



HOSPITALITY

NEWFOUNDLAND & LABRADOR

2010 Annual Report



MESSAGE FROM THE CHAIR



HNL Chair, John Dicks

At the end of 2010, I say with certainty that your tourism industry association is well positioned and heading into 2011 with great excitement. After a full year as your Chair, I am pleased to present to you the annual report of the association's primary activities over the past year.

With an effective new governance structure, the leadership and staff of Hospitality Newfoundland and Labrador (HNL) accomplished great things for the association and the tourism industry in 2010. With a fully committed Board of Directors leading the direction, a team of dedicated and talented employees implemented significant changes throughout the year as outlined in our 2010-2012 Strategic Plan, including addressing HNL's critical sustainability priorities, providing effective communications to internal and external stakeholders and increasing the tourism industry's engagement in the association.

For each of these strategic priorities, Board sub-committees oversaw the management of immediate objectives. With a Policy Committee leading the advocacy efforts, Professional Development Committee guiding education services, Finance Committee providing financial oversight and Governance Committee overseeing the organization as a whole, HNL took numerous steps that position the organization well for its continued advancement of the tourism industry.

The biggest step in the past year was the development of a new visual identity and online presence for the association. The Board and employees engaged in an extensive soul searching exercise to develop a new logo and dynamic look that matched the new and exciting opportunities that exist for the association and industry. At the end of the process, which involved careful consideration of member feedback, we ended up with a logo that not only represents our dynamic industry but also energizes us to expand our network of tourism services and attractions that together make up an exciting industry with uncommon potential.

Another positive step this past year was HNL's continued leadership in the private public partnership of the Newfoundland and Labrador Tourism Board established to champion the implementation of *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* (uncommonpotential.com). Together with our regional and government partners, which each have distinct roles and responsibilities in achieving the Vision, HNL further strengthened the collaboration and communication it has with the organizations that can help build a stronger, more sustainable tourism industry. Through continued focus on our shared goals for addressing the seven strategic priorities of the Vision, the partnership guided the first important steps in each of the seven areas, which are discussed throughout this report.

Thank you to our valued members, Board members and employees for your continued dedication to the tourism industry and association. HNL's leadership is excited about further achieving our strategic and organizational objectives in 2011 and I hope you will continue to be a part of our dynamic network of tourism industry leaders.

Sincerely,

A handwritten signature in black ink that reads "John Dicks". The signature is written in a cursive, flowing style.

John Dicks

PROVIDING LEADERSHIP

A New Outlook for the Tourism Industry Association

This year, as part of the organization's strategic plan, HNL engaged in a refresh of its visual identity by designing a whole new logo for the association, one that best reflects the dynamic association and industry we have grown to be.



After leading the tourism industry for 28 years, we needed to revisit and update our brand. Our active presence within such areas as advocacy, education and technology was not properly represented by our outdated logo and surrounding materials. The industry itself had undergone important changes. For these, and numerous other reasons, steps were taken to revitalize the brand of the industry leader.

When determining the new direction of the brand, one thing was quickly established: the word "Hospitality" was an important component that should be maintained. We had developed a legacy through our current brand, and much of that legacy was built upon this key word. The new brand would have to reflect the emotions evoked by the province and the experiences of those who travel here. The brand would also symbolize the history, culture and attitude of the people of the province.

The new brand celebrates and highlights the numerous elements of the province, and our members, that draw people here year after year. It builds upon the reputation of both the province and us as leaders in our own right, and creates an interest and excitement in each.

A traditional icon of Newfoundland and Labrador, the clothesline signifies many things to both the people who live here and the tourists who visit. First and foremost, the clothesline evokes thoughts of fresh air and open spaces. However, on a deeper level, the clothesline also represents the connection of all five regions, and to some degree the development of a network through the use of technology.

The word "Hospitality" dominates the logo. Continuing on the legacy of the organization, and the reputation of the province, the new brand acknowledges one of the key reasons HNL continues to prosper and flourish.

Together the quilts create a varied and colourful logo that is indicative of the experience one would have within the province. Filled with iconic images from both Newfoundland and Labrador, the panels are both unique and yet familiar upon the first glance. Separately, each panel has a story to tell that helps to create the overall piece.

PROVIDING LEADERSHIP



Our rugged coastlines and wide open spaces are what make Newfoundland and Labrador a traveller's paradise. Our new brand salutes our natural environment and the people who deliver our outdoor experiences.

Roads less travelled lead to gems well hidden in Newfoundland and Labrador. We're off the beaten track, and our travellers like it that way. Our new brand celebrates our unique setting and the critical influence transportation plays in our industry.



A province rich in landmarks and a place so often admired for its distinct way of life, Newfoundland and Labrador is full of unique dining experiences, distinctive accommodations, historical attractions and cultural offerings. Our new brand celebrates all experiences, urban and rural.

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To this day, Newfoundland and Labrador remains an unspoiled land. A source of energy to some and unique experiences to others, our new brand highlights the province's untouched, rugged history.

PROVIDING LEADERSHIP

Uncommon Potential: A Vision for Newfoundland and Labrador Tourism

After successfully developing and launching the 10-year tourism strategy, *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* in 2009, HNL along with its partners in government and industry quickly started working on the priorities and activities for the next decade. Two years into the *Vision*, HNL, as a member of the Tourism Board continues to focus on implementing the activities related to the seven strategic priorities outlined in *Vision 2020*. Addressing these priorities will provide the foundation for extraordinary growth and enable all tourism stakeholders to continue to build a sustainable tourism industry, which is an economic driver for the province of Newfoundland and Labrador.

Vision 2020 identified Private Public Leadership as the number one priority in moving the tourism *Vision* forward in Newfoundland and Labrador. In order to maximize efforts and resources, the Tourism Board focused efforts in 2010 on the need to invest in the reorganization of the industry – primarily the coordination and realignment of the Destination Management Organizations (formerly Destination Marketing Organizations) and the establishment of an Eastern DMO. The expanded mandate will involve marketing, product development, market readiness and overall coordination functions/responsibilities within each region.

Visit www.uncommonpotential.com for updates on the *Vision*.

Vision Investment and Action Plan

HNL assisted the NL Tourism Board develop a three-year investment and action plan in order to start achieving the milestones outlined in the *Vision*. The objectives of the investment plan are to increase the sustainability, quality, market readiness and professionalism of the tourism industry in the province; to strengthen partnerships with key economic development and funding agencies to leverage increased investment for the tourism industry; to leverage private investment in stimulating economic, employment and social opportunities especially in rural Newfoundland and Labrador; to strengthen the leadership, capacity and coordination of provincial, regional and community-based tourism organizations and to equip industry stakeholders with proactive, high quality research to enable strategic investment decisions that lead to sustainable development. The Investment and Action Plan will be released early in 2011.



The Honourable Terry French, Minister of Tourism, Culture and Recreation, with Board members and support staff of the NL Tourism Board.

PROVIDING LEADERSHIP

Silver Anniversary Scholarship



Theoren Goosney

On October 8, 2010, HNL presented its Silver Anniversary Scholarships to **Theoren Goosney**, the son of Wilson Goosney, owner of Middle Brook Cottages and Chalets, and **Michaela Jacobs**, a part-time employee with the Historic Sites Association of NL.

Established in 2008 in honour of HNL's 25th Anniversary, the *Silver Anniversary* Scholarship is a way for HNL to invest in future leaders of the tourism industry. Each year, two Silver Anniversary Scholarships are awarded to a dependant or employee of a current HNL member to assist with the cost of post secondary education. The scholarships are awarded based on educational goals and direction, academic performance, extra-curricular activities and community involvement.

HNL's Silver Anniversary Scholarship is proudly supported by:

- The Boone family
- The Sparkes family



Michaela Jacobs

BUILDING A SUSTAINABLE TRANSPORTATION NETWORK

Marine Atlantic

The tourism industry depends on Newfoundland and Labrador's transportation system being accessible, affordable and hassle-free in order to grow.

One of the most significant and rewarding achievements in 2010, which came about as a direct result of HNL's continued and effective advocacy strategy, was the announcement of over \$700 million to Marine Atlantic to begin upgrading and replacing the aging Marine Atlantic fleet and shore-based infrastructure.

Two new vessels replace the aging *MV Caribou* and *MV Joseph and Clara Smallwood* and allow flexibility for the *MV Atlantic Vision* to run on the Argenta route. The new ships increase Marine Atlantic's capacity and the planned retro-fit of the vessels meet passenger demands as outlined in a Passenger Amenities study completed by HNL in 2008.

HNL is encouraged by Marine Atlantic's attention to the feedback HNL has provided them and with their plans for the new vessels. In fact, Marine Atlantic Inc. used HNL's 2008 Passenger Amenities study results to guide improvements on the two new vessels.

BUILDING A SUSTAINABLE TRANSPORTATION NETWORK

Car Rentals

This past year saw the release of *A Driving Need: A Vehicle Rental Study* to help guide initiatives aimed at improving the availability of car rentals during the peak tourism season. The study highlighted the need for enhanced communication among stakeholders as a key element of making future improvements. HNL has taken a lead role in this area, bringing together representatives from car rental agencies and the Department of Tourism, Culture and Recreation. A stakeholder working group has been established and met several times throughout the year to review key priorities from the report and initiate action of the report's recommendations. The need for a formalized approach in information flow between stakeholders has been identified as a key component to resolving many of the issues.

All stakeholders agree that continued collaboration is essential in order to successfully move forward and HNL will continue to lead initiatives that work towards the implementation of the proposed recommendations and solutions.

Air Access

It was HNL that instigated an Air Access Strategy in 2006/07 in partnership with the Newfoundland and Labrador Business Caucus. This step kickstarted the province's interest in establishing a provincial air access strategy and as a result, the Department of Business released its much anticipated *Air Access Strategy* in October 2010.

HNL has long advocated the need for a focused, collaborative approach to address the long term air access needs of the province. With the release of this report, focused on driving demand for flights to Newfoundland and Labrador, the tourism industry now has innovative and workable measures to use to address the challenges that exist province-wide. The *Air Access Strategy* allocates \$5 million to be invested over the next three years in three key areas: business development funds for airports, marketing and advertising support funds for airlines and dedicated human resources for enhanced coordination efforts.

Hospitality NL has been asked to participate in the Provincial Industry Advisory Committee, which will help steer the implementation of the *Air Access Strategy*. HNL is also an active committee member of the province's Strategic Partnership Initiative's Transportation and Communication Infrastructure Committee.

Highway Signage

As of June 8th, 2009, the province started enforcing the highway signage regulations which will remain in effect until such time as a new Tourist-Oriented Directional Signage policy is developed and implemented.

HNL represents the tourism industry on the advisory committee that is developing the new highway signage policy. In 2010, the province focused efforts on two demonstration areas where the new draft signage regulations were implemented to demonstrate the benefits of the new policy and gain feedback.

BUILDING A SUSTAINABLE TRANSPORTATION NETWORK

Provincial Ferry System

To fulfill Newfoundland and Labrador's economic potential from tourism, it is essential that we develop and improve transportation infrastructure in NL to a standard that can sustain existing traveller needs and support future growth.

In 2010, many issues with the provincial ferry system were brought to light including the need for investment in infrastructure, the enhancement of the existing reservation capabilities, improved directional signage along with enhanced on-board tourism information availability.

In November 2010, HNL began a new process of formally communicating and collaborating on transportation issues with the Departments of Tourism, Culture and Recreation and Transportation and Works. A quarterly meeting schedule has been established among the three organizations, which is intended to encourage dialogue and action regarding critical transportation challenges and potential opportunities for the tourism industry.

DEVELOPING A SUSTAINABLE INDUSTRY

Land use and natural areas issues

HNL believes a balance must be found between the needs of the tourism industry and other resource-based industries. However, over the past number of years, many tourism operators have had competing uses for resources negatively impact their tourism products and investment.

HNL continues to be concerned with the lack of a comprehensive tourism management principles to resolve competing use conflicts throughout Newfoundland and Labrador. As a resource-based industry, tourism requires vision and stewardship for the planning and maintenance of landscapes and seascapes and the responsible development and protection of our natural outdoors and resources.

HNL will continue to advocate to the provincial government the need for overarching provincial policies and processes regarding the protection of tourism resources and assets as well as advocate for more interpretation, education and awareness programs regarding other resource based industries and how all industries can work more cooperatively together.



MAINTAINING A DYNAMIC WORKFORCE



SuperHost Atlantic

SuperHost Atlantic is an internationally recognized Customer Service and Tourism Awareness Training Program. The seven (7) hour workshop focuses on communication and customer service, and examines attitudes to service and interactions with customers.

More than 750 tourism front line employees from across the province participated in the SuperHost Atlantic customer service workshop in 2010.

emerit® Professional Certification

emerit® Professional Certification is the formal industry recognition of an individual who has demonstrated competency of the skills outlined in National Occupational Standards in his/her respective occupation. In 2010, a milestone was achieved when our five hundredth (500) tourism industry professional was certified in Newfoundland and Labrador!



HNL's *emerit*® resources coordination is an integral part of the front line professional development services that HNL provides the tourism industry. In partnership with the Canadian Tourism Human Resource Council (CTHRC), HNL offers on-line training options which are employee driven, efficient, affordable, and user-friendly for many occupations including Bartender, Event Coordinator, Food & Beverage Server, Food & Beverage Manager, Front Desk Agent, Housekeeping Room Attendant, Reservations Sales Agents and Supervisors as well as business resources including the HR Tool Kit.



Responsible Alcohol Server

This awareness program for servers in licensed establishments combines information on the responsible service of alcohol to patrons with techniques to ensure their safety during and after their visit to the establishment.

In partnership with the Newfoundland and Labrador Liquor Corporation, HNL offers this program across the province via in-person workshops, online and correspondence versions. In 2010, 254 beverage servers participated in this program.

MAINTAINING A DYNAMIC WORKFORCE

Training Needs and Industry Engagement Study

In 2010, HNL and its partners completed a Training Needs and Industry Engagement Study in an effort to identify the training gaps that exist in the industry and the best ways to engage operators in skills and knowledge development.

Based on feedback obtained directly from industry the report outlines the types of programming and initiatives that operators identified as needed to become more sustainable and achieve the seven strategic directions outlined in *Uncommon Potential*. One of the most important conclusions in the report was the need for one-on-one assessments and customized plans for accessing tools and resources. Another important component of the report was how the industry could adapt to the tightening labour market in Newfoundland and Labrador. A shift towards skills development must occur by developing new workplace practices to attract and develop staff as well as valuing, nurturing and retaining existing skills.

The Tourism Training Needs and Industry Engagement outlines comprehensive and detailed information on the training needs in the Newfoundland and Labrador tourism industry, practical recommendations for development and delivery, ways to increase industry investment and engagement in tourism training and workforce development, funding sources for employers to utilize for workplace training, and best practices for leadership learning and development.

HNL formed a Stakeholders Professional Development Committee to guide the Assessment and are currently collaborating in drafting a five-year action plan for the tourism industry for Skills and Knowledge development.

Ready to Work

Ready to Work is a national skills development program designed to assist people with transition in the workforce and operates on the premise of community partnerships. In 2009-2010, 94 future tourism employees participated in the program with training sites in Port aux Basques, Stephenville, Port Hope Simpson, St. John's, Elliston, Chapel Arm, Port Blandford and Port Union.

HNL's 2010 partnerships included Marine Atlantic, College of the North Atlantic, Random North Development Association, Port Blandford Winterbrook Development Association, Coaker Foundation, the Town of Elliston and the Isthmus Development Association.

Career Awareness

Increasing the awareness of career opportunities in the tourism industry is a primary focus of HNL. In partnership with the Canadian Tourism Human Resource Council and the Department of Tourism, Culture and Recreation, through the Discover Tourism Program and marketing campaign, HNL traveled the province in 2010 meeting with stakeholders, delivering presentations and attending career fairs.

Temporary Foreign Workers

Throughout 2010, HNL worked closely with organizations including the Fédération des francophone de Terre-Neuve et du Labrador (FFTNL), the Réseau de développement économique et d'employabilité (RDEE), the Office of Immigration and Multiculturalism, Keyin College and Service Canada to assist operators so they may fill their labour demands by hiring temporary foreign workers.

TECHNOLOGY

Technology advancements have changed the behavior of travelers, who now expect easy and instant access to information as well as online booking capabilities. Tourism operators, in order to keep pace with travelers and remain competitive, must embrace technology as a fundamental business tool.

During the winter and spring of 2010, a survey was conducted with industry to gauge their current level of technology adoption, how they are marketing their business online, and in particular, how they are closing the sale online. Some of the highlights from the summary include:

- 91% of operators use a computer to manage their business
- 88% of respondents have a website for their tourism business
- 41% of operators process their reservations using an online method

TourismTechnology.com developed a comprehensive professional workshop series for the spring of 2010 covering a wide range of topics. TourismTechnology.com asked the participants to fill out an evaluation form for each workshop rating the material topics, presenters, presentation of the information, and the value of the workshop on a scale of 1 to 5, whereas 5 being the highest score. All of the workshop evaluations averaged between 4 and 5 for all topics. In two workshops that were offered (St. John's and Rocky Harbour), there were 63 participants.

Tourismtechnology.com was established to promote and enhance technology integration within the tourism sector. The partnership includes the four Atlantic Tourism Industry Associations, the four Atlantic Provincial Governments, and the Tourism Atlantic branch of the Atlantic Canada Opportunities Agency (ACOA).

HNL's new website includes many innovative and user-friendly features including the new members only area 'My HNL'. This new section will:

- Feature discussion forums
- Allow members to update their profiles and add news
- Promote member to member deals
- Contain valuable industry information
- Facilitate the development of an online, like-minded community where members can freely express their ideas and address their concerns so they can further the growth and development of their business and the tourism industry at large



TourismTechnology.com
TechnologieTourisme.com

CELEBRATING EXCELLENCE AND PARTNERSHIPS

2010 Tourism Excellence Award Winners:

Corporate Partner of the Year Award – Islander RV, Paddy's Pond & Grand Falls-Windsor, NL

H. Clayton Sparkes Accommodator of the Year Award – Quality Hotel Harbourview, St. John's, NL

P.R.I.D.E. Award – French Island B&B, Flower's Cove, NL

Norman Parsons Memorial Award – Victorian Manor Heritage Properties, Woody Point, NL

The Cruise Vision Award – Andy Wells

Cultural Tourism Award – Mark McCarthy, McCarthy's Party

Sustainable Tourism Award – The Town of Bonavista, NL

Tourism Atlantic Technology Award – George House Heritage B&B, Dildo, NL

Doug Wheeler Award – His Worship Jim Miller, Mayor of the Town of Trinity, NL

Restaurant Appreciation Award – Atlantic Grocery Distributors

Innovator of the Year Award – Seaside Suites, Woody Point, NL

Tourism Business of the Year Award – Coopers' Minipi Camps, Happy Valley-Goose Bay, NL

Tourism Champion Award – Yvonne Power

Events

Lookout! Tourism Summit – February 18-20, 2010

HNL's Annual Conference and Tradeshow returned to Gander in 2010. Featuring keynote speaker, Terry O'Reilly from CBC's Age of Persuasion and a sold out tradeshow, over 300 delegates enjoyed a fantastic weekend participating in educational sessions, networking, and securing new deals and partnerships to help them grow their businesses.

Tourism Awareness Week – June 2-8, 2010

Minister of Tourism, Culture and Recreation, the Honourable Terry French joined HNL Chair John Dicks and many HNL members in Cupids to kick off Tourism Awareness Week. Tourism Awareness Week focuses on building awareness of the significant contribution that tourism makes to the economic well-being of the province and the quality of life of our residents. The Annual Tourism Awareness Week Luncheon was held at the Sheraton Hotel Newfoundland where industry and government came together to celebrate tourism in our province. The luncheon featured guest speaker Stephen Foster, Starwood Hotels and Resorts and the release of the much anticipated car rental study, *A Driving Need*, by Minister French.

CELEBRATING EXCELLENCE AND PARTNERSHIPS

HNL's Annual Golf Tournament – September 21, 2010

HNL's Annual Golf Tournament has always met with tremendous success and this year would have been no exception had it not been for Hurricane Igor which descended on that very day.

HNL BOARD OF DIRECTORS & STAFF

2010 Board of Directors

John Dicks, Steele Hotels - *Chair*

Todd Wight, Ocean View Hotel - *Vice-Chair and Hotel/Motel Association of NL*

Rex Avery, Albatross Hotel - *Secretary/Treasurer*

Annette Parsons, Neddies Harbour Inn - *Director-at-Large*

Darlene Thomas, Seaside Suites - *Director-at-Large*

Kory Turpin, The Beach House Rooms & Suites & Atlantica – *Director-at-Large*

Rod Pike, Avis - *Director-at-Large*

Roger Jamieson, Kilmory Resort - *Director-at-Large*

Jill Curran, Lighthouse Picnics - *Director-at-Large*

Derrick Aylward, The Guv'nor Inn - *Restaurant Association of NL*

Mary Hayes, Cantwell House Bed & Breakfast – *Bed & Breakfast Association of NL*

Staff

Carol-Ann Gilliard, *Chief Executive Officer*

Jordan Dicks, *Learning Support Coordinator*

Craig Foley, *Technology Resource Coordinator*

Juanita Ford, *Manager of Workforce and Industry Development*

Brenda Hodder, *Membership Coordinator - Labrador*

Minerva King, *Operations and Projects Coordinator*

Lexie Mckenzie, *Career Development Coordinator*

Jane Smith Parsons, *Training Coordinator*

Karen So, *Accountant*

Shawn Stratton, *Membership Coordinator*

Leslie Thomas, *Policy and Communications Manager*

Catherine Walsh, *Workforce Partnerships Coordinator*

HNL's 2010-2011 Industry Partners

