

# CHTA



CARIBBEAN  
HOTEL & TOURISM  
ASSOCIATION

## **SHORT-TERM RENTAL ACCOMMODATIONS IN THE CARIBBEAN**

*Managing for Sustainable Tourism Growth*



CHTA



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## **Short-Term Rental Accommodations in the Caribbean: Managing for Sustainable Tourism Growth**

April 2026

*Incorporating findings from fourteen National Hotel and Tourism Association consultations  
conducted February–April 2026*

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## 1. EXECUTIVE SUMMARY

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This paper provides National Hotel and Tourism Associations (NHTAs) and policymakers with evidence-based guidance for regulating the Caribbean’s expanding short-term rental (STR) sector, drawing on fourteen structured NHTA consultations conducted February–April 2026 — the most comprehensive comparative picture of Caribbean STR regulation yet assembled.

### Key facts

- STR accommodation has grown faster than any other part of the Caribbean tourism product, and governments have systematically failed to keep pace.
- In Aruba, visitor nights in STR accommodation surpassed hotel visitor nights in 2025; STR visitors grew 118% since 2019, against hotel growth of 9.4% and air-seat growth of 17.9%.
- Compliance failure across the region is driven principally by absent enforcement, not inadequate legislation.
- The fiscal argument — quantifying revenue foregone from non-compliant STRs — is the most powerful advocacy lever available, yet consistently underused.
- Destinations that have made progress share one factor: public–private alignment on both the policy goal and the delivery mechanism.

### Three Caribbean best-practice models

- **Curaçao entry fee:** Draft legislation specifying USD 65 per visitor has been prepared and is proceeding through the legislative process, with implementation targeted for early 2027. This will replace the hotel room tax and eliminates property-level enforcement (Bonaire has operated a comparable model since 2022).
- **Turks and Caicos regulatory body:** a dedicated six-person team running GPS mapping, physical inspections, and Treasury cross-referencing — now documented as a seven-step methodology for regional replication.
- **Saint Lucia incentive architecture:** the 2023 Tourism Development Act links certification to duty-free concessions and government incentives, making compliance an economic opportunity rather than a burden.

### CHTA recommendations

- **Establish a level playing field:** STRs pay the same effective tax rate as hotels.
- **Apply safety and operational standards** proportionate to property scale.
- **Hold operators accountable** through transparent, enforceable systems.
- **Reject both unregulated expansion and excessive restriction;** act on commitments governments have already made.

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## 2. KEY POLICY RECOMMENDATIONS

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The following recommendations reflect the findings of fourteen NHTA consultations. Each jurisdiction should adapt implementation to its own political, administrative, and tourism context.

### **(a) Mandatory registration, with platform listing as the enforcement lever**

All STR operators must register through a transparent, user-friendly digital system. The single most effective enforcement mechanism identified in the consultations is requiring booking platforms (Airbnb, VRBO, Booking.com) to refuse to list any property without a valid registration number. Turks and Caicos has demonstrated this is achievable: VRBO already requires a business licence as a condition of listing in TCI without formal legislation mandating it. Spain has required Airbnb to remove almost 66,000 unlicensed listings. This mechanism does not require a new enforcement department — it makes compliance a condition of market access.

### **(b) Tax equity — through property-level taxation or through a visitor entry fee**

STRs must contribute the same effective tax rate as hotels. Two delivery mechanisms are available. Platform-based remittance (the preferred mechanism where registration is achievable) collects accommodation tax at point of booking. The entry fee model — a flat per-visitor charge on arrival, as proposed for Curaçao (USD 65, January 2027) and operating in Bonaire since 2022 — eliminates property-level enforcement entirely and is recommended for destinations where individual operator compliance is politically or administratively infeasible in the near term. It does not, however, remove the need for property oversight.

### **(c) Visitor safety standards — with a proportionate, tiered approach**

Fire and electrical safety certification, emergency procedures, and periodic inspections are required for all registered STR properties. A tiered approach is recommended: minimum safety standards accessible to all operators, with higher standards linked to incentive access on the Saint Lucia model. Standards should be proportionate to the size and nature of the operation and the risks being mitigated.

### **(d) The fiscal argument must be quantified and made to Finance, not Tourism**

Every destination should calculate the annual tax revenue foregone from non-compliant STRs and present it to the Finance Ministry. Asonahores (Dominican Republic) has estimated foregone annual accommodation tax revenue at approximately RD\$ 6.8 billion (USD 116 million); formal methodology supporting this figure is currently being developed for publication. USVI has quantified approximately USD 800,000 in business licence fees alone. Finance ministries consistently show more appetite for STR regulation than Tourism ministries precisely because the revenue argument is their language.

\* *ITBIS — Impuesto a la Transferencia de Bienes Industrializados y Servicios — is the Dominican Republic's value-added/accommodation tax equivalent.*

### **(e) Evidence-based community management**

Moderate density thresholds and local contact requirements help address nuisance issues. The consultations added important additional dimensions: registration is a national security tool (governments cannot account for the whereabouts of visitors to embassies if they do not know where those visitors are staying); and STR operators competing with hotels for cleaning and maintenance staff through informal employment arrangements are undermining both labour standards and hotel operations across multiple destinations.

### **(f) A regional host training programme**

No Caribbean destination has yet addressed the quality gap at the operator level. CHTA is well-positioned to develop a practical, accessible minimum-standards training curriculum for STR operators — framed as quality improvement, not regulatory compliance — ideally in partnership with Airbnb's newly established VP of Hosting function. This proactively addresses the standards backlash problem by establishing a low-bar, high-uptake baseline before governments legislate.

### **(g) Phased implementation that prioritises political will alongside technical preparation**

A 12–18 month voluntary compliance rollout is appropriate in destinations where political conditions allow. In others, where governance barriers have delayed action for years, a more strategic horizon is required. Implementation plans should identify the specific political window — post-election mandate, international event, national development plan review, budget cycle — most likely to create the conditions for action.

### 3. MARKET CONTEXT: THE SCALE OF THE SHIFT

#### 3.1 What the data now shows

Updated AirDNA data for April 2026 shows 129,706 active across 33 Caribbean and near-Caribbean destinations — a minimum that excludes off-platform, Facebook, and word-of-mouth inventory entirely. (See Appendix E). It should be noted that the AirDNA data have flaws inasmuch as properties can be listed more than once and the numbers should be treated as indicative rather than definitive.

The inventory of active listings across the Caribbean as a whole grew 16.4% between July 2025 and April 2026, with individual destinations ranging from -34% (Bermuda, possibly reflecting enforcement effect) to +107% (Saint Barthelemy). Three destinations alone — Dominican Republic (38,240 active), Puerto Rico (23,579 active), and Martinique (8,375 active) — account for more than half of the regional inventory.

The most significant data development is the publication of official Aruba Tourism Authority place-of-stay statistics for 2019–2025 — the first longitudinal official dataset in the region on the structural shift from hotel to STR accommodation.

#### Aruba: Stopover Visitors by Place of Stay

Visitor Category	2025	Share	2019	Share	Change	Absolute
Hotels	632,043	41.7%	577,995	51.7%	+9.4%	+54,048
Timeshare	350,513	23.1%	296,701	26.5%	+18.1%	+53,812
Other (STR)	532,546	35.1%	244,248	21.8%	+118.0%	+288,298
<b>TOTAL</b>	<b>1,515,102</b>	<b>100%</b>	<b>1,118,944</b>	<b>100%</b>	<b>+35.4%</b>	<b>+396,158</b>

#### Aruba: Visitor Nights by Place of Stay

Visitor Category	2025	Share	2019	Share	Change	Absolute
Hotels	3,555,608	33.8%	3,539,009	42.9%	+0.5%	+16,599
Timeshare	2,938,310	27.9%	2,406,085	29.2%	+22.1%	+532,225
Other (STR)	4,026,175	38.3%	2,302,754	27.9%	+74.8%	+1,723,421
<b>TOTAL</b>	<b>10,520,093</b>	<b>100%</b>	<b>8,247,848</b>	<b>100%</b>	<b>+27.5%</b>	<b>+2,272,245</b>

*Source: Aruba Tourism Authority (ATA) official data. Available air seats grew 17.9% over the same period while STR visitors grew 118%.*

The implications are stark. STR visitor nights (4,026,175) have surpassed hotel visitor nights (3,555,608) — STR is now the largest single accommodation category in Aruba by visitor nights. Almost all of Aruba's post-2019 tourism growth came from the STR sector. It should be noted that not only did the STR segment grow, a significant number of room nights sold in the Timeshare resorts were also sold by the units owners on a short term rental basis.

Hotel visitor nights grew just 0.5% over six years. Air seats grew 17.9% while STR visitors grew 118%, producing the seat shortage that hotel guests are now experiencing. The same dynamic — STR growth proceeding largely outside planning and official data frameworks — is occurring across the region. The Aruba data makes it measurable and undeniable.

### **3.2 Visitor demand and accommodation diversity**

Caribbean destinations compete globally for visitors seeking variety, authenticity, and value. STRs fill accommodation gaps that traditional hotels often cannot economically serve: families needing multi-bedroom options; long-stay guests preferring residential amenities; budget and mid-market travellers; authenticity-seekers; and peak-season overflow that would otherwise generate lost arrivals. These are legitimate market functions that policy should accommodate, not eliminate.

However, the consultations confirmed that the scale and pace of STR growth has outrun this complementary function in multiple destinations. In the Dominican Republic, an estimated 54,000 STR units (approximately 110,000 rooms) now exceed the 90,000-room hotel sector. In Puerto Rico, 25,000–30,000 STR units operate alongside approximately 16,000 hotel rooms. In both cases, a significant amount of STR operators pay no tax and meet no safety standard.

### **3.3 The airlift planning gap**

Airlines size their Caribbean seat capacity to hotel room counts, not to total accommodation demand. As STR inventory grows without registration or official data, airlines systematically underestimate the number of seats required. The result — visible in Aruba, USVI, TCI, Saint Lucia, and Grenada — is a mismatch between growing STR demand and available seat supply that disadvantages all travellers competing for the same finite seats.

Destinations that cannot provide airlines with combined hotel-plus-STR room inventory and occupancy data are at a structural disadvantage in route planning negotiations. Providing airlines with accurate total accommodation data — which requires a functioning registration system — is therefore not only a fiscal priority but an airlift strategy.

## **4. COMMUNITY INTEGRATION, SAFETY, AND OPERATIONAL STANDARDS**

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#### 4.1 Community benefits and the local ownership narrative

Properly managed STRs can revitalize neighborhoods through property upkeep, visitor spending, and cross-cultural exchange. They extend tourism benefits beyond resort zones and provide supplementary income for resident households. Many NHTAs noted that locally owned STR properties command strong political support precisely because they represent genuine economic opportunity for ordinary families. This reality must be acknowledged, not dismissed — regulation that ignores it will fail politically.

Saint Lucia's Community Tourism Agency — which develops tourism businesses within residential communities and trains community members to benefit from visitor spending — represents the most constructive approach to this challenge in the consultation series. Turning community residents into economic beneficiaries of tourism, rather than its victims, directly addresses the community pushback problems seen in multiple destinations.

#### 4.2 Visitor safety — a broader concern than previously recognised

Standard safety requirements for STR registration include smoke detectors, fire extinguishers, electrical compliance, and liability insurance. The consultations added two dimensions that warrant explicit policy attention.

**National security and visitor accountability:** Governments have obligations to foreign embassies and consulates regarding the whereabouts of their nationals. Unregistered STR accommodation makes it impossible for government to fulfil these obligations. This framing — that registration is a consular and national security matter, not only a commercial policy matter — has been effective in building cross-ministry support in several destinations.

#### 4.3 Neighbourhood quality of life

The consultations confirmed the standard community concerns — noise, parking, waste, anonymous strangers in residential buildings — and identified several destination-specific dimensions:

- Beach access conflict in Aruba: STR guests are legally entitled to use hotel-funded beach infrastructure because Aruba's beaches are public. This is generating physical confrontations between guests in peak season — a concrete, visible illustration of the level-playing-field problem.
- Community cohesion concerns in the Dominican Republic: in a society where multi-generational community ties are strong, anonymous short-stay strangers in residential

apartment buildings are generating social friction. This argument has been used effectively in government meetings.

- Community integration in Saint Lucia: by contrast, the experience of communities where STR visitors are genuinely welcomed and patronize local restaurants and shops demonstrates that the community impact of STRs is not uniformly negative. A foundation of community goodwill — built through deliberate community tourism engagement — changes the regulatory conversation entirely.

#### **4.4 Labour market and housing impacts**

STR operators in Curaçao, Saint Lucia, and Aruba are attracting hotel cleaning and maintenance staff through informal cash employment — paying off the books, avoiding social security contributions, and competing with formal hotel sector wages without bearing associated compliance costs. In destinations already facing workforce shortages, this directly undermines hotel operations and erodes the formal labour market.

Housing impacts vary by destination but share common mechanisms: purpose-built condominium developments explicitly designed for STR conversion (Dominican Republic); offshore buyers purchasing multiple units for STR investment, converting residential long-lease land to commercial use (Aruba); foreign buyers pricing locals out of the housing market (USVI, Grenada, Curaçao). Effective housing policy must address these specific mechanisms, not simply monitor aggregate density levels.

A related and growing concern identified in the consultations is the emergence of purpose-built residential apartment complexes that function in practice as commercial accommodation operations — with reception facilities, poolside amenities, check-in processes, and professional management — but are legally structured as individually owned residential units. Because each unit is separately titled and privately owned, these developments fall outside hotel licensing requirements, tourism safety standards, and accommodation tax frameworks, while competing directly with licensed hotels for the same visitor market. This represents a distinct regulatory gap that standard STR frameworks do not address. Effective regulation should extend to purpose-built or professionally managed residential complexes operating as commercial accommodation, regardless of their legal ownership structure, where the scale and nature of their operation is equivalent to that of a licensed hotel or guesthouse.

#### **4.5 Supporting local hosts and small entrepreneurs**

The consultations consistently confirmed the political sensitivity of small, locally owned STR operators. Any regulation perceived as targeting this constituency will face resistance regardless of its technical merits. The Saint Lucia model — which links certification to incentives and deliberately frames compliance as an opportunity rather than a burden — is the most effective approach. The proposed regional host training programme (see Section 7) is designed on the same principle: standards as enablement, not restriction.

## 5. POLICY FRAMEWORK: RECOMMENDATIONS AND OPTIONS

The situation in each destination is different and must be addressed according to local circumstances. These recommendations are offered as a menu for each NHTA to adapt to its own context. The most significant addition in this edition is the entry fee model, which addresses the enforcement problem from a completely different direction and is the most important new policy tool identified in the consultations.

### 5.1 Night-time stay limits: not recommended

Fixed annual stay limits for STR properties remain inappropriate for tourism-dependent Caribbean economies. The consultations produced no evidence to support this approach. The relevant policy tools are registration, taxation, safety standards, and proportionate density management — not restricting the number of nights a property can be rented.

### 5.2 Registration and the platform listing requirement

Registration remains the foundation of any STR regulatory framework. The consultations identified one critical enhancement: the platform listing requirement is the single most effective enforcement mechanism available.

Requiring booking platforms (Airbnb, VRBO, Booking.com) to refuse to list any property without a valid registration number converts compliance from a bureaucratic obligation into a market access condition. Without a registration number, an operator cannot reach their customers. This mechanism is more enforceable than pursuing thousands of individual property owners, and does not require a new enforcement department.

Turks and Caicos has demonstrated it works for VRBO. Spain has extended it to Airbnb, with almost 66,000 unlicensed listings removed. CHTA recommends this as the centerpiece of the registration enforcement framework.

Other registration framework elements include:

- Digital registration: centralized online portal with a unique licence ID per property, displayed in all listings.
- Fee structure: annual fees of USD 150–300, with reduced rates (USD 75–100) for micro-hosts managing one or two units.
- Compliance grace period: six months for voluntary registration, followed by mandatory enforcement.
- Public registry: enabling verification by residents, guests, and enforcement authorities.

- Arrival card integration: cross-referencing arriving visitors' declared accommodation against the registered property database, as implemented through Antigua's digital arrival card system.

**The grandfathering trap:** when regulation is discussed in government, a persistent temptation is to grandfather all currently operating non-compliant STR properties without penalty. This undermines the legitimacy of any compliance regime. A registration programme that rewards years of non-compliance while hotels have paid every fee and tax obligation throughout is not a level playing field. Grandfathering provisions should be resisted or, where politically unavoidable, made time-limited and conditional on full compliance going forward.

### 5.3 Tax framework — property-level taxation and the entry fee alternative

Platform-based remittance remains the preferred tax collection mechanism where registration is achievable. The consultations identified an important alternative for destinations where property-level compliance is politically or administratively unachievable in the near term.

The entry fee model: Curaçao has agreed to implement a USD 65 flat charge per visitor on arrival from January 2027, simultaneously abolishing the hotel room tax. This charge applies to every visitor regardless of accommodation type, eliminating the need for individual STR operator registration or tax remittance. Bonaire has operated a similar model since 2022. Aruba already has a USD 20 wastewater/sustainability levy on arrival that functions as a precursor.

For destinations where property-level STR taxation faces significant political or administrative obstacles, the entry fee model achieves tax parity through a completely different mechanism — one that requires only port-of-entry administration.

A further design consideration is the treatment of small, locally owned operators relative to large-scale or foreign-owned commercial STR activity. A tiered threshold approach — under which operators below a defined annual revenue level are exempt from accommodation tax or subject to a reduced rate, while commercially significant operators above the threshold pay the full rate — can protect supplementary-income hosts from regulatory burden while ensuring that commercial-scale activity contributes equitably. This design principle is particularly relevant in destinations with significant local ownership constituencies where uniform standards risk triggering political resistance. The threshold level and ownership criteria should be calibrated to local conditions, with the goal of maintaining a simple, administrable system that does not create incentives for artificial income-splitting.

Key elements of platform-based remittance:

- Tax rate: 100% of the accommodation tax rate applied to hotels.
- Collection mechanism: mandatory platform remittance (Airbnb, VRBO, Booking.com), supplemented by self-reporting portals for direct bookings.
- Compliance target: 85–90% collection through platforms.
- Revenue allocation: a portion of STR tax revenue dedicated to affordable housing, infrastructure, or community improvement.

#### **5.4 Safety and standards — a tiered, incentive-linked approach**

Visitor safety is non-negotiable. All STRs should meet baseline requirements: smoke and carbon monoxide detectors, fire extinguishers, clearly marked exits, electrical compliance, posted emergency contacts, and proof of minimum liability insurance. Periodic inspections and random spot audits should apply to all registered properties.

The critical lesson from Barbados is that standards must be tiered and proportionate:

- Minimum standards tier: basic safety requirements that any operator, including a single-room supplementary-income host, can realistically meet without significant investment. These form the floor for registration.
- Enhanced standards tier: higher operational standards linked to access to government incentives, duty-free concessions, and preferential financing. This is the Saint Lucia model — compliance becomes attractive because it unlocks tangible benefits.
- Commercial operator tier: operators managing multiple units as a principal business activity should hold appropriate tourism business licences. Standards for commercial operators should be calibrated to the scale of their operations and the level of risk they present — the principle is proportionality, not automatic equivalence across all operator types.

**Tourist safety and location standards:** Properties in coastal or remote areas should include location-specific requirements as part of registration — emergency contact numbers posted, nearest emergency service identified, and basic water safety equipment where relevant.

## 5.5 Platform cooperation and data sharing

Platform obligations should include licence verification before listing activation, monthly booking and tax data reports to government, removal of unlicensed properties within 24 hours of government notice, and adherence to standardized data formats.

Two developments are particularly relevant: VRBO's TCI business licence requirement demonstrates that platform compliance is achievable without formal government-platform legislation. The Spain-Airbnb precedent demonstrates that Governments that act with legal clarity and enforcement resolve can compel platform compliance even when platforms resist — as Spain demonstrated. Caribbean governments should monitor this case and build equivalent provisions into their platform agreements.

## 5.6 Enforcement — the TCI methodology as Caribbean best practice

The Turks and Caicos Islands Department of Tourism Regulations has developed the most rigorous STR compliance programme currently documented in the Caribbean. The seven-step methodology, validated by Director Avi Adams, is formally documented in a companion CHTA compliance methodology memorandum available to all NHTAs. It is summarized in Appendix C.

**A critical note on compliance reporting:** compliance percentages in Caribbean STR markets are routinely calculated against denominators that are smaller than the operating market. Before citing any destination's STR compliance figure, NHTAs should ask: what is the denominator, and how was it constructed? A compliance programme that cannot answer this question has not established a defensible baseline. This problem is most acute in large or archipelagic destinations where off-platform, word-of-mouth, and social media bookings constitute a significant share of total activity — and where OTA data alone will systematically undercount the operating market. The compliance methodology memorandum addresses this directly.

## 6. REGULATORY EXPERIENCE: CARIBBEAN BEST PRACTICES

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The fourteen consultations have produced Caribbean best practices more directly applicable to regional conditions than global precedents — drawn from destinations with comparable population sizes, administrative capacity, political dynamics, and tourism dependence. These should be the primary reference points for NHTA advocacy.

### 6.1 Caribbean best-practice models

#### Curaçao — the entry fee model (implementation January 2027)

After two years of public-private alignment, Curaçao has agreed to replace the hotel room tax with a flat USD 65 per-visitor entry fee collected at the airport on arrival, applying equally to all visitors regardless of accommodation type. This eliminates the enforcement problem at the property level. Bonaire has operated a comparable model since 2022 with positive results.

*Recommended for: destinations where property-level enforcement is politically infeasible in the near term (Jamaica, Dominican Republic, Grenada, Barbados).*

#### Turks and Caicos — the dedicated regulatory body

A six-person Department of Tourism Regulations team has achieved measurable registration compliance through the seven-step methodology described in Section 5.6. VRBO requires a business licence as a condition of listing. Treasury cross-referencing identifies operators who under-declare bookings. The model has been formally documented and validated for regional replication.

*Recommended for: destinations with political will but enforcement capacity gaps (Antigua, Bermuda, USVI, Grenada).*

#### Saint Lucia — the incentive-linked certification architecture

The 2023 Tourism Development Act requires all accommodation providers to obtain certification through a Tourism Certification Committee. Physical inspections, health and sanitation clearances, and business registration are all required. Certified operators gain access to duty-free concessions and government incentives through a parallel Tourism Incentives Committee. Approximately 600 STR properties have certified, with operators actively seeking incentive access certifying fastest.

*Recommended for: all destinations as a design principle — link registration and compliance to tangible benefits, not just penalties.*

#### Antigua — the arrival card integration model

Through the 'Arrive and See Gov' digital arrival card, Antigua cross-references arriving visitors' declared accommodation address against the Ministry of Tourism's registered property database. This is a low-cost, high-impact enforcement tool that any destination with a digital arrival card system can implement.

*Recommended for: Grenada, Jamaica, USVI, and any destination developing or upgrading its digital immigration system.*

## **6.2 Global experience — supporting context**

Global regulatory experience remains relevant as context. The most instructive examples:

- British Columbia (2023–2025): primary residence requirement combined with platform data-sharing and consistent enforcement achieved 90% compliance.
- The Spain-Airbnb precedent: the Spanish government required Airbnb to remove almost 66,000 unlicensed listings in 2024 — demonstrating that platform cooperation is achievable when governments act with clarity and resolve.

Approaches that did not work and are not recommended:

- New York City (2023): near-elimination of STRs through restrictive licensing reduced listings by 80% and drove activity underground.
- Barcelona (2024): progressive phase-out of STRs caused supply shortage and displaced tourism activity.

The lesson from global experience is consistent with the Caribbean consultations: moderate, enforceable frameworks introduced before the sector becomes entrenched outperform drastic crackdowns introduced after years of inaction.

## 7. A NEW PRIORITY: THE REGIONAL HOST TRAINING PROGRAMME

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This section addresses a gap that no Caribbean destination has yet filled — and that CHTA is uniquely positioned to address.

The quality gap in Caribbean STR accommodation is not primarily a standards legislation problem. It is a host knowledge and capacity problem. A single-room supplementary-income operator in a rural community does not fail to meet safety and hospitality standards because she is non-compliant; she fails because no one has told her what the standards are or how to meet them.

CHTA should develop a regional STR host training programme with the following characteristics:

- **Practical and accessible:** simple, plain-language guidance covering minimum safety requirements, basic hospitality standards, and the registration and tax process.
- **Framed as quality improvement, not regulatory compliance:** Regional experience has shown that standards framed as regulatory burdens trigger resistance. The same content framed as 'how to become a better host and earn more' achieves far greater uptake.
- **Non-threatening to the small operator:** designed so that a single-room supplementary-income host can complete the training and meet the minimum standard without significant investment.
- **Regionally standardized but locally adapted:** a common curriculum with destination-specific modules for local tax rates, registration processes, and platform relationships.
- **Developed in partnership with platforms:** Airbnb has recently hired a VP of Hosting focused on improving supply quality globally. CHTA should engage Airbnb on whether this initiative can be co-developed and distributed through their host communication channels.

A CHTA-facilitated training programme would give CHTA a constructive, positive deliverable for the STR sector itself — not just for hotel associations — directly addressing the perception that NHTA advocacy is protectionist rather than public-interest-oriented.

## 8. IMPLEMENTATION: FROM POLICY TO PRACTICE

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### 8.1 Building political will alongside technical preparation

Implementation planning must address both the technical and the political dimensions of STR reform. In destinations where sustained inaction has allowed non-compliance to become entrenched, technical improvements to data, legislation, or guidelines alone will not be sufficient. NHTAs should build political will strategies alongside their technical implementation plans.

Key strategic approaches:

- Lead with Finance, not Tourism. Finance ministries consistently show more appetite for STR regulation because the revenue argument is their language. USVI, Dominican Republic, and Puerto Rico consultations all confirmed that Finance engagement changes the political dynamic.
- Quantify the revenue foregone. Every destination should calculate the annual tax revenue foregone from non-compliant STRs. A standard CHTA template for this calculation, adaptable to each destination's tax structure, should be developed and distributed.
- Use national development plan commitments as accountability levers. Where governments have made commitments to STR reform in writing — as in the Dominican Republic's Meta RD 2036 plan — NHTAs should frame advocacy around delivery on existing commitments, not new requests.
- Identify political windows. The best moment for action is the post-election mandate, the international event (CHOGM in Antigua), the budget cycle when a Finance Minister is making revenue decisions, or the national development plan review. Preparation should anticipate these windows.

### 8.2 Phased implementation

A three-phase roadmap is appropriate for destinations with the conditions to proceed:

**Phase 1 — Foundation (Months 1–3):** legal review, stakeholder consultation, technical system design, inter-agency coordination, and public communication campaign. The revenue-foregone calculation should be completed and presented to the Finance Ministry during this phase.

**Phase 2 — System Launch and Support (Months 3–12):** launch registration platform, six-month voluntary compliance grace period with fee incentives, platform verification integration, phased enforcement beginning with large-scale or commercial operators.

**Phase 3 — Full Implementation (Months 12–24+):** strict enforcement with publicised penalties, quarterly compliance database refresh, annual policy review.

For pre-regulatory destinations where even Phase 1 faces significant barriers, a more limited entry point is recommended: build the revenue-foregone case, present it to Finance, identify the specific political window most likely to create space for action, and prepare the legislative and administrative framework in advance so it is ready to move when that window opens.

## 9. GOVERNANCE, MONITORING, AND SUCCESS METRICS

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A balanced scorecard approach — covering regulatory compliance, economic vitality, community well-being, and visitor experience — provides the right measurement framework. Two additions are recommended based on the consultations.

### 9.1 Compliance methodology transparency

Any publicly reported compliance percentage must state its denominator explicitly: how many properties the percentage applies to, and how that universe was constructed. Honesty about what the compliance programme can and cannot see is more valuable than headline numbers that overstate progress. CHTA recommends that NHTAs report two compliance metrics: (1) the compliance rate within the known, documented universe; and (2) the estimated completeness of that universe. In destinations with large informal or off-platform inventory — particularly archipelagic markets where word-of-mouth rental is common — compliance frameworks built solely on OTA data will miss a significant portion of the operating market. The compliance denominator must account for this gap, and the methodology for estimating total market size should be documented and disclosed alongside the compliance rate itself.

### 9.2 Quarterly AirDNA refresh

A compliance database that is not refreshed is materially out of date within months in a market growing at 4–17% annually. The governance framework should include a mandatory quarterly refresh cycle: new platform data extracted and cross-referenced against the Master Database to identify new listings, followed by field verification of newly identified properties.

### 9.3 Realistic compliance targets

Targets should be adjusted to destination context:

- Pre-regulatory destinations: the 24-month target should be to have a registration framework operational, with 30–50% of the estimated STR universe registered. Full compliance is a 3–5 year horizon.
- Transitional destinations: 60–70% within 24 months is achievable where political will exists and enforcement resources are funded.
- Advanced destinations (TCI, Saint Lucia): 85–90% of the documented universe within 24 months, with quarterly monitoring and database refresh to capture the growing market.

#### **9.4 Supply planning — the dormant inventory risk**

A supply planning risk not previously articulated in the guidelines warrants explicit attention. In destinations with large STR inventories operating at significantly lower average occupancy than hotels, a substantial proportion of registered properties may be inactive or only intermittently available at any given time. This “dormant” capacity can be activated rapidly in response to demand surges — a major event, a viral moment, a celebrity endorsement, or a sudden shift in visitor origin markets — faster than any destination planning or infrastructure mechanism can respond. The result can be simultaneous pressure on accommodation supply, transport, utilities, beach access, and service sector capacity that overwhelms destination infrastructure in ways that neither the STR data nor the hotel planning framework anticipated.

Registration data, when comprehensive and current, is the primary tool for managing this risk: it is the only mechanism that gives destination planners visibility into the full potential accommodation capacity of the STR sector, not just its current active volume. Supply planning frameworks should incorporate STR registered capacity — not just current active listings — as a planning variable alongside hotel room inventory.

## 10. POLICY OPTIONS MATRIX: JURISDICTION-SPECIFIC APPROACHES

The matrix below maps regulatory recommendations to destination context. The most significant addition is the pre-regulatory category — destinations where the starting point is political rather than technical — and the entry fee as an option available across all tiers.

Dimension	Pre-Regulatory	Light-Touch	Standard (recommended for most)	High-Pressure
<b>Trigger conditions</b>	No framework; near-zero compliance; political barrier to action	<5% STR density; low housing pressure; willing government	5–15% STR density; moderate housing pressure	15%+ STR density; housing crisis; affordability data
<b>Examples</b>	Jamaica, Dominican Republic	Bermuda, Grenada (transitioning)	USVI, Barbados, Antigua, Saint Lucia	Puerto Rico, Aruba, Curaçao, TCI
<b>Registration</b>	Build fiscal case first; prepare framework; identify political window	Simplified online self-certification; reduced fees	Mandatory; biennial inspections; platform listing requirement	Mandatory; annual professional inspections; platform listing requirement
<b>Taxation</b>	Entry fee model recommended as near-term alternative	Entry fee or platform remittance	100% tax parity via platform remittance; entry fee option	100% parity; entry fee to close enforcement gap
<b>Safety standards</b>	Minimum standards framework only; no immediate enforcement	Basic self-certification; spot audits	Biennial inspections; tiered standards; incentive linkage	Annual inspections; full standards proportionate to scale
<b>Enforcement</b>	Revenue-foregone presentation to Finance; legislative prep	Platform listing requirement; light spot auditing	TCI 7-step methodology; dedicated team; quarterly refresh	Dedicated regulatory body; GPS mapping; Treasury cross-referencing
<b>Political strategy</b>	Lead with Finance; quantify foregone revenue; await political window	Education-first; host training programme	Post-election mandate; regional peer learning; Finance engagement	Fiscal pressure + national security framing + housing data

## 11. CHTA POLICY RECOMMENDATIONS

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CHTA recommends the Balanced Regulation approach as the regional standard. The framework:

- Preserves accommodation diversity and destination competitiveness while requiring all commercial operators to participate equally in the tax and regulatory system.
- Prioritizes the platform listing requirement as the single most actionable enforcement mechanism — requiring booking platforms to refuse listings without valid registration numbers.
- Recommends the entry fee model (Curaçao/Bonaire approach) as the preferred alternative where property-level enforcement is not politically achievable in the near term.
- Links safety standards to positive incentives (on the Saint Lucia model) rather than relying on penalties alone, to achieve maximum uptake without triggering community resistance.
- Establishes the TCI seven-step compliance methodology as the Caribbean enforcement standard, with the companion compliance methodology memorandum as the operational guide.
- Advocates the regional host training programme as a constructive, positive CHTA deliverable for the STR sector itself — complementing the regulatory framework with quality improvement support.
- Explicitly addresses the political dimension of STR reform by recommending that NHTAs lead advocacy through Finance ministries with quantified revenue-foregone arguments.
- Requires honest compliance reporting: every compliance percentage must state its denominator and methodology and must be refreshed quarterly as the market grows.

## 12. RECOMMENDATIONS FOR NATIONAL HOTEL AND TOURISM ASSOCIATIONS

The situation with STR accommodation varies significantly from destination to destination and each NHTA should develop its own position in accordance with its own circumstances.

### 12.1 Core NHTA messaging

Primary position: "Short-term rentals are part of the Caribbean tourism product. Our priority is not to restrict STRs but to ensure equal tax treatment, visitor safety, and community integrity across all accommodation types. We advocate for the same rules to apply to all commercial accommodation providers."

Supporting messages:

- Destination competitiveness depends on offering diverse accommodation options — and on ensuring all of them meet safety and tax obligations.
- Governments benefit from consistent, platform-based tax collection, transparent data, and the airlift planning improvements that registration enables.
- Responsible regulation protects community quality of life, supports long-term sustainability, and helps government account for the safety of all visitors.
- The fiscal argument: the government is foregoing [destination-specific revenue figure] annually in tax revenue from non-compliant STRs, while asking the hotel sector to bear increasing compliance costs. This is not fair and it is not sustainable.

Avoid framing STR regulation as protecting hotels or limiting STR supply to boost hotel occupancy. Emphasize fairness, accountability, and the government's own fiscal interest.

### 12.2 Recommended NHTA policy agenda

#### 1. Visitor safety and operational standards

- Support mandatory safety inspections for all registered STR properties.
- Advocate inclusion of STRs in national disaster-preparedness and fire-safety programmes.
- Where tourist safety incidents have occurred, use documented cases to build the public safety argument for registration.
- Raise the national security dimension: governments cannot fulfil consular obligations regarding visitor whereabouts without knowing where visitors are staying.

## 2. Tax equity and efficient collection

- Lobby for 100% tax parity with hotels.
- Promote platform-based remittance where achievable; advocate the entry fee model where property-level compliance is blocked.
- Quantify the revenue foregone annually and present this figure to the Finance Ministry.
- Oppose tax measures that target only platform commissions rather than room revenue: a tax on Airbnb's commission is not the same as a tax on the accommodation transaction.

## 3. Platform listing requirement

- Advocate legislation requiring Airbnb, VRBO, and all booking platforms to refuse to list any property without a valid registration number.
- Reference the TCI (VRBO) and Spain (Airbnb) precedents in government discussions.

## 4. Community protection and housing integrity

- Use destination-specific evidence: offshore ownership driving housing unaffordability (USVI, Aruba), purpose-built STR condominium developments (Dominican Republic), residential-lease land conversion (Aruba).
- Avoid the grandfathering trap: resist provisions that regularise years of non-compliance without penalty.
- Support community liaison mechanisms, complaint hotlines, and community tourism models that turn residents into economic beneficiaries of STR growth.

## 5. Professional accountability for commercial operators

- Require tourism business licensing for operators whose STR activity constitutes a principal commercial enterprise.
- Support enforcement parity across all accommodation types.
- Oppose informal employment practices that undercut formal labour standards in the hotel sector.

## 6. Host training and capacity building

- Support the CHTA regional host training programme as a deliverable that demonstrates NHTA commitment to STR sector quality, not just STR sector restriction.
- Collaborate with governments on minimum standards outreach to micro-hosts: the goal is a floor everyone can meet, not a ceiling that excludes the small operator.

## 7. Peer learning

- NHTAs at early regulatory stages should be connected with counterparts who have made progress: Jamaica with TCI on enforcement methodology; Grenada and Barbados with Curaçao on the entry fee; Antigua with TCI on the regulatory body model.
- CHTA should facilitate structured peer learning sessions, not just information distribution.

### 12.3 Stakeholder engagement strategy

**Government (Finance Ministry first):** frame proposals around fiscal gain and the revenue-foregone argument. Lead with the Finance Minister. Cross-ministerial coordination should follow from Finance engagement, not precede it.

**Government (Tourism Ministry):** once Finance is engaged, Tourism can be positioned as the delivery mechanism for a decision Finance has already endorsed.

**Residents and communities:** acknowledge housing and nuisance concerns as legitimate. Emphasize safety standards, registration, complaint hotlines, and the community tourism model. Use the national security argument to explain why government needs to know where visitors are staying.

**Hosts and operators:** present regulation as legitimacy and market access. The platform listing requirement means compliance is the condition for reaching customers. The incentive linkage means compliance is the path to government benefits. The host training programme means compliance is supported, not just demanded.

**Platforms:** engage on data-sharing and tax collection as a commercial partnership. Reference the TCI/VRBO and Spain/Airbnb precedents as demonstrations that platform cooperation is achievable. Penalties for non-compliance should be meaningful and escalating.

**Hotels:** position as allies advocating operational parity and visitor safety. The goal is fairness and a level playing field, not protectionism.

### 13. CONCLUSION: THREE MODELS, ONE DIRECTION

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Short-term rental accommodations are a permanent and growing feature of Caribbean tourism economies. Managing them effectively is no longer optional: the fiscal cost of non-compliance is documented, the community impacts are real, the safety risks are proven, and the airlift planning gap is now supported by official longitudinal data from Aruba.

Fourteen consultations across fourteen Caribbean destinations have produced a picture detailed enough to support action, not just analysis. Three best-practice models provide the framework for that action.

Curaçao shows that when public and private sector are aligned and the right mechanism is chosen — in this case, an entry fee that eliminates property-level enforcement entirely — the barriers that have blocked progress in most of the region can be overcome. The entry fee is not a compromise; it is a solution.

Turks and Caicos shows that you do not need perfect legislation before you start. A small, dedicated, properly funded regulatory body that does the painstaking work of data extraction, deduplication, GPS mapping, and physical inspection can achieve measurable compliance results. TCI started with existing legal authority and a committed team.

Saint Lucia shows that compliance can be made attractive rather than merely compulsory. Linking certification to duty-free concessions and government incentives reframes the entire regulatory conversation: from 'how do we compel operators to comply' to 'how do we make compliance the obviously right decision for a business that wants to grow.'

Together, these three models cover the full spectrum of Caribbean STR challenges. The entry fee addresses fiscal parity where enforcement faces structural obstacles. The TCI methodology addresses enforcement where political will exists. The Saint Lucia architecture addresses the small operator political problem where communities fear regulation as an attack on local livelihoods.

Every Caribbean destination — from Jamaica, where everything remains to be done, to Curaçao, where the solution is effectively agreed — has at least one of these models to draw on. The task now is not more analysis. It is execution: choosing the right model for each destination's political reality, building the fiscal argument that motivates Finance to act, and giving each NHTA the tools, the data, and the peer support to move their government one step further than it is today.

## APPENDIX A: KEY DATA SOURCES

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- Caribbean Tourism Organization (CTO): regional arrival statistics and market trends.
- AirDNA: STR unit counts, occupancy rates, ADR data. July 2025 35-destination extract used for regional inventory analysis.
- Aruba Tourism Authority (ATA): official place-of-stay visitor data 2019–2025.
- National tourism authorities and statistics offices.
- CHTA fourteen-destination NHTA consultation series (February–April 2026): primary research informing this paper.
- CHTA STR Compliance Methodology Memorandum (April 2026): validated by TCI Department of Tourism Regulations Director Avi Adams.
- EU Official Journal: Regulation 2024/1058 on STR data-sharing.
- National and municipal policy examples: London, British Columbia, New South Wales, San Francisco, New York City, Barcelona, Singapore, Spain.
- Airbnb, VRBO/Expedia, and Booking.com public transparency and regulatory reports.

**APPENDIX B: FOURTEEN-DESTINATION CONSULTATION SERIES — SUMMARY**

Destination	Date	NHTA Contact /	Regulatory Stage	Key CHTA Ask	Standout Finding
USVI	Feb 20	UHTA — Lisa Hamilton	Regulatory in name only	Platform tax; fiscal pressure on Governor	STR exceeds hotels in room count.
Bermuda	Feb 25	BHA — Stephen Todd	Regulatory in transition	Enforcement model; inspection resourcing	VRA 2018 exists; no enforcement; Southampton Princess adds 600 rooms Aug 2026
Barbados	Mar 6	BHTA — Ryan Forde	Regulatory in transition	Support for pending legislation	Three bills pending;
Jamaica	Mar 18	JHTA	Pre-regulatory	Pressure on government to act	No regulation in effect; highest degree of non-compliance in series
Grenada	Mar 18	GHTA — Elvis Lewis	Regulatory in name only	Entry fee / Bonaire model	Act exists; unenforced; national security framing effective
Curaçao	Mar 19	CHATA — Mimi Luttge	Advanced consensus	Standards bill for next phase	Entry fee January 2027 agreed; best-practice model; 2-year public-private alignment
Puerto Rico	Mar 20	PRHTA — Clarisa Jimenez	Regulatory in name only	Regulatory framework; safety brief	24,000 unregistered
Antigua	Mar 24	ABHTA — Patrice Simon	Regulatory in transition	Post-election ministerial brief	Strong civil service capacity; Arrive and See Gov card model

Destination	Date	NHTA Contact	Regulatory Stage	Key CHTA Ask	Standout Finding
Dominican Rep.	Mar 24	Asonahores — Aguie Lendor	Pre-regulatory	DGII brief; Meta RD 2036 lever	54,000 units; RD\$10 billion (approx. USD 170 million) foregone annually; STR regulation named in presidential development plan
Saint Lucia	Mar 26	SLHTA — Noorani Azeez	Advanced registration	Supply expansion planning	Best legislation and political alignment in series; 1,500 new hotel rooms in 18 months
Aruba	Apr 1	AHATA — Tisa LaSorte	Regulatory in name only	Direct advocacy; ATA data	91% of tourism growth from STR 2019–2025
Turks & Caicos	Apr 1	TCHTA — Stacy Cox	Advanced registration	Host training programme	Best enforcement model in series; VRBO business licence requirement; TCI 7-step methodology validated
Sint Maarten	Apr 8	SHTA	Regulatory in name only	Platform listing requirement	Rapid Independent Vacation Rentals (IVR) inventory growth alongside low occupancy rates; purpose-built residential complexes operating as commercial accommodation without hotel licensing or standards
The Bahamas	Apr 15	BHTA	Pre-regulatory	Platform tax; compliance methodology; tiered tax framework	Large off-platform inventory; OTA data significantly understates actual market size; tiered tax design protects small domestic operators while



## APPENDIX C: THE TCI SEVEN-STEP STR COMPLIANCE METHODOLOGY — SUMMARY

The following summarizes the compliance methodology developed by the Turks and Caicos Islands Department of Tourism Regulations, validated by Director Avi Adams, and formally documented in the companion CHTA compliance methodology memorandum. NHTAs are encouraged to read the full memorandum for operational detail and Caribbean-wide AirDNA inventory data.

Step	Name	Description
1	<b>Multi-provider consultation</b>	Consult multiple data providers (AirDNA, Angel Host, Transparent) and extract both total and active listings. Supplement with Facebook Marketplace and local directory searches. Accept that numbers will be inconsistent — the goal is comprehensive coverage, not false precision.
2	<b>Administrative cross-reference</b>	Compare platform data against tourism licence databases, tax authority records, and business registrations. This produces three groups: platform-listed only (primary enforcement targets), registry-only (evidence of off-platform activity), and overlap (the compliant base).
3	<b>Deduplication and adjusted universe</b>	Build a property-level database with unique identifiers and physical addresses. Eliminate duplicates across platforms. The output — the Adjusted Universe — is the defensible denominator for all compliance reporting. Document the methodology explicitly.
4	<b>Public awareness campaign</b>	Publicize legal obligations and enforcement intent through billboard and media notices. TCI found that a meaningful share of compliance was achieved voluntarily before the first enforcement letter simply from operators choosing to regularize.
5	<b>GPS mapping and physical visits</b>	Field teams carry the Adjusted Universe list and a standardized inspection checklist. GPS-map each property. Verify addresses. Identify off-platform properties. Deliver enforcement letters on-site during visits for faster voluntary response.
6	<b>Master compliance database</b>	Compile the authoritative record: unique property ID, physical address and GPS coordinates, OTA listing URLs, data source classification, licence status, inspection date, and compliance

<p><b>7</b></p>	<p><b>Enforcement and quarterly refresh</b></p>	<p>status. Every reported compliance percentage must cite this database.</p> <p>Structured enforcement sequence: notification, compliance period, inspection, licence issuance or penalty. Quarterly refresh of the database: new platform extracts cross-referenced, new listings field-verified, and compliance status updated for all previously identified properties.</p>
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Resource note: The binding constraint on Caribbean STR compliance is not the absence of legal authority — it is the absence of sustained institutional capacity. Hotel associations should advocate explicitly for dedicated STR enforcement budgets as recurring line items, not one-time project allocations. A compliance programme that achieves strong results in Year 1 and then loses ground for lack of monitoring capacity in Year 2 has not solved the problem.

## APPENDIX D: CHTA SUPPORT

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This paper is intended to assist National Hotel and Tourism Associations and government stakeholders in developing country-specific STR frameworks consistent with Caribbean realities. CHTA remains available to:

- Provide comparative data and model regulations, including the full fourteen-destination consultation notes and the companion compliance methodology memorandum.
- Facilitate peer-to-peer learning between jurisdictions — connecting NHTAs at early regulatory stages with those who have made progress on the specific challenges they face.
- Offer technical assistance on the revenue-foregone fiscal analysis and the platform listing requirement advocacy.
- Support development and delivery of the regional STR host training programme.
- Provide support for joint advocacy for balanced STR regulation region-wide.

**APPENDIX E: AIRDNA DATA: APRIL 2026**

<b>Short Term Rental Accommodation as per AirDNA.co</b>				
	<b>July 2024</b>	<b>July 2025</b>	<b>April 2026</b>	
<b>Country</b>	<b>Active Listings</b>	<b>Active Listings</b>	<b>Active Listings</b>	<b>% change 25/26</b>
Anguilla	320	333	433	30.0%
Antigua and Barbuda	511	494	637	28.9%
Aruba	3,648	4,093	4,565	11.5%
Barbados	3,255	3,217	4,552	41.5%
Belize	2,546	2,541	1,612	<b>-36.6%</b>
Bermuda	261	273	179	<b>-34.4%</b>
Bonaire	745	788	857	8.8%
British Virgin Islands	435	476	502	5.5%
Cayman Islands	1,260	1,361	1,466	7.7%
Curaçao	2,900	3,249	4,252	30.9%
Dominica	462	541	970	79.3%
Dominican Republic	28,555	30,076	38,240	27.1%
Grenada	111	113	163	44.2%
Guadeloupe	7,813	7,895	7,413	<b>-6.1%</b>
Guyana	272	303	320	5.6%
Haiti	na	na	11	100.0%
Jamaica	7,228	7,186	6,196	<b>-13.8%</b>
Martinique	6,122	5,732	8,375	46.1%
Montserrat	na	na	na	na
Puerto Rico	20,988	22,430	23,579	5.1%
Saba	na	na	na	na
Saint Barthelemy	1,700	1,948	4,025	106.6%
Saint Kitts and Nevis	394	512	438	<b>-14.5%</b>
Saint Lucia	1,801	1,599	1,644	2.8%
Saint Martin	2,100	2,119	2,677	26.3%
Saint Vincent and the Grenadines	350	352	497	41.2%
Sint Eustatius	na	na	na	na
Sint Maarten	1,300	1,516	1,967	29.7%
Suriname	na	na	na	na
The Bahamas	3,869	4,113	4,878	18.6%

<b>Short Term Rental Accommodation as per AirDNA.co</b>				
	<b>July 2024</b>	<b>July 2025</b>	<b>April 2026</b>	
<b>Country</b>	<b>Active Listings</b>	<b>Active Listings</b>	<b>Active Listings</b>	<b>% change 25/26</b>
Trinidad and Tobago	1,580	1,764	2,649	50.2%
Turks and Caicos Islands	1,841	1,926	1,979	2.8%
United States Virgin Islands	4,313	4,528	4,630	2.3%
<b>sub-total</b>	<b>106,680</b>	<b>111,478</b>	<b>129,706</b>	<b>16.4%</b>

For more information, contact the Caribbean Hotel and Tourism Association

<https://caribbeanhotelandtourism.com/>

Caribbean Hotel and Tourism Association | April 2026



## About the Caribbean Hotel and Tourism Association

The Caribbean Hotel and Tourism Association (CHTA) is a leading association representing the interests of the private sector of the Caribbean hospitality industry. Established in 1962, the CHTA has been instrumental in fostering the development and growth of the Caribbean hospitality and tourism industry. CHTA is a federation of 32 national hotel and tourism associations from throughout the Caribbean, with membership inclusive of hotel, resort and tourism-related and tourism-dependent businesses along with allied members within the region and companies outside of the region who do business with the industry.

The CHTA's mission is to support the success and sustainability of the Caribbean hospitality and tourism industry through advocacy, education and training, development support, and marketing and networking events. The association plays a critical role in shaping tourism policies, promoting the region as a premier travel destination, and driving economic growth and development across the Caribbean.

For more information, please contact us at [membership@caribbeanhotelandtourism.com](mailto:membership@caribbeanhotelandtourism.com) or +1 (305) 443-3040.

## Acknowledgements

The Caribbean Hotel and Tourism Association (CHTA) was assisted in the development of this framework by Tourism Analytics, a consulting firm based in Aruba. Its Managing Director, James Hepple, has worked in the Caribbean tourism industry since 1983 and has served as CEO of several tourism boards across the region, as well as CEO of both the Aruba Hotel and Tourism Association and the Curaçao Hospitality and Tourism Association. For more information about Tourism Analytics, please visit: <https://tourismanalytics.com/index.html>