

# Annual Report



TCHTA Review of 2013

## ***OUR MISSION***

Through involvement and cooperation with our Tourism partners the Turks and Caicos Hotel and Tourism Association (TCHTA) is dedicated to the achievement of sustainable growth in Tourism for the benefit of its members and the wider community, while protecting and enhancing the unique character and environment of the Turks and Caicos Islands.

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# TCHTA Board of Directors 2013 - 2015

In March 2013 TCHTA elected a new Board of Directors to take the Association forward. The Association's continued development and presence in the market could not be possible without the commitment and dedication of the Board of Directors, who not only attend monthly meetings but sit on various other Committees on behalf of the Association.

In 2013 the Association also launched its Grand Turk Chapter headed by Director Seamus Day. Due to a departure from the island, the Association experienced one transition in the Board of Directors. Bridgette Thomas who left TCI late 2013 was replaced by new Director Todd Foss.

The Association extends a big "Thank You" to the 2013 – 2015 Board for their contributions.



Michel Neutelings:  
Director –  
Caicos Resorts Ltd

Turks and Caicos Hotel and Tourism Association



Nikheel Advani:  
COO & Principal -  
Grace Bay Resorts



Pierre Beswick:  
Vice President of  
Resort Assets –  
The Hartling Group  
Annual Report - 2013

# TCHTA Board of Directors 2013 - 2015



**Mona Beeson:**  
General Manager –  
The Sands at Grace Bay



**Don Dagenais:**  
General Manager -  
Beaches Turks & Caicos



**Ian McLeod:**  
Director –  
Ocean Club Resort



**Karen Whitt:**  
General Manager -  
Regent Palms



**Kristi Vestal:**  
After 5 Island  
Concierge



**John Smith:**  
CEO –  
TCI Airports Authority- Ex  
Officio Member



**Stacy Cox:**  
Executive Director –  
TCHTA



**Seamus Day:**  
Developer –  
Grand Turk



**Grant Noble:**  
General Manager –  
Parrot Cay Resort



**Todd Foss:**  
CEO –  
Grace Bay Car  
Rentals





## Message from Executive Director

2013 was an extremely busy year for the office of TCHTA with the elections of a New Board, where former President Karen Whitt handed over the baton to our newly elected President Michel Neutelings in our AGM Meeting held at the Regent Palms in March of 2013.

In a subsequent meeting Seamus Day a hotelier from Grand Turk was appointed to the Board to represent the interest of the business community of Grand Turk. TCHTA's Board Members travelled to Grand Turk to meet the business community and to form a Grand Turk chapter of the Association to be a unified voice for our members in Grand Turk.

After many revisions and editing TCHTA's Articles which have not been update for more than a decade was finally completed and hand over to the capable Yvette Marclein. Once all documents are finalised members can review the Articles in the Members' section of TCHTA's website.

2013 also brought with it challenges for the Industry from the uncertainty of a by-election, to the bullet issue with one of our visitors and a plethora of additional and increase taxes from Government.

The Association remains focus on continuous dialogue with Government on all matters that have an impact on the industry.

# Market Conditions

Airlift is vital to the growth of tourism. The airport experience is also important

Growth is visible again!

We are concentrating our sales efforts in the Latin American and Caribbean markets

These are some of the quotes from Regional Hoteliers in KMPG's 2013 Benchmark report from the Caribbean, which indicates that TCI is on the right path for growth in the industry. Locally we are seeing the expansion not only of our airport but the thousands of dollars that are being spent by our hoteliers in the Latin American markets. Plus our local airline is bridging the gap with other Caribbean Islands hence connecting TCI to regional tourists.

Whilst average occupancy in the Caribbean fell from 62.9% in 2011 to 61.7% in 2012, ADR increase from US\$376 to US\$395 and RevPar from US\$229 to US\$233. This is an encouraging sign as it suggests that resorts no longer need to "buy" occupancy and that healthy room rates may be returning.

Comparably the local Industry did relatively well in 2013 with healthy occupancy and ADR, however profitability to the industry is down based on the number of new taxes to businesses that were implemented last year.

# Advocacy & Lobbying

Led by President Michel Neutelings, Advocacy was a focal point for the Association in 2013. We held many meetings with Government Officials as we represented members on various issues from work permit fees, labour and immigration process, fuel tax, CPF taxes, Service taxes etc.

With several concerns with the Taxi Organisation in 2013 several meetings were held with the Premier's Office and Hon. Misick to discuss working relationships, compliance issues, fares, and customer service of the public service drivers.

2013 also saw the formation of the Animal Welfare Committee, through TCHTA's partnership with Government, Potcake Place and Zero Tolerance Committee. This initiative resulted in the education of the public on animal care, with approximately 200 dogs being spayed and neutered forming a great relation with volunteered Vets who came to our shores to conduct the clinic from the United States.

2014 will bring new challenges, however TCHTA reminds focused and strong on lobbying Government on matters that concern its members and will continue to make representation to Government and other stakeholders.



# Media Relations

The Association has strengthened its working relationships with the local press and publications. With an average of 2 news releases being created monthly and the launch of the Association's Tourism Today radio show, the Association continues to push membership and industry-related information locally.

## Snapshot of TCHTA in the news





# Airport & Airlift Update



A \$10m redevelopment of passenger facilities at Providenciales International Airport was announced by His Excellency Governor Ric Todd on 30th July 2012. The planned expansions will nearly double the size of the terminal to better accommodate the 500,000 passengers who pass through the Airport each year. It will increase in size from 51,462 to 92,321 sq ft.

The redevelopment of the Airport Terminal Building has entered a new phase in September 2013 with the addition of glulam beams for the new extended roof, paving of the upper tier of the new parking lot, landscaping, painting, lighting installation and stop-bumps installation commence shortly thereafter. The new upper tier can now accommodate approximately 150 additional vehicles. The project remains on schedule and is moving towards completion in Winter 2014.

## **Inter Caribbean Airways**

The new **air** service formerly Air Turks and Caicos connects the region to Turks and Caicos with non-stop flights to San Juan Puerto Plata and to Samana in the Dominican Republic and additional flights from Puerto Plata to Providenciales, in addition to its existing flights within the Islands of Turks and Caicos, Jamaica and the Bahamas.

In addition to the transition of our local airline, 2013 also saw the merger of AA and US Airways.

# Airport & Airlift Update

	2012/13	Var	2013/14	Var	Avg to Date
March	38942	4.8%	39,528	2%	
April	36826	0.6%	34,096	-7%	-5.9%
May	26765	-10.5%	28,018	5%	-0.4%
June	29969	6.1%	29,619	-1%	-2.4%
July	33472	-5.8%	35,746	7%	4.4%
August	26824	-11.3%	33,107	23%	27.8%
September	15908	55.1%	11,906	-25%	0.4%
October	18212	0.9%	14,831	-19%	-2.0%
November	22167	-11.3%	24,169	9%	-1.0%
December	27427	0.4%	30,441	11%	0.0%
January	31014	-2.5%		-100%	
February	30241	-3.1%		-100%	
Total	337767	-0.01047		-100.0%	

**Note: TCIAA data represents local and international travelers.**

# Education and Training

**Training** - The Association's training opportunities extended to several courses including Supervisors' Training, Customer Service and Creative Writing Skills. We also used a creative spin to educate the Island on the importance of tourism when we launched our weekly "Tourism Today" radio programme that airs every Thursday at 7:30am on 88.1 FM

**Lit'l Chef Programme** – This initiative was a huge success this year with international exposure for the kids at "Taste of the Caribbean" in Miami and provided them with an awesome opportunity to work with world renown chefs during our local Caribbean Food and Wine Festival. Through the Food and Wine Festival the Lit'l chefs were offered an opportunity to intern with a catering company in Colorado

**Young Enterprise Programme** - Our involvement in the launch of TCI Young Enterprise programme in collaboration with the Chambers of Commerce and the Youth Department has been a enormous success with participation from high schools from across the Turks and Caicos.

***Thanks to all members who participated in any way in making the above possible. We look forward to your continued support in 2014.***



# Membership Marketing

**Quarterly Socials**

**Launch of Social Media sites**

**Monthly TCI Styles  
Newsletter**

**TCHTA Careers Portal**

**Launch of Grand Turk Chapter**

**Launch of Tourism Today Radio  
Show**

**Quarterly TCHTA Spotlight  
Newsletter**

**Destination TCI**

Due to budget constraints and the discontinuation of FP newspaper which advertised the members' events the Association turned to Facebook and Twitter to promote and highlight its activities and members free of cost. The Association also launch its Thursdays' Tourism Today radio show on Smooth FM which gives member a channel to promote their companies and activities.

The sites quickly took off after a few weeks with over 350 persons liking the Facebook account.





# Marketing and Promotions



Regional and International marketing initiatives were limited to our participation in CHTA Caribbean Market Place, where we had the opportunity to meet with the destinations' top producing wholesalers, many of whom advised that TCI is ranking amongst the top producing destination in the Caribbean for bookings and visitors arrival.

In 2013 the Association hosted sixteen international travel agents during its annual Weekend Escape initiative.

TCI is still gaining momentum in the Latin American Market with travel agents and wholesalers alike. At WTM Brazil TCI was one of the most sought after destination by agents.



# Events & Product Development



TCI Shines  
Star Awards  
Maskanoo  
Resort Soccer Challenge

## Crime Update

The Royal Turks and Caicos Islands Police Force reports crime statistics on their website [www.tcipolice.tc](http://www.tcipolice.tc). One incident may have more than one crime. The statistics for 2013 will not be available until later in January 2014.

For 2013 the Police's website only reports crime statistics for the months of January through March, June and July. 1,362 crimes were reported or an average of 9.0 per day. Of these 45 were drug related and 36 were firearms offenses. In those months there were 53 crimes against tourists and 1 committed by a tourist.

In view of the crimes reported in those five months TCHTA believes that the overall crime statistics for 2014 will be a bit higher and particularly crimes against tourists. The lack of resources, notably vehicles needed for patrols and response, is undoubtedly a contributing factor. This is due to the Government's financial condition.

With the support of the community and donations from TCHTA's members a new Police Post opened in Wheeland, Providenciales, in December 2013.



## Crime Update

19 new Police vehicles, 18 SUVs and 1 van, were ordered and are expected in February 2014.

A number of TCHTA members sponsor CCTVs in the Grace Bay area that the Police use for crime investigations. A protocol was developed to ensure that the data imagery is court admissible.

In support of the DARE programme and the Drug Prevention Foundation, 4 Police Officers participated and Crime Stoppers lobbying the Government to revive a 99 year lease for a 10 acre land grant on Providenciales to develop a drug rehabilitation centre/halfway house. The original grant was to have been a now non-existent TCIG entity in the fall of 2008. The suspension of the then government and Hurricane Ike placed the grant in limbo.

In 2013 Crime Stoppers generated anonymous tips to the Police about a variety of crimes including firearm violations, homicide, narcotics and sexual assault. A few were cleared by arrest while others are still being investigated.

Crime Stoppers is working with the Department of Education and Scotiabank on the Me, Myself and TCEve project. This is aimed at educating primary school students about good citizenship and began in September 2013 as a pilot project.





# Financials

SIMMARY STATEMENT	Budget 2014	%	Actual 2013	%	Actual 2012	%
Membership Revenues	291,400	92%	233,334	93%	226,960	86%
Miscellaneous Revenues	24,349	8%	17,318	7%	35,943	14%
<b>TOTAL REVENUES</b>	<b>315,749</b>	<b>100%</b>	<b>250,652</b>	<b>100%</b>	<b>262,903</b>	<b>100%</b>
<b>PROJECTS</b>	<b>17,380</b>	<b>100%</b>	<b>(18,984)</b>	<b>100%</b>	<b>23,692</b>	<b>100%</b>
Administration Expenses	214,916	68%	199,076	79%	205,142	78%
Bank Fees	672	0%	606	0%	1,963	1%
Admin & General	23,305	7%	12,043	5%	18,509	7%
Sales & Marketing	58,670	19%	31,468	13%	49,192	19%
Travel Expenses	6,457	2%	6,257	2%	5,036	2%
<b>TOTAL EXPENSES</b>	<b>304,020</b>	<b>96%</b>	<b>249,450</b>	<b>100%</b>	<b>279,842</b>	<b>106%</b>
<b>PROFIT / (LOSS)</b>	<b>29,109</b>	<b>9%</b>	<b>(17,782)</b>	<b>-7%</b>	<b>6,753</b>	<b>3%</b>

# Financials

REVENUES	Budget 2014	%	Actual 2013	%	Actual 2012	%
Room Fees	256,400	81%	203,142	81%	196,491	75%
Membership Fees	35,000	11%	30,192	12%	30,469	12%
<b>Membership Revenues</b>	<b>291,400</b>	<b>92%</b>	<b>233,334</b>	<b>93%</b>	<b>226,960</b>	<b>86%</b>
Miscellaneous	600	0%	(379)	0%	6,267	2%
Advertising commissions	-	0%	-	0%	-	0%
Destination Guide	21,000	7%	17,697	7%	26,772	10%
Hospitality Tent	-	0%	-	0%	-	0%
Advertising	-	0%	-	0%	2,904	1%
Carrer portal	2,749	1%	-	0%	-	0%
RTCPF	-	0%	-	0%	-	0%
<b>Other Revenues</b>	<b>24,349</b>	<b>8%</b>	<b>17,318</b>	<b>7%</b>	<b>35,943</b>	<b>14%</b>
<b>TOTAL REVENUES</b>	<b>315,749</b>	<b>100%</b>	<b>250,652</b>	<b>100%</b>	<b>262,903</b>	<b>100%</b>

# Financials

PROJECTS	Budget 2014	%	Actual 2013	%	Actual 2012	%
Airline Projects/Marketing	5,000	2%	-	0%	-	0%
Peter Greenberg	-	0%	-	0%	2,779	1%
Taxi Sanitization	-	0%	-	0%	2,375	1%
Security Center	-	0%	-	0%	630	0%
PTT rental / Digicel	4,380	1%	952	0%	(1,669)	-1%
Fundraising / miscellaneous	3,000	1%	(4,711)	-2%	1,924	1%
Street Lighting	-	0%	-	0%	3,145	1%
Maskanoo	5,000	2%	8,751	3%	26,228	10%
Star Awards	-	0%	(12,063)	-5%	(10,204)	-4%
Earth Day	-	0%	(502)	0%	(765)	0%
Project Coordinator	-	0%	(10,550)	-4%	-	0%
TCI Shines	-	0%	(861)	0%	(664)	0%
Say no to VAT	-	0%	-	0%	(215)	0%
Training	-	0%	-	0%	128	0%
<b>Project Revenues</b>	<b>17,380</b>	<b>6%</b>	<b>(18,984)</b>	<b>-8%</b>	<b>23,692</b>	<b>9%</b>

# Financials

ADMINISTRATION EXPENSES	Budget 2014	%	Actual 2013	%	Actual 2012	%
Payroll expenses	159,840	51%	148,336	59%	147,585	56%
Training	2,000	1%	-	0%	75	0%
Consulting	5,000	2%	5,000	2%	5,000	2%
Legal fees	2,200	1%	3,114	1%	500	0%
Payroll taxes (NIB/NHIP)	7,963	3%	7,547	3%	8,578	3%
Health insurance	2,790	1%	2,791	1%	2,791	1%
Office cleaning	1,560	0%	1,540	1%	1,260	0%
Office rent	13,425	4%	13,425	5%	13,425	5%
Office supplies	3,744	1%	3,310	1%	3,318	1%
Office equipment	912	0%	150	0%	10,017	4%
Electricity/Water	4,372	1%	3,668	1%	2,737	1%
Constant contact	480	0%	480	0%	480	0%
Internet	1,188	0%	1,343	1%	1,541	1%
Telecommunications	8,000	3%	7,837	3%	6,385	2%
Others	372	0%	405	0%	609	0%
FedEx / shipping	1,070	0%	130	0%	841	0%
<b>TOTAL ADMINISTRATION EXPENSES</b>	<b>214,916</b>	<b>68%</b>	<b>199,076</b>	<b>79%</b>	<b>205,142</b>	<b>78%</b>



# Financials

<b>BANK FEES</b>	<b>Budget 2014</b>	<b>%</b>	<b>Actual 2013</b>	<b>%</b>	<b>Actual 2012</b>	<b>%</b>
Bank charges	672	0%	657	0%	980	0%
Late payment charge	-	0%	-	0%	166	0%
Returned checks	-	0%	(51)	0%	817	0%
<b>TOTAL BANK FEES</b>	<b>672</b>	<b>0%</b>	<b>606</b>	<b>0%</b>	<b>1,963</b>	<b>1%</b>
<b>ADMIN &amp; GENERAL</b>	<b>Budget 2014</b>	<b>%</b>	<b>Actual 2013</b>	<b>%</b>	<b>Actual 2012</b>	<b>%</b>
Donations	6,000	2%	4,300	2%	6,260	2%
Dues & Subscriptions	600	0%	600	0%	250	0%
Membership fees	-	0%	-	0%	200	0%
Miscellaneous	225	0%	160	0%	8,658	3%
Reserve for doubtful accts	3,600	1%	400	0%	-	0%
Licenses & Permits	-	0%	-	0%	50	0%
Insurance	4,000	1%	4,000	2%	-	0%
Meeting expenses	2,880	1%	2,583	1%	1,591	1%
Contingency reserve	6,000	2%	-	0%	1,500	1%
<b>TOTAL ADMIN &amp; GENERAL</b>	<b>23,305</b>	<b>7%</b>	<b>12,043</b>	<b>5%</b>	<b>18,509</b>	<b>7%</b>

# Financials

SALES & MARKETING	Budget 2014		Actual 2013		Actual 2012	
		%		%		%
		.MH				
Hosting	510	0%	419	0%	363	0%
Public Relations	12,000	4%	11,100	4%	10,975	4%
Trade & Consumer shows	15,000	5%	9,543	4%	13,624	5%
Marketing / Advertising	5,200	2%	3,540	1%	9,350	4%
Sales calls / blitz	18,000	6%	-	0%	7,696	3%
TACC	1,200	0%	-	0%	-	0%
Photography	600	0%	860	0%	-	0%
Weekend escape	800	0%	1,357	1%	2,213	1%
Printing & Reproduction	360	0%	-	0%	-	0%
Travel & Entertainment	1,800	1%	1,320	1%	2,102	1%
Website	3,200	1%	3,329	1%	2,869	1%
<b>TOTAL SALES &amp; MARKETING</b>	<b>58,670</b>	<b>19%</b>	<b>31,468</b>	<b>13%</b>	<b>49,192</b>	<b>19%</b>
TRAVEL EXPENSES	Budget 2014		Actual 2013		Actual 2012	
		%		%		%
Travel expenses	-	0%	-	0%	131	0%
Transportation	6,457	2%	6,257	2%	4,905	2%
<b>TOTAL TRAVEL EXPENSES</b>	<b>6,457</b>	<b>2%</b>	<b>6,257</b>	<b>2%</b>	<b>5,036</b>	<b>2%</b>

# Financials

TOTAL EXPENSES	Budget 2014		Actual 2013		Actual 2012	
		%		%		%
TOTAL EXPENSES	304,020	96%	249,450	100%	279,842	106%

PROFIT / LOSS	Budget 2014		Actual 2013		Actual 2012	
		%		%		%
PROFIT / LOSS	29,109	9%	(17,782)	-7%	6,753	3%



# 2014 Working Plan

- Revive Tourism Clubs in Schools
- Booking Engine on TCHTA's Website
- Quarterly Training Sessions
- TCHTA Infomercial
- Launch of Hotel School
- Continue to advocate on behalf of members e.g. taxes, labour and immigration
- Continue dialog/partnership with government to increase airlift to Turks and Caicos



## 2014 Calendar & Marketing Initiatives

Event	Dates	Comments
CHA Marketplace	January 08 – 15	
Star Awards	February 27	
TCI Shine “Earth Day”	April 26	
WTM Brazil	April 23 – 25	
TACC	May 20 – 23	
TCHTA Sales Blitz	May 25 – 31	
Taste of Tapas	June 07	Lit’l Chef Fundraiser
Canada Sales Trip	June	Date TBC -Tourist Board
Hospitality Adventures	July	“Lit’l Chef Programme
North East Sales Trip	September	Date TBC – Tourist Board

*See updates on TCHTA’s website*



# SUPPORT OUR ALLIED MEMBERS!!

3M's Taxi & Tours | Adventurescape | After 5 Island Concierge | American Airlines | AIB Hotel Supplies | Associated Medical Practices | Avis | Bella Luna Restaurant | Big Blue Unlimited | Blue Water Divers (Grand Turk) | Building Services Design Ltd. | Caicos Adventures | Caicos Wheels | Caicu Naniki | Captain Marvin's Watersports Ltd | Caribbean Security Services Ltd. | CIBC FirstCaribbean Intl' Bank | Christie's | Circle Holdings Ltd | Cloisters Development Ltd | Coco Bistro | Courtyard Chiropractic | Coyaba Restaurant | Crystal Seas Adventures (Grand Turk) | CSC Insurance Brokers | Dempsey & Company Ltd. | Destination Turks & Caicos | Discovery Tours | Dive Provo | Eden Media Limited | Executive Tours | EyeSpice | Flamingo Divers | Flamingo Pharmacy | FortisTCI | Giggles Ice Cream & Candy Parlor | Gilley's Enterprises | Grace Bay Car Rentals | Grand Turk Diving Company | Hayes Elevator (TCI) Ltd | Interhealth Canada TCI | interCaribbean Airways | Island Escapes (TCI) Ltd. | Island Tours & Excursions | Island Tours Ltd (Grand Turk) | Islandcom Wireless | J.S. Johnson (TCI) Ltd. | KPMG | LIME | Majestic Taxi & Tours | Mango Reef Restaurant & Bar | Marco Travel/Turtle Tours | Morris Cottingham Corporate Services Ltd | National Colony Realty | Olympia DMC | Paradise Photography | Peak Professional | Proforma Urban Peddler | Provo Golf Club | Provo Pictures | Provo Turtle Divers | Regency International Estates | "Christie's Sailrock Development Limited | ScotiaBank | Spa Tropique | Studio 90 Degrees | Sunshine Nursery | TCI Ferry/Caribbean Cruisin' | TCI Waste Disposal Services Ltd. | TCREA | TCSPCA | The Insurance Centre | The Source Limited | The Vellagio | The Wine Cellar | Times of the Island | Top O' The Cove Deli | Tranquility Property Mgmt Ltd | Tropical DMC | T & C Sotheby's Intl' | T & C Airports Authority | T & C Tourist Board | TCI Reservations | Trail Enterprises Ltd. | Turquoise Distribution | Wrightfully Fit | Yoshis

**THANK YOU!!**