



*CHTA New Executive Team (left to right): Emil Lee, President, CHTA; Vanessa Ledesma, COO, CHTA; Frank Comito, CEO, CHTA; Matt Cooper, CMO, CHTA.*

And because of the Recession, we were not able to move up our ADR, our Average Daily Rate, as quickly as we wanted to as an industry, but we've been seeing it move up four to six points each year over the last two years. Despite improved performance, one third of the hotels reported an anticipated loss in 2015. That's not insignificant, but at the height of the Recession over half of them were reporting that. So we've seen some change, that way.

"90 percent of the hotels characterized the 2015 tourism industry as 'strong to moderate.' And the outlook for 2016 remains positive with some concerns. The outlook wasn't as strong as 2015, but it's still strong. We asked a few questions about those concerns and received comments that categorized a couple of areas – high operating costs, taxation pressures, air lift challenges, and, to a lesser extent, perceptions of crime and safety in the region."

**You mentioned "air lift challenges." Are you alluding to the fact that air travel to the islands is still too expensive for many people?**

We've not engaged some of our key people, including the airline stakeholders, as effectively in recent years. So, part of the mandate we've given ourselves is to reach out to them much more effectively and we're doing that, right now. We've done some research on price elasticity and at

