential cost burdens on Caribbean tourism and trade sectors. The Advocacy Committee, in coordination with the CARICOM Private Sector Organization (CPSO) and other regional entities, developed and submitted a position paper to the U.S. Trade Representative (USTR), U.S. Congressional leaders, and key agencies outlining the anticipated economic impact of these measures. The document emphasized the need for exemptions and special considerations for Caribbean nations due to their heavy dependence on U.S. supply chains for tourism-related goods and services. CHTA also provided guidance and advocacy tools to national hotel and tourism associations and Board members across the region to support localized efforts and amplify the call for collaborative U.S.–Caribbean trade solutions.

Following the submission, recent developments indicated that the proposed tariffs have been paused, initiating a 270-day review window. However, port fees on Chinese-made vessels remain under consideration or in effect, continuing to pose cost concerns for Caribbean importers. This period offers a critical opportunity for the region to advocate for exemptions and promote alternative sourcing and logistics strategies. The committee emphasized the importance of using this period proactively to strengthen diplomatic and trade engagements with U.S. authorities.

The committee's discussions have also explored viable alternatives to U.S. shipping routes, including growing logistical hubs in the Dominican Republic and Jamaica, which are investing in enhanced port infrastructure. This strategy supports the dual goals of mitigating supply disruptions and reducing long-term dependency on U.S. ports, which are increasingly subject to variable cost structures and trade policy fluctuations. Members supported expanded research into general tariff rates and trendlines for key imported goods, as well as the identification of alternate low- or no-tariff markets for procurement. There was agreement that trade diversification, particularly for hotel operating supplies and construction materials, should become part of CHTA's broader policy platform moving forward.

The committee views this issue not only as a cost challenge but also as a strategic opportunity to enhance Caribbean trade resilience and competitiveness. As such, this topic remains a priority in CHTA's 2025 advocacy agenda.

- **CARIFORUM-EU Economic Partnership Agreement (EPA):** The Advocacy Committee has closely examined the implications of the CARIFORUM-EU Economic Partnership Agreement on the region's tourism sector. While the agreement has facilitated increased European investment in Caribbean tourism, it has also underscored disparities between European and Caribbean businesses.

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European hotel operators often benefit from lower-cost financing, substantial government subsidies, and favorable regulatory environments—advantages not readily available to Caribbean entrepreneurs.

Committee discussions focused on the competitive imbalance this creates, as well as the limited success of Caribbean businesses in accessing European markets. Barriers such as complex EU compliance requirements, limited access to capital, and knowledge gaps regarding the European business environment have constrained reciprocal trade flows.

The committee discussed possible avenues for addressing these challenges. One approach is to explore policy adjustments that would help protect local businesses from being outcompeted while still encouraging responsible foreign investment. Additionally, there is an opportunity to increase trade flows in the other direction by helping Caribbean businesses find export and investment opportunities in the European market.

The upcoming CARIFORUM-EU EPA review meeting in June 2025 presents a crucial opportunity for CHTA to advocate for policy adjustments. The committee will:

- Engage with regional trade officials ahead of the meeting to discuss specific concerns from the tourism sector.
- Prepare a position paper outlining recommendations, focusing on ensuring fair competition, improving market access for Caribbean businesses, and strengthening investment incentives for local entrepreneurs.
- Work with CTO and CARICOM to propose a more balanced approach to managing foreign investments in tourism.

The committee acknowledged that renegotiating elements of the EPA would be challenging due to its multi-country framework, but agreed that advocacy should focus on leveraging existing policy tools within the agreement to enhance local business opportunities. Furthermore, the committee discussed partnering with trade specialists and economic advisors to explore practical solutions for improving Caribbean business access to the European market.

Regional Coordination and Representation

- **Airlift and Intra-Caribbean Travel:** Improving regional connectivity remains one of CHTA's longstanding advocacy priorities. The committee continues to spotlight the critical impact that limited and costly intra-Caribbean airlift has on tourism growth, labor mobility, and business development across the region. CHTA was on the ground at Routes Americas 2025 in The Bahamas, engaging with key aviation and Caribbean tourism stakeholders. From the event, CHTA gained valuable insights that will allow us to better ascertain the areas of focus for our advocacy efforts specifically to aviation and airlift, thereby supporting new possibilities for the region. A [summary of insights](#) was developed and shared with members.
- **Strategic Partnerships:** Ongoing collaborations with institutions such as CARPHA, the Global Tourism Resilience and Crisis Management Center, the Caribbean Biodiversity Fund, and the World Bank have strengthened the committee's influence and outreach.

Forward-Looking Projects and Priorities

- **Advocacy Repository:** Continued data collection and consultation are ongoing. A full report is anticipated at the 2025 AGM. The integration of the Construction and Investment Benchmark Report into the repository is being evaluated.
- **Renewable Energy Reform:** Policy engagement with governments and utilities will continue through the year, supported by advocacy papers and regional consultations with cross-collaboration with CAST.
- **Caribbean Travel Forum:** Insights gathered at the Forum will directly inform CHTA's policy positioning, communication strategies, and partnership engagements through the end of 2025. The Association's leadership is committed to translating these discussions into tangible outcomes, strengthening CHTA's role as the leading voice for Caribbean tourism policy and advocacy.
- **Follow-up survey to Outlook and Performance Report:** Due to the emerging new global economic climate since the initial report was conducted, a follow-up survey was distributed on April 25th to gauge any shifts in business and confidence sentiment. The results of this follow-up survey will be shared at the Caribbean Travel Forum.
- **Establishment of MOU with the CARICOM Private Sector Organization (CPSO):** As part of CHTA's strategy to deepen collaboration with regional stakeholders, the committee is pursuing the formalization of an MOU with the CARICOM Private Sector Organization. This partnership aims to align advocacy and policy development in areas where tourism intersects with broader regional economic goals—such as trade facilitation, logistics infrastructure, private sector financing, and public-private collaboration. Joint efforts have already been initiated on tariff issues and alternative shipping strategies, and the MOU will serve as a framework for structured, ongoing cooperation. This agreement is expected to reinforce CHTA's influence within regional economic policymaking circles and support more integrated Caribbean development planning.
- **New Trade and Market Intelligence:** Efforts are underway to enhance data access and through real-time insights from partners like STR and ForwardKeys, as well as research on new tariff-free sourcing options for tourism businesses.
- **Membership and Communication:** Engagement strategies, including special meetings with NHTAs and dedicated advocacy features in CHTA communications, aim to strengthen alignment and transparency.



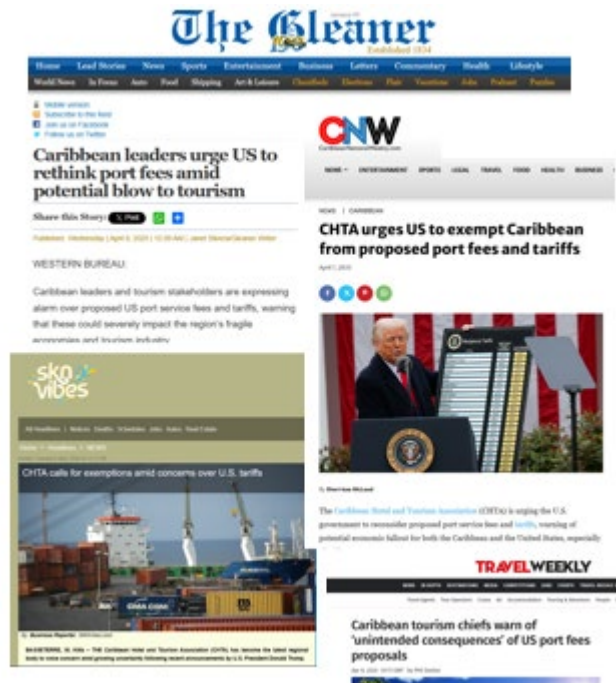
CHTA

Advocacy Committee

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Communications and Media Engagement

- Secured interviews for CHTA President Sanovnik Destang with Agent@Home, Jamaica Gleaner and Carib Money Report.
- Press releases: 2024 Caribbean Performance and 2025 Outlook Report (March 19), CHTA Urges U.S. to Consider Caribbean Exceptions to Proposed Port Service Fees and Tariffs



Committee Members

Sanovnik Destang, Chair
 Clifton Reader
 Frank Comito
 Gregor Nassief
 Karolin Troubetzkoy
 Nicola Madden-Greig
 Patrice Simon
 Patricia Affonso-Dass
 Simon Suarez
 Vanessa Ledesma, CHTA Team Liason

Linkages Task Force 2025 Summary of Activities (January – April)

Overview of Linkages Task-Force Role and Composition

The Task Force was established by President Sanovnik Destang who invited Immediate Past President Nicola Madden-Greig to chair it, based upon her work on this in Jamaica and her broad experience with the industry. The overall objective of the task force is to strengthen the economic connections between the tourism industry and other key sectors across the Caribbean, including agriculture, manufacturing, culture and technology.

The Task Force Members are:

Nicola Madden Greig, Chair - Group Director, Courtleigh Hospitality Group
Aswad Morgan - Group Manager, Morgans Group; Chair, Expo Jamaica; Director, Jamaica Manufacturers and Export Association
Ali Ramsey – President, Caricom Manufacturers Association
Clifton Reader - Vice President, Jamaica and Turks and Caicos, Palace Resorts
Jeremy Jones - Corporate Director, Resort Operations – Jamaica, Sandals Resorts
Ivan James - Vice President, Procurement, Atlantis Paradise Island, Bahamas
Jules Sobion - CEO and Commander in Chief, Caesars Army Ltd., Trinidad and Tobago
Frank Comito - Special Advisor to CHTA/CAST, Taskforce Support
Vanessa Ledesma – CEO, CHTA (ex-officio)
Sanovnik Destang – President, CHTA (ex-officio)

Areas of Focus and Roadmap

At its initial meeting in January, members agreed to the following over-arching areas of focus:

- Highlight existing **success stories** in tourism linkages.
- Quantify and promote **tourism's economic impact** on local economies.
- Identify and promote **best practices that can be replicated** across the region.
- Identify opportunities for **grant funding** to support the development and strengthening of these linkages.
- **Engage** with Governments and other stakeholders

Further to the abovementioned, members agreed upon the following areas of activity:

- **Assessment and Research** to identify what is being done by jurisdictions and companies to strengthen linkages at the destination level to better understand needs, challenges, successes and current and potential impacts from strengthening linkages.
- **Investigate Work of CARICOM, Governments and Multi-lateral Organizations** on linkages to learn more about their work and where possible opportunities for our engagement and their support might exist
- **Review the Linkages research which CHTA, Jamaica and others have conducted** for insights and relevance to our work now.
- Understand the connection, positive and negative, between **the EU Economic Partnership Agreement and local linkages**

Linkages Task Force**2025 Summary of Activities (January – April)**

- Plan a **Linkages Session at CHTA's Caribbean Travel Forum** in Antigua in May to bring focus to the issue and share best practices and insights

Key Accomplishments and Activities

In advancing the Task Force's focus, CHTA has undertaken the following activities:

- CARICOM/Sandals Tourism Linkages Review – supporting initiative, in collaboration with CHTA and the CARICOM Private Sector Organization to:
 - Identify Caribbean-sourced products and services with greatest linkages potential with tourism
 - Identify barriers to strengthening linkages and advocating for resolutions
 - Support undertaking training activities directed at existing and potential suppliers and the tourism industry to build and expand linkages

This initiative is drawing upon the experiences of Sandals Resorts throughout the region where they operate and in Jamaica where there has been a successful public-private sector partnership to advance linkages.

- Data Compilation and Aggregation
Undertaking review to identify existing information in support of advancing linkages from experiences in particular in Jamaica, The Bahamas and St. Lucia, with a broader outreach planned to other areas through the National Hotel and Tourism Associations. This would further support the task force's advancement of best practices, training, and advocacy efforts. A brief survey to NHTA's is planned.
- Demand Study
Separate and/or apart from the research which is being undertaken by the CARICOM Private Sector Organization as part of the CARICOM-Sandals initiative, the task force intends to review these findings, looking at them in tandem with what the Jamaica Linkages initiative researched, to determine the extent to which additional research is needed to assess specific industry product and service classifications where demand presents opportunity
- Review of EU Economic Partnership Agreement
In March, CHTA participated in a regional CARIFORUM-EU Consultative Committee (CC) meeting to discuss the status of the Economic Partnership Agreement and offer recommendations which will be considered in the coming months to the high level CARIFORUM-EU Trade and Development Committee and to the CARIFORUM-EU Parliamentary Committee. Recommendations were advanced related to linkages in support of strengthening the capacity of Caribbean companies to engage in trade with the EU which also can strengthen inter-regional trade included providing technical assistance through Article 117.

Linkages Task Force**2025 Summary of Activities (January – April)**

- Organized Linkages Session for Caribbean Travel Forum
Titled 'Tourism Linkages That Work: Getting Dollars Into Local Pockets', the session includes representations from the CARICOM Private Sector Organization, Sandals International and the Jamaica Manufacturer's and Exporters Association. The session's goal is to identify scalable solutions to strengthen local supply chains and ensure more tourism revenue stays within the region. Recommendations and best practices identified through the session will feed into the task force's ongoing work.
- Linkages Trade Show at Caribbean Travel Marketplace
Organized an added component to CTM, inviting allied members which provide Caribbean-sourced products and services to showcase their company. Just over 20 companies are participating, providing a range of offerings.

Marketing Committee 2025 Summary of Activities (January – April)

Overview

The Marketing Committee was revitalized with a renewed focus on driving membership growth, improving brand awareness, and amplifying the value of CHTA.

Key Accomplishments and Activities

Strengthening Membership Engagement and Growth

- Targeted strategies were developed to support independent hotels, particularly in direct booking capabilities.
- A segmentation approach to member communications was adopted to allow more personalized and relevant engagement.
- A new campaign titled “Membership Monday” was launched to spotlight member stories via short-form videos, beginning April 7. Initial features include leadership voices to build momentum.

Revamp of CaribbeanTravel.com

- A core initiative has been the redevelopment of CaribbeanTravel.com to serve as a high-value marketing and direct booking tool.
- A task force to oversee an RFP process is being initiated with a goal of relaunching the site by end of year. The committee will explore partnerships and evaluating monetization through listings and tiered content.

Communications and Public Relations Enhancements

- CHTA’s PR agency, ABA, launched several press campaigns related to leadership announcements, events, advocacy and data.
- A crisis communications playbook is in development, along with a shift in messaging language to emphasize “responsible tourism” over “over tourism.”
- Efforts are underway to build thought leadership visibility through expert panels, podcasts, and a mid-year “Pulse Survey.”

Strategic Partnerships and Member Value

- A Memorandum of Understanding (MOU) with HSMAI has been finalized to support educational opportunities at their Strategy Conference coinciding with HITEC in June.
- The committee is actively engaging technology partners to negotiate preferred rates for members.

Future Projects and Priorities

- **CaribbeanTravel.com Redevelopment**
 - Finalization of strategic direction, content planning, and technology partner selection through a newly formed subcommittee.
 - Site relaunch targeted for end of year with monetization and SEO improvements.
- **Expansion of Digital Campaigns**
 - Broader rollout of the Membership Monday campaign with involvement from various member tiers.
 - Strengthening CHTA’s digital presence, especially on LinkedIn and through paid media.



Marketing Committee

2025 Summary of Activities (January – April)

- **Thought Leadership and Data-Driven Positioning**
 - Execution of the Q3 Pulse Survey to gather regional data insights.
 - Positioning CHTA as a voice of authority on Caribbean tourism trends at podcast, editorials and industry events.
- **Membership Support and Outreach**
 - Creation of a concise, benefits-driven “What is CHTA?” one-pager to aid recruitment. This is in addition to a new digital flyer, marketing material and updated benefits presentation in a cross collaboration with the Membersio Committee to support recruitment efforts and enhance the value proposition.
 - Onsite Marketplace surveys and testimonials to inform future engagement strategies.

Committee Members

Craig Marshall, Chair

Beverly Nicholson

Bill Clegg

Claire Kunzman

Gina Clarke (YLF)

Karen Whitt

Rebecca van der Woude

Rhea-Michelle Isaac (YLF)

Rich Tuckwell-Skuda

Richard Rodriguez

Sanovnik Destang

Sonia Omega Simmons

Wyb Meijer

Vanessa Ledesma

Madalyn Medrano, CHTA Team Liaison



Marketing Committee

2025 Summary of Activities (January – April)



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION



Dear CHTA Hotel Member,

We're thrilled to announce a new 2025 partnership between the Caribbean Hotel and Tourism Association (CHTA) and the Hospitality Sales and Marketing Association International ([HSMAI](#))—bringing you exclusive access to [HSMAI's Commercial Strategy Conference](#), taking place June 16–18, 2025 in Indianapolis, Indiana.

As a valued CHTA hotel member, you are eligible to register for this premier event at the special rate of \$638—a 50% savings (\$637) off the standard price.

The Marketing Strategy Conference event is designed to equip hospitality professionals and leaders with the knowledge, skills, and strategic vision needed to drive profit throughout the customer journey.

What's Included for CHTA Hotel Members:

- Full access to two days of conference sessions curated by and for hospitality leaders
- Complimentary exhibit hall pass to [HITEC 2025](#), held in conjunction with the conference
- Eligibility to join pre-conference workshops, trainings, and roundtables
- Direct insights into the future of hotel commercial strategy, created by the industry's top minds

🔒 This offer is exclusively for CHTA hotel members whose membership is current. Spaces are limited and available on a first-come, first-served basis.

👉 Register Your Interest Now

Please complete the interest form to begin the registration process. An official confirmation and invoice will be sent to you by the CHTA team.

If you have any questions, feel free to contact us at membership@caribbeanhotelandtourism.com.



Membership Committee

2025 Summary of Activities (January – April)

Overview

CHTA's Membership Committee activities through April 2025 was characterized by operational and data-centric improvements and deeper engagement with associations.

Key Accomplishments and Activities

Membership Metrics and Trends

- Renewals through Q1 2025 were ahead of last year prompted by auto-renewals, earlier invoicing, follow-ups, and email/phone campaigns. As of March, 123 hotels had renewed, 44 new hotels enrolled along with 61 allied renewals and 12 new allied members.
- The United States Virgin Islands (USVI) officially became a compliance destination in early 2025, resulting in the integration of 100% of their hotel membership into CHTA. This significant milestone brought a total of 47 hotels (43 new) into the association and serves as a strong example of the value of compliance-driven membership strategies in partnership with National Hotel and Tourism Associations.
- A monthly membership tracking report was finalized, featuring pacing targets, year-over-year and year-to-date comparison charts, and segmentation between compliance and independent hotel.

Member Prospecting and Data Projects

- A major focus in April was on the hotel census project to identify lapsed and non-member hotels across the region.

The next step in this project is to secure contact information for all the properties for a targeted outreach via phone and email follow-up by the CHTA team.

- The topic of Alternative Accommodations emerged as an important area of exploration for CHTA, given the sector's growing influence on the regional tourism landscape. The Membership Committee held in-depth discussions to assess how this evolving segment—encompassing short-term rentals, vacation homes, and other non-traditional lodging—impacts traditional hotel membership and association dynamics. While there was consensus not to pursue active recruitment of alternative accommodation operators for membership at this time due to potential conflicts with existing members and the varying regulatory environments across destinations, the committee recognized the need to support NHTAs in managing this shift. As a result, CHTA committed to developing a set of resources and best practices aimed at helping national associations engage with the AA sector through advocacy, data access, and policy development. A dedicated task force has also been formed to further examine the opportunities and challenges surrounding alternative accommodation engagement, with the ultimate goal of equipping NHTAs with tools to address this sector strategically and constructively.

Membership Committee

2025 Summary of Activities (January – April)

Engagement and Marketing

- As part of efforts to strengthen engagement with National Hotel and Tourism Associations (NHTAs) and enhance strategic alignment, CHTA has prioritized the completion of detailed NHTA profiles. These profiles are designed to capture critical information about each association's structure, membership composition, communication preferences, strategic priorities, and advocacy needs. As of March 2025, 14 of 31 profiles had been completed. The profiling initiative also identifies inactive or non-established associations, enabling CHTA to provide tailored support and re-engagement strategies where needed. The information gathered is being used to drive targeted outreach, refine compliance and membership growth strategies, and ensure that CHTA resources are aligned with the unique circumstances and goals of each destination. Ongoing direct outreach from CHTA leadership to NHTA presidents and executives is supporting this initiative and reinforcing the value of regional collaboration.
- A membership benefits webinar held in March attracted over 100 registrants and yielded 41 new prospect contacts.
- A "Membership Monday" social media campaign launched to highlight CHTA's value pillars. Limited new video content was noted, and the committee is sourcing more submissions.
- Over the period of this report, CHTA's CEO led the following courtesy visits and meetings:
 - Bahamas Hotel and Tourism Association (February including CHTA President): Met with new leadership: President, Treasurer and Vice President and Immediate Past President
 - Anguilla Hotel and Tourism Association (March): Reconnected with AHTA after appointing Cherecia Lewis as their new CEO, which is a significant step for the association that had been seeking to establish leadership
 - Antigua and Barbuda Hotel and Tourism Association (March): Marketplace and supplemental events presentation at member meeting
 - USVI Hotel and Tourism Association (March): Presented at the St. Thomas/St. John Hotel and Tourism Association AGM and membership benefits overview with the St. Croix Hotel and Tourism Association
 - Attendance at SMART/St. Maarten Annual Regional Trade Show (April): promote membership and Marketplace
 - Dominica Hotel and Tourism Association (April): Introductory meeting with the Executive Director and President
 - Open hospitality and tourism forum to discuss the re-establishment of the St. Kitts and Nevis Hotel and Tourism Association (April including CHTA President)

Forward-Looking Projects and Priorities

- From a reporting perspective, the committee acknowledged that while membership count may increase, average revenue per member is trending lower. New metrics have been introduced to better segment and track this issue by member type.
- A new digital flyer, marketing material and updated benefits presentation are in development in a cross collaboration with the Marketing Committee to support recruitment efforts and enhance the value proposition.
- The alternative accommodations task force to meet and establish and implement project plan.



Membership Committee

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- Continue to establish direct president-to-president communication between CHTA's president and each national hotel and tourism association (NHTA) president to strengthen relationships, share value proposition and drive membership growth.
- Continue with the member destination visits with plans in development for the second half of the year for recruitment, member engagement and awareness building to include: Anguilla, Aruba, Barbados, Bermuda, Bonaire, BVI, Curacao and Dominican Republic.

Committee Members

Bill Clegg, Chair

Aisha Murrell (YLF)

Arlene Friday

Craig Marshall

Erin Joseph (YLF)

Jim Hepple

Lisa Hamilton

Sanovnik Destang

Snjezana Andrews

Wyb Meijer

Yanika Yarde (YLF)

Vanessa Ledesma

Latonia Knowles, CHTA Team Liaison

**People Development Initiative
2025 Summary of Activities (January – April)**

Key Accomplishments and Activities

Strategic Framework

- The committee aligned its work under eight foundational pillars: Training and Development, Employee Net Promoter Score (ENPS), Artificial Intelligence in People Development, Compensation and Benefits Benchmarking, Diversity Equity & Inclusion (DEI), Sustainability in People Practices, Strategic Partnerships, and Talent Engagement.

Training and Development

- Planning began for a centralized resource hub tailored to tourism industry people practitioners.
- A revitalized “Knowledge Hub” is being structured to include expert insights, case studies, and monthly hot seat discussions.
- Outreach to Young Leaders Class of 2024 – 2026 was completed, with engagement activities identified, including webinars and project-based learning aligned with national associations.

Employee Engagement and ENPS

- The ENPS survey campaign was reviewed for effectiveness, and preparation began for a broader 2025 relaunch. The campaign will emphasize benchmarking for global comparison.
- Engagement tools such as pulse surveys and interactive digital features (e.g., Linktree) are being developed.

Artificial Intelligence in Workforce Development

- A white paper on AI’s current and potential impact on tourism human capital has agreed to be developed, with targeted release in Q4 2025 to coincide with CHIEF. Close collaboration with the Technology Task Force has begun to ensure content synergy with the broader CHTA AI guidebook initiative.

Compensation and Benefits Benchmarking

- Work is underway to leverage the regional compensation survey conducted in collaboration with CSHRP.
- The data will inform strategic positioning of the tourism sector as a competitive employment brand.

Strategic Partnerships

- Focus on formalizing MOUs with key entities such as CSHRP and SHRM.
- Opportunities for reciprocal training and data-sharing are being explored.

Job Bank and Workforce Initiatives

- A revitalization strategy for the Caribbean Job Bank is in development, including setting performance metrics for job postings and member engagement.
- A monthly newsletter and regular press publications are in production to support awareness and participation.



People Development Initiative 2025 Summary of Activities (January – April)

Recognition and Succession Planning

- Planning has commenced for the reintroduction of CHTA's industry awards, set to be showcased at CHIEF 2025.
- Succession strategies are being devised to ensure continuity of leadership within the committee and across the industry.

Forward-Looking Projects and Priorities

- Launch of the People Practitioner Resource Hub and Knowledge Centre.
- Reissuance of the ENPS Survey with enhanced participation strategies.
- Completion and presentation of the AI white paper at CHIEF 2025.
- Publication of DEI survey findings and related recommendations.
- Finalization and rollout of strategic partnerships with HR associations and training institutions.
- Execution of monthly Young Leader webinars, culminating in a regional showcase at CHIEF.
- Expansion of industry research themes and release of trend-based publications.
- Increased visibility through a structured media engagement calendar and digital campaigns.

Committee Members

Brittany Brathwaite, Chair

Emeka Le Riche

Genevieve Dixon

Issia Thelwell

Jermaine Wright

Laudra Maurille-Willie

Sanovnik Destang

Stacey-Ann Albert

Tanisha Rahming

Vanessa Ledesma

Latonia Knowles, CHTA Team Liason

Technology Task Force Meeting 2025 Summary of Activities (January – April)

Overview

The CHTA Technology Task Force's meetings through March 2025 focused on advancing the Association's commitment to digital innovation, exploring strategic partnerships, enhancing member access to cutting-edge resources, and supporting technology integration across the Caribbean's hospitality sector.

Key Accomplishments and Activities

Industry Partnerships

- *HFTP Collaboration*

The renewed partnership with the Hospitality Financial and Technology Professionals (HFTP) was successfully implemented for a three-year period – through 2027, offering valuable new benefits to CHTA members. These include:

- Three complimentary HITEC 2025 conference registrations.
- Complimentary exhibit passes (allocated on a first-come, first-served basis).
- Two free USALI (Uniform System of Accounts for the Lodging Industry) subscriptions.
- Discounted HFTP membership for Caribbean professionals, set at \$99. An HFTP chapter exists in Jamaica for Caribbean professionals.
- Discounts for HFTP Academy designations: Certified Hospitality Technology Professional (CHTP®) and Certified Hospitality Accountant Executive (CHAE®)
- A calendar of free webinars is accessible to all members and non-members.

Efforts are underway to promote these benefits through a communications campaign that includes digital flyers, website updates, email outreach, and possibly a formal press release.

- *GAIN Partnership Exploration*

The Task Force is engaged and evaluating a potential strategic partnership with the Global Artificial Intelligence Network (GAIN), aimed at integrating AI-focused programming into CHTA's offerings. Highlights of the proposed collaboration include:

- Webinars and workshops introducing GAIN's AI solutions to members.
- A joint mini HITEC exhibition at CHIEF, featuring approximately 30 technology vendors sourced by GAIN.
- A revenue-sharing model with no upfront cost to CHTA.

While initial concerns were raised regarding consulting costs and data privacy, the committee agreed to move forward pending submission of a revised agreement addressing these issues. A member-facing webinar will be scheduled once the partnership is finalized to formally introduce GAIN to the CHTA community.

AI Guidebook 2.0

The second edition of the AI Guidebook is under development, led by Christus Gill. This expanded version builds on the WTTC 2025 report and will comprise five thematic parts across 22 chapters. Topics include:

- AI fundamentals and terminology
- Use cases tailored to tourism and hospitality

Technology Task Force Meeting 2025 Summary of Activities (January – April)

- Implementation strategies
- Responsible and ethical AI practices
- A forward-looking exploration of AI's impact on the Caribbean

One chapter will be devoted to region-specific use cases. Contributions are being sourced from members, regional projects, and aligned initiatives such as the People Development Initiative. The aim is to release the guidebook in Q3.

Trends, Resources, and Education

The Task Force has actively monitored AI developments within the region, including applications in agriculture and tourism. A relevant industry article on AI in the Caribbean was circulated to inform strategic planning. HFTP's AI webinar series is being leveraged as a free resource to upskill members. A survey is being considered for deployment during Caribbean Travel Marketplace to collect data on members' AI adoption experiences and needs, which will also support the Guidebook development.

Communications and Media Engagement

As part of our external outreach efforts, CHTA's President Sanovnik Destang was submitted as a prospective speaker for the upcoming Skift Data & AI Summit in June. While we were advised that the speaker lineup had already been finalized, the engagement successfully established a new connection with Skift's editorial and programming teams, positioning CHTA for potential future collaboration and visibility.

 **hospitalitynet**

Caribbean Technology Experts Reveal Top 5 AI Innovations and Strategies for 2025

For Lauderdale, Fla. – Artificial intelligence (AI) is reshaping industries worldwide, and hospitality in the Caribbean is no exception. At the most recent Caribbean Hospitality Industry Exchange Forum (CHIEF), hosted by the Caribbean Hotel and Tourism Association (CHTA), industry experts shared insights into how AI is set to revolutionize the guest experience, streamline operations, and preserve the region's vibrant culture.

Here are the top five trends every hospitality leader should know:

1. High Tech Meets High Touch

AI isn't about replacing people—it's about empowering them. By automating repetitive tasks, AI frees up staff to focus on delivering personalized, authentic guest experiences. Adam Mogelonsky, a CHIEF panelist and Partner at Hotel Mogel Consulting Limited, emphasized, "Hospitality is fundamentally a people-to-people industry. AI should liberate teams to enhance human connections with guests." This approach ensures that while technology streamlines operations, the heart of hospitality—genuine, meaningful interactions—remains at the forefront.

2. Data Integration Will Unlock New Revenue Streams

Despite having access to vast amounts of guest data, many hotels struggle with siloed systems that limit its potential. Experts predict that 2025 will be the year of seamless data integration, made possible by advanced APIs and middleware. With real-time analytics and machine learning, hotels can unlock actionable insights to enhance the guest journey and drive revenue.

Additionally, a media release highlighting key AI and technology trends discussed at CHIEF—featuring insights from Task Force Co-chair Christus Gill—was developed and widely distributed. The article received strong pickup, including coverage in several technology-focused media outlets, contributing to increased awareness of CHTA's leadership role in hospitality innovation across the region.



Technology Task Force Meeting 2025 Summary of Activities (January – April)

Forward Planning and Next Steps

As of the end of April 2025, the Technology Task Force has established a clear set of next steps to continue driving innovation and member engagement:

- Review and finalize GAIN's partnership proposal, focusing on shared value and privacy assurances.
- Develop and promote the webinar introducing GAIN to the membership.
- Confirm allocation of HFTP-provided HITEC passes, exhibit invitations, and USALI subscriptions.
- Continue to share marketing and communications to highlight HFTP partnership benefits.
- Finalize the first draft of the AI Guidebook 2.0 and begin editing and layout.
- Continue sourcing regional AI case studies through surveys and direct outreach.
- A survey is being considered to collect data on members' AI adoption experiences and needs, which will also support the Guidebook development.
- Monitor technological trends and share insights through CHTA channels.
- Develop and roll out campaign to increase Caribbean membership in HFTP promoting the special offers to CHTA members including access to educational and certification resources. There is a Jamaica chapter which is being considered to be renamed the Caribbean Chapter due to the participation and enrollment of non- Jamaican members.
- CHTA President Sanovnik Destang and Christus Gill to join Adam Mogelonsky in podcast on May 16th re: technology.

The Task Force remains committed to positioning CHTA as a regional leader in technological advancement and hospitality innovation.

Committee Members

Fitzroy Walker, Chair

Christus Gill, Co-Chair

Brian Broomes

Kashmie Ali

Lisa Hamilton

Sanovnik Destang

William Tysoe

Yatsuri Marshall

Vanessa Ledesma

Madalyn Medrano, CHTA Team Liaison



CHTA

Technology Task Force Meeting 2025 Summary of Activities (January – April)

CHTA



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION



HFTP
Hospitality Financial and
Technology Professionals

Unlock Cutting-Edge Hospitality Technology: Exclusive Access for CHTA Members through the HFTP & CHTA Partnership

As a valued member of the Caribbean Hotel and Tourism Association (CHTA), you're now entitled to **FREE** complimentary registration to the **HITEC Trade Show**, the world's largest hospitality technology exposition and conference.

What is HITEC?

- The *Hospitality Financial and Technology Professionals (HFTP)* produces the *Hospitality Industry Technology Exposition and Conference (HITEC)* - the world's largest hospitality technology trade show.
- Global Showcase: Over 300 companies presenting the latest hospitality technology products and services.
- Networking: Connect with thousands of hospitality professionals from around the world.

Member Benefit:

Register now to receive your complimentary Exhibits-Only Pass to HITEC. Access the latest technology solutions and gain insights to elevate your business.

How to Redeem (For CHTA Members Only):

1. Visit www.hitec.org/attend/registration
2. Log into your account or create one.
3. Register to attend, select Exhibits Only with Welcome Reception ticket.
4. Enter code HITEC25CHTAEXH in checkout to complete the process.

**Act Now! Don't miss this opportunity to stay at the forefront of
hospitality technology. Offer valid for a limited time.**

HITEC 2025

June 16 - 19

Indianapolis, Indiana, USA
hitec.org/attend/registration

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CAST Activity Report January-April, 2025

CHTA Board of Directors

Overview of Key CAST Activities – January-April, 2025

Through the active engagement of its Board of Trustees and partners, CAST maintained a robust and high-profile program of work during this period focused on:

- **Partner Relationships**
 - Continued partnership and project collaboration with The Nature Conservancy
 - Working with the Caribbean Biodiversity Fund (CBF)
 - Working with the Caribbean Tourism Organization on crisis management and readiness activities
 - Coordinating activities with CHTA, National Hotel and Tourism Associations (NHTA)
- **Protection and Management of Coral Reefs**
 - Policy analysis to identify impediments and opportunities in support of industry engagement
 - Building network of industry stakeholders involved and interested in coral reef protection/management
 - Creation of Caribbean Tourism Coral Reef Stewardship Award
- **Addressing Obstacles to Industry Investments in Self-Power Generation thru Solar and Wind**
 - Research undertaken with Caribbean jurisdictions to identify impediments and opportunities for self-generation
 - Policy paper developed in collaboration with CHTA Advocacy Committee with findings and recommendations
 - Policy paper findings and recommendations shared with NHTAs for use with local governments and utility companies as well as with the media
- **Webinars**
 - Effective Approaches to Policies, Regulations and Practices Supporting Tourism's Role in Coral Reef Management and Restoration, March 11, 2025
 - Showcasing Best Practices – Tourism Industry Stewardship is Coral Reef Management, scheduled for June 19, 2025
 - Hurricane Readiness Outlook and Planning Webinar – Collaborative with CTO, Tuesday, June 10th, 2025
- **Food Waste Management Initiative**
 - CHTA/CAST is partnering with CBF-led project to assess the extent to which the industry is involved in efforts to reduce food waste. Project commenced in Q2 and is scheduled for completion by October, 2025. Results from assessment of 8 hotels in four destinations will be used to support the development of training sessions for the industry and a guide to assist the industry in reducing food waste and its corresponding impact on public landfills.

- **Support for Circular Economy Activities, Waste Reduction, and Protection of Coastal Marine Environment**
 - Project concept note developed and submitted to CBF in November, 2024
 - Project concept given green light in December to develop full-blown proposal
 - Four NHTAs committed to being pilot destinations – the Dominican Republic, Jamaica, St. Lucia and Grenada. If approved, most project benefits and activities will be extended to the entire region
 - Comprehensive Proposal Developed with Project Grant Proposal Submitted to the CBF on February 28th for three-year project. Notification will be provided to CHTA/CAST in May regarding approval or denial.

Other Planned Activities Yet to be Undertaken

CAST activities approved by the Trustees which remain outstanding include:

- Issuance of periodic newsletter – CAST Currents
- Expanding hotelier representation on Board of Trustees
- Undertaking strategic planning exercise

Note of Appreciation

The CAST Board of Trustees expresses its appreciation to Denaye Hinds who stepped from the Board following ten years of service as a Trustee. This included a period as Co-Chair of the Board. Denaye will spend more time with family and building her business activities. She also wished to create room for ‘new blood’ on the Board. During her tenure CAST was re-activated following several years of inactivity. She led a number of efforts, including the development of several sets of guidelines to support industry’s commitments to sustainable matters and the development and conduct of a series of webinar and training activities and industry recognition awards. Denaye will continue to support CAST and CHTA in other ways.

Members of the CAST Board of Trustees:

Karolin Troubetzkoy, Acting Chair, St. Lucia

Christine Young, Trinidad and Tobago

Loreto Duffy Mayers, Barbados

Kendra Hopkin, Grenada

Kevan Dean, Bahamas

Ted Vogel, U.S.

Cresi Biemans, Aruba

Kevin Cooper, Curacao

The Trustees are supported by CHTA representatives: Sanovnik Destang, CHTA President; Vanessa Ledesma, CHTA CEO; and Frank Comito, Special Advisor.

CHTA Education Foundation



CARIBBEAN HOTEL &
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**EDUCATION
FOUNDATION**

www.chtaef.com

Programs

Caribbean Professional Development Program

- This program is a partnership with Les Roches Global Hospitality and offers a unique opportunity for hospitality professionals to advance their careers without interrupting their current job commitments.
- This fully remote, six-month Executive program is designed to be flexible, allowing participants to balance their studies with work responsibilities.

*I started the program as an Event Sales Manager,
and upon completion, I have been promoted to
Assistant Director of Events.*

Ronald Roget

Assistant Director of Events

Hyatt Regency Trinidad



Programs

Caribbean Employee Empowerment Program

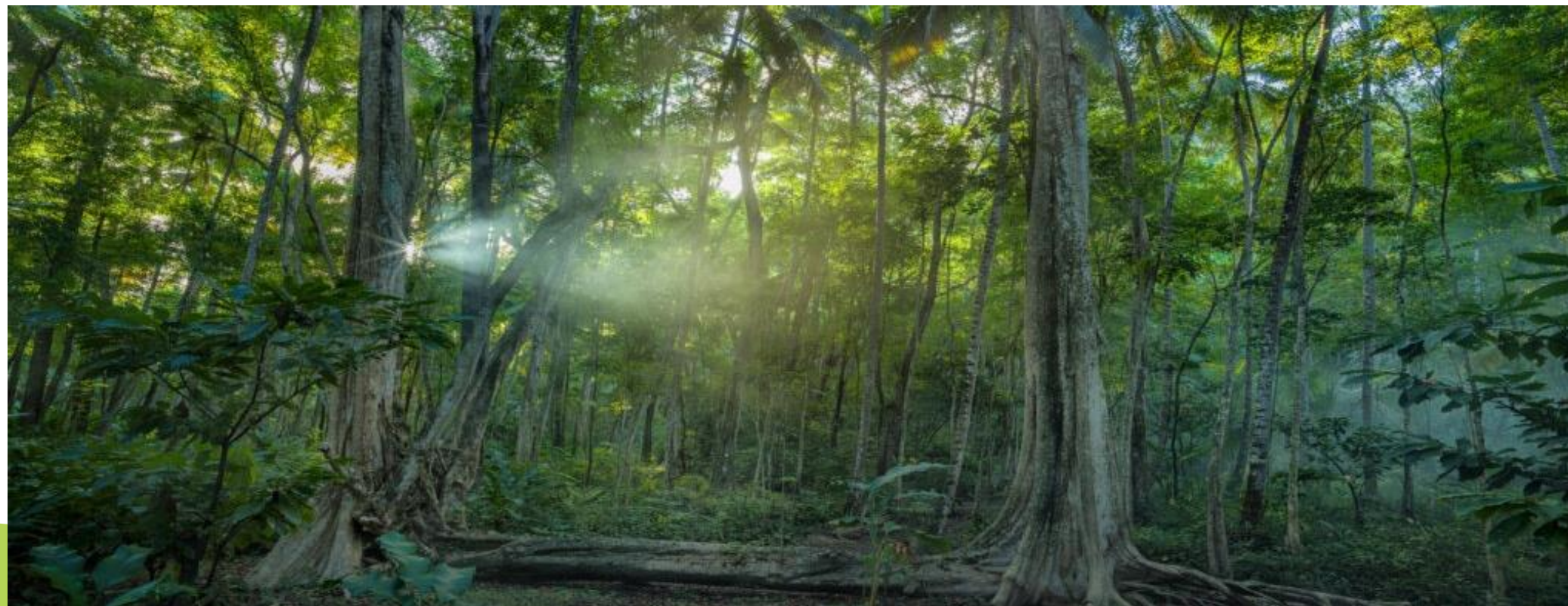
- Caribbean Employee Empowering Program plays a vital role in developing a skilled workforce dedicated to providing exceptional service in the hospitality industry
- Over 4,000 staff members and supervisors from over a dozen islands have participated in this program since its inception in 2019
- This program is a partnership between the Education Foundation, island destinations and strategic partners



Programs

Resiliency Scholarship

- The fund was created by a donation from Nick Troubetzkoy to support Caribbean hospitality professionals seeking advanced training in resilience building, sustainable tourism, destination stewardship and marine health.
- The fund aims to enhance the capacity of hospitality workers to create sustainable practices that benefit both their communities and the environment
- Applications for this scholarship are currently being accepted



Programs

Marine Health Scholarship

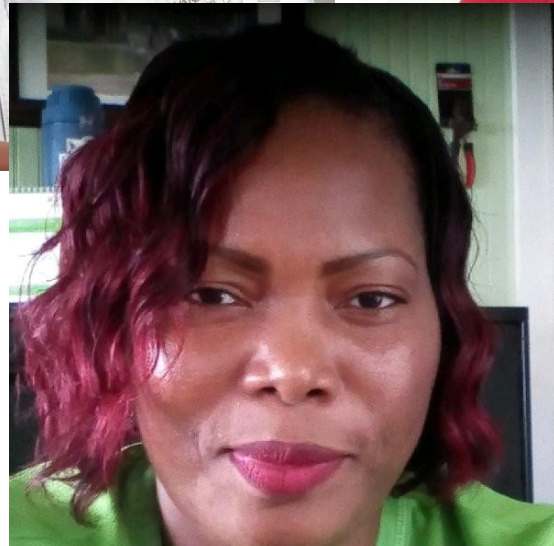
- Currently two scholarships have been awarded for this program
- The program is a PADI Instructor Development Course with a strong emphasis on marine conservation.
- Upon completion, recipients will be both a certified PADI Open Water Scuba Instructor and Emergency First Response Instructor.
- The program includes hands-on experience in coral reef conservation efforts that support marine biodiversity and specialized training from Coral Restoration Specialists at the Perry Institute for Marine Science, focusing on coral nursery maintenance and out planting techniques.



Programs

General Scholarship Program

- This initiative supports outstanding students from across the Caribbean in critical areas of the hospitality industry, including culinary arts, business management, and hotel operations
- There are currently eleven scholarship recipients from seven islands



Programs

Haiti English Language Program

- Sponsored by Curtain Bluff for 2024 and 2025 this program helps Haitian hospitality students with spoken English language certification to better allow their career success
- This year over 20 students of the E'cole Hoteliere in Haiti will complete the program.



Fundraising

- The 2024 fundraiser was devoted to the Hurricane Beryl Relief. It raised over \$20k on behalf of CHTA
- The 2025 Spring Auction has just closed and has raised over \$55k from the generous donations from over 55 Caribbean Hotels in 19 islands
- A follow up auction will be scheduled for the summer

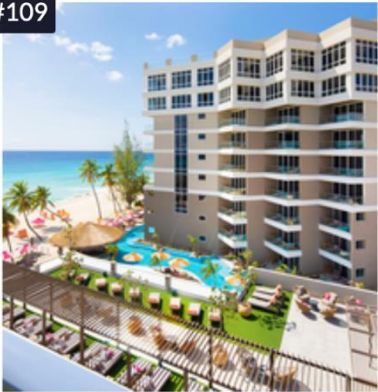
#103



ARUBA - La Cabana Beach Resort & Casino- 3-nights

\$300 Current Bid


#109



BARBADOS - O2 Beach Club and Spa - 5-nights ALL INCLUSIVE

\$4,000 Starting Bid


#116



DOMINICA - GEMS - Secret Bay and Fort Young - 5-nights

\$1,750 Starting Bid

#138



USVI, St Thomas - Bolongo Bay Beach Resort - 5-nights

\$1,000 Starting Bid



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TOURISM ASSOCIATION
**EDUCATION
FOUNDATION**

**2025 Spring
Caribbean Auction**

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Amrita Bhalla

Rachel Browne

Heidi Clarke

Ernest Dwight

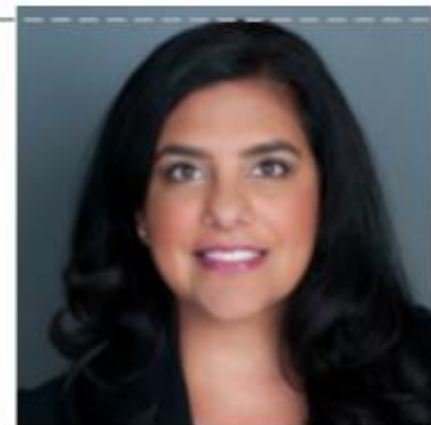
Patricia Dass

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Neil Kolton

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Omar Robinson



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THANK YOU