



HOSPITALITY

NEWFOUNDLAND & LABRADOR

2011 Annual Report



MESSAGE FROM THE CHAIR



Hospitality Newfoundland and Labrador has had an eventful year in 2011. As the industry continues to grow, it continues to change and I am pleased to say that HNL is well positioned to adapt to change as it happens. As I finish my term as Chair of HNL, I am pleased to present to you the annual report of the association's primary activities over the past year.

The leadership and staff of Hospitality Newfoundland and Labrador worked hard in 2011 and, with a focused approach, moved the mandates of the association forward with great success. HNL's Board of Directors was fortunate to receive leadership from governance, policy and professional development committees again this year and was delighted with the inception of a membership committee dedicated to focusing on the specific needs of our members. This work allowed clear priorities to be outlined for our team of dedicated staff responsible for completing critical elements of HNL's Strategic Plan and positioning the organization to continue the advancement of the tourism industry as a whole.

There were key internal changes made to HNL in 2011. HNL continued to expand upon our new visual identity and made every effort to ensure the new look was extended and embedded in everything the association touched. The turnover of several long-term staff persons provided an opportunity to welcome several new staff persons and redefine roles to help HNL better serve our members and fulfill our mandate. After careful consideration of HNL's sustainability plan, HNL's Board made the difficult decision to close the Labrador office. The development of a new Customer Relationship Management (CRM) system will improve HNL's ability to build relationships with members through advanced information management and communications. The effects of these changes are already being realized and I am delighted to report a positive message.

Aside from working on internal changes, HNL was also pleased with our 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). HNL has maximized every opportunity to work with our regional and government partners to help move the strategic direction of the *Vision* forward. HNL has also worked diligently with government on several policy issues such as transportation, tourism investment and licensing legislation that will have real impacts to the tourism environment in the province. Lastly, HNL has taken a lead role in the strategy to improve the quality of experiences offered in our province. In working towards a Quality Assurance program, HNL is leading the other partners of the Tourism Board towards improved products and experiences.

I would like to extend a sincere thank you to our valued members, Board members and employees for your continued dedication to the tourism industry and association and for the support you have shown me in my role as HNL Chair. I am confident that under HNL's leadership, the tourism industry is poised to attain strategic and organizational objectives in 2012 that will benefit the entire industry. I hope that you will continue to be a part of our dynamic network of tourism industry leaders and seek out opportunities to get involved and become part of the solution.

Sincerely,

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

John Dicks

PROVIDING LEADERSHIP

Leadership From Within

At HNL, 2011 was a year of transition. Acknowledging that leadership must start from within was the first step in HNL's transition. As nature would have it, several of HNL's longtime staff decided to leave HNL to pursue other opportunities. While HNL was saddened by their departure and concerned about the gaps that may appear in their absence, HNL's leadership viewed the change as an opportunity to evaluate the needs of the organization and fill in the gaps accordingly.

To ensure maximum effectiveness, HNL's leadership embarked on an evaluation of HNL's staff positions and the requirements of best fulfilling HNL's mandate while maintaining organizational sustainability. It was determined that change to the structure and operations of HNL's membership team, professional development team and provincial presence was required. The following is a summary of outcomes:

HNL's New Membership Team

In 2011, HNL revamped the membership team placing more focus on the recruitment, retention and membership services aspects of the organization. Lexie Mckenzie, formerly with HNL's professional development team, moved to the lead role in the membership team as Membership Services Coordinator. Subsequently, two new staff were hired, Susie Greene, Membership Administrative Coordinator and Michelle Burke, Events and Marketing Coordinator. Together, they are responsible for better serving HNL's membership and ensuring that HNL's membership network remains strong.

HNL's New Professional Development Team

In 2011, changes were also made to the professional development team. Two new staff, Melissa Ennis and Krista Sweetland were hired as Workforce Development Coordinators. As well, former HNL employee Scott Penney returned to the HNL team as Provincial Training Coordinator. These new positions enabled HNL to better fill the increasing demands for training and improve HNL's provincial reach as Scott will be on the road delivering training throughout the province.

HNL's New Provincial Approach

HNL's evaluation resulted in some decisions that were easier than others. In the fall of 2011, the decision was made to close HNL's Labrador office. The decision was based upon the sustainability of the organization as well as the needs of the members in Labrador. HNL's leadership felt that closing the Labrador office would present further opportunities to visit the different regions of Labrador as opposed to focusing on the region in which the office was located. Also, HNL's strengthened relationship with Destination Labrador instilled confidence in HNL's leadership that the closure would not affect HNL's ability to stay in tune with the needs of the Labrador segment of the tourism industry. After HNL's participation in a stakeholder session with Destination Labrador in December in which HNL's CEO was able to present and listen to the concerns of stakeholders, HNL's Board feels confident that the closure was the right decision and HNL's affiliation with Labrador members will be as strong as ever.

A New Outlook for the Tourism Industry Association

At HNL's 2011 Conference and Trade Show in St. John's, HNL unveiled a new visual identity for the organization by designing a new logo and new branding guidelines for the association. As part of the strategic plan, HNL's new branding best reflects the dynamic association and industry we have grown to be. HNL extended the re-branding exercise in 2011 to ensure the new brand touched everything that HNL was responsible for and involved with including a new Conference and Trade Show website that allows easy recognition of the event as one owned by HNL.



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. However, on a deeper level, the clothesline also represents the connection of all five regions.

Continuing on the legacy of the organization, the word "Hospitality" dominates the logo while the quilts featuring iconic imagery give a splash of colour that is indicative of the experience one would have within the province. The logo tells a story.



Rugged coastlines and wide open spaces - our new brand salutes our natural environment and the people who deliver our outdoor experiences.

Roads less travelled - our new brand celebrates our unique setting and the critical influence transportation plays in our industry.



A province rich in landmarks full of unique dining experiences, distinctive accommodations, historical attractions and cultural offerings - our new brand celebrates all experiences, urban and rural.

A province 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.



An unspoiled land that is an energy source to some and a unique experience to others - our new brand highlights the province's untouched, rugged history.

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 committed to the blueprint of priorities and activities for the next decade. Three 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*.

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 2011 on the need to invest in the reorganization of the industry – primarily the coordination and realignment of the Destination Management Organizations (Destination Marketing Organizations) and the establishment of an Eastern DMO. As such, the Eastern Destination Management Organization elected its first Board of Directors in 2011 and elected the leadership of Trevor Stuber as Chair. Kathi Stacey, a familiar face for many of us, will lead the organization as the Executive Director.

HNL's representatives on the Tourism Board in 2011 were:

John Dicks, John Dicks Tourism Consulting/HNL Chair
Peter Antle, Fortis Properties
Judy Sparkes-Giannou, Clayton Hospitality Inc.
Barry Rogers, Iceberg Quest

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



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

Silver Anniversary Scholarship



Megan Laite

On October 2011, HNL presented its Silver Anniversary Scholarships to **Megan Laite of Adeytown** and was an employee at St. Jude Hotel in Clarenville which is managed by HNL member, Shelia Kelly Blackmore and **Shardi Janes of Cape Ray**, is the daughter of Janice Janes who is an employee at St. Christopher's Hotel in Port Aux Basques.

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
- Hospitality Newfoundland and Labrador

Each recipient received a \$1500 scholarship.



Shardi Janes

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.

After the introduction of new vessels to Marine Atlantic's fleet, HNL worked with Marine Atlantic Inc. in 2011 to ensure they continued to meet customer expectations primarily from the perspectives of quality service and communications. With new vessels and new systems come new challenges and HNL maintained close contact with senior executives at Marine Atlantic to ensure their priorities were those of the travelling public. Communications was cited as a major priority for travellers and while Marine Atlantic Inc. has made significant strides in this area, HNL is encouraging them to continue improvements to ensure they can provide the level of service that visitors and resident travellers have come to expect.

To further HNL's understanding of Marine Atlantic Inc. HNL was honoured to have the opportunity to participate with membership of the Tourism Board in a Fam trip to Port aux Basques and a sailing to North Sydney on board the *MV Atlantic Vision*. It was the first trip for many and all were impressed with the vessel itself and the services offered and the staff. The renewed sense of pride was palpable.



Members of HNL's Board of Directors and the Newfoundland and Labrador Tourism Board visit Port aux Basques as part of a fam trip of Marine Atlantic Inc.

Air Access

In 2011, HNL began participating in a number of ways to ensure tourism priorities are at the forefront of air access. HNL participates on the Provincial Industry Advisory Committee to help steer the implementation of the *Air Access Strategy*, is an active committee member of the province's Strategic Partnership Initiative's Transportation and Communication Infrastructure Committee, and sits on St. John's International Airport Authority's Air Service Development Committee.

In 2010, the Department of Business released its much anticipated *Air Access Strategy* to address the growing concerns about air travel to and from the province and the impacts on the tourism industry. 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.

Highway Signage

HNL continues to represent industry on the advisory committee responsible for developing the new highway signage policy. In 2011, new directional and tourist signage initiatives were implemented in the Discovery Trail and Gros Morne regions. After receiving feedback from operators in those regions, the signage committee completed a draft of the new signage regulations. Elements of the regulations include, better wayfinding services for travellers to enhance travel experiences and more effective directional information.

Provincial Ferry System

HNL recognizes that Marine Atlantic is not the only ferry service that needs attention. The provincial ferry services throughout the province, especially those that provide the critical link to Labrador is a high priority for HNL's advocacy efforts.

In 2011, a working group committee with representatives from HNL, the Department of Tourism, Culture and Recreation and Transportation and Works was formed to bring tourism perspectives into the ferry system strategic planning and investment. HNL's goal in working with this group is to ensure that the needs of resident and visitor traffic using the ferry system are considered. This includes the potential increase of services and amenities that contribute to better quality travel experiences and the change in perception that the ferry system is solely a transportation provider. HNL will continue to work with government to ensure this remains a high priority in the development of a sustainable transportation plan for the province.

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 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.



REGULATORY

Tourism Establishment Act

In 2011, HNL was engaged by the Department of Tourism, Culture and Recreation to participate on a committee to evaluate the Tourism Establishment Act, identify shortfalls and develop suggestions for changes to the legislature. Changing the legislation would have an impact on the tourism environment in the province from the perspective of potential enhancements to quality assurance standards and enforcement, the offering of better quality tourism experiences to travellers, and potential increased enforcement efforts to curb unlicensed properties.

Members of the Tourism Establishment Act Committee are:

Carol-Ann Gilliard, HNL CEO
Rex Avery, Steele Hotels
Greg Fleming, Ramada Hotel
Todd Wight, Ocean View Hotel
David Adams, Tickle Inn at Cape Onion
Rick Stanley, Ocean Quest Adventure Resort
Gina Byrne, Square Pond Friends & Family Campground

Quality Assurance

In 2011, HNL formally requested the Department of Tourism, Culture and Recreation adopt minimum standards for all of the tourism services and attractions that are promoted by the province. The creation and implementation of quality assurance standards would provide the potential to close the gap between traveller expectations and service experiences. Creating, implementing and enforcing minimum quality standards will ensure that all tourism operations are prepared to welcome travellers in the most appropriate and professional manner. A steering committee has been established comprised of representatives from all of the partner organizations on the Tourism Board. It is anticipated that the Quality Assurance Program will be launched in 2012.

Market Readiness Pilot Project

HNL, Adventure Central Newfoundland, the Department of Innovation, Business and Rural Development (IBRD), the Department of Tourism, Culture and Recreation (TCR), and the Atlantic Canada Opportunities Agency (ACOA) have partnered to offer twenty (20) tourism operators in the Central Region an opportunity to participate in a pilot market readiness initiative aimed at improving their competitiveness.

The initiative will provide business development resources and supports to tourism operators in two phases:

Phase 1 – Business Retention and Expansion Diagnostic

Phase 2 – Accelerated Marketing Readiness Evaluation and Mentoring Support

All open spaces for tourism businesses have been filled. The Business Retention and Expansion Diagnostic will begin immediately and pending funding approval the Accelerated Market Readiness Evaluation and Mentoring Support will begin in the spring.

Job Creation Partnerships

The process for JCP funding was considerable issue for tourism organizations this year. HNL presented the issues to the appropriate departments as a means of providing feedback and creating an improved process for next year. Improvements of the JCP process have the potential to make adjustments to the programs to better suit the seasonal cycle of tourism and ensure appropriate levels of funding are available for tourism organizations.

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 550 tourism front line employees from across the province participated in the SuperHost Atlantic customer service workshop in 2011.

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. Over 30 people achieved certification in 2011.



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 2011, 94 beverage servers participated in this program.

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 2010-2011, 50 future tourism employees participated in the program with training sites in Port aux Basques, St. John's, Elliston, Chapel Arm, Port Blandford and Port Union.

HNL's 2011 partnerships included Marine Atlantic, College of the North Atlantic, 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 2011 meeting with stakeholders, delivering presentations and attending career fairs.

TECHNOLOGY

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

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).

The TourismTechnology.com program is designed to help operators understand what they need to be doing with their online presence, mainly their website's appearance, functionality, usability, online marketing of their website, and how to use it as a close of sale option for their operation.

HNL has been supporting Tourismtechnology.com in encouraging HNL members and tourism industry representatives to embrace technology in their daily business activities. As such, HNL's new website includes many innovative and user-friendly features including the new members only area 'My HNL'. It is anticipated that 'My HNL' will be available in mid-2012. 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

HNL has also further maximized the use of technology by embarking on a project to develop a new Customer Relationship Management (CRM) system that allows more efficient use of resources in managing HNL's membership. The new CRM allows enhanced billing features and provides an improved platform for communications.

It is HNL's intention to lead by example with respect to technology. HNL will continue to seek out and utilize technology tools that will improve efficiencies from human resources and financial perspectives.



TourismTechnology.com
TechnologieTourisme.com

CELEBRATING EXCELLENCE AND PARTNERSHIPS

2011 Tourism Excellence Award Winners

Corporate Partner of the Year Award – Parsons and Sons Transportation, Conception Bay South, NL

H. Clayton Sparkes Accommodator of the Year Award – Riverwood Inn, Springdale, NL

P.R.I.D.E. Award – Artisan Inn, Trinity, Trinity Bay, NL

Norman Parsons Memorial Award – Northwest Lodge Bed and Breakfast, Trepassey, NL

The Cruise Vision Award – Labrador Straits Cruise Committee

Cultural Tourism Award – Mummings Parade and Festival, St. John's, NL

Sustainable Tourism Award – MUN Botanical Garden, St. John's, NL

Tourism Atlantic Technology Award – Iceberg Quest Ocean Tours, St. John's and Twillingate, NL

Doug Wheeler Award – Fred Parsons, General Manager, Environment Resources Management Association, Grand Falls-Windsor

Restaurateur of the Year Award – Twine Loft, Trinity, Trinity Bay, NL

Innovator of the Year Award – French Shore Historical Society, Conche, NL

Tourism Business of the Year Award – Northland Discovery Boat Tours, St. Anthony, NL

Events

HNL's 2011 Conference and Trade Show – February 17-19, 2011

HNL's Annual Conference and Tradeshow was held in St. John's in 2011 and was one of the most successful events HNL has ever held! Featuring keynote speaker, Rick Hillier, tourism stakeholders from across the province were treated to inspirational and practical messages from arguably one of Canada's greatest leaders. The trade show also sold out and over 400 delegates enjoyed a fantastic weekend participating in educational and networking sessions that helped secure new partnerships and build business opportunities.

Tourism Awareness Week – June 6-12, 2011

Minister of Tourism, Culture and Recreation, the Honourable Terry French joined HNL Chair John Dicks and many HNL members at the Comfort Inn Airport for HNL's Tourism Awareness Week Luncheon. While the luncheon was supposed to feature guest speaker Duncan Bureau, WestJet, ironically, fog at the airport prevented Mr. Bureau from arriving. Although Mr. Bureau's absence was disappointing, guests were still treated to celebrity appearances by Allan Hawco and the producers and creators of Republic of Doyle as Mr. Hawco accepted the Ambassador of Hospitality Award on behalf of Republic of Doyle. Attendees were also treated to the musical talent of Beyond the Overpass Theatre Company which added an element of authentic Newfoundland and Labrador tradition to this celebration of the industry.

HNL BOARD OF DIRECTORS & STAFF

2011 Board of Directors

John Dicks, John Dicks Tourism Consulting - *Chair*

Rod Pike, Budget Avis - *Vice-Chair*

Rex Avery, Albatross Hotel - *Secretary/Treasurer*

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

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

Rick Stanley, Ocean Quest Adventure Resort - *Director-at-Large*

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

Todd Wight, Ocean View Hotel - *Director-at-Large*

Greg Fleming, Ramada St. John's - *Hotel/Motel Association of NL*

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

Cathy Lomond, Hotel Port aux Basques - *Restaurant Association of NL*

Staff

Carol-Ann Gilliard, *Chief Executive Officer*

Michelle Burke, *Events and Marketing Coordinator*

Melissa Ennis, *Workforce Development Coordinator*

Craig Foley, *Technology Resource Coordinator*

Juanita Ford, *Manager of Workforce and Industry Development*

Susie Green, *Membership Administrative Coordinator*

Lexie Mckenzie, *Membership Services Coordinator*

Scott Penney, *Provincial Training Coordinator*

Karen So, *Accountant*

Krista Sweetland, *Workforce Development Coordinator*

Lynn Taylor, *Manager of Policy and Communications*

Lisa McDonald, *Tourism Board Manager*

HNL's 2011 Industry Partners

Gold Partner



Silver Partner

Cal LeGr^ow

Bronze Partner

