



MESSAGE FROM THE CHAIR



Dear members and partners,

As my term as Chair of Hospitality NL draws to a close, I am both saddened, at the quick passage of time, yet pleased to present to you the 2013 annual report of the association's primary activities. The tourism industry in Newfoundland and Labrador faced many challenges this past year but I am proud to say we remain steadfast on our course towards *Vision 2020* and new levels of prosperity.

In 2013, we marked the 30th Anniversary of Hospitality Newfoundland and Labrador and, while the association has witnessed many changes during this time, I am proud to say the dedication of Board, membership and staff to advance the tourism industry continues. The committees of finance, governance, membership, policy and professional development were keenly focused on the strategic priorities of the association, as identified by our members, and while our industry may have experienced challenges this past year, I believe we made inroads towards our *Vision* and have established a solid foundation for 2014.

A low point in my term as Chair was, without a doubt, March 2013 when, as part of Budget 2013, the provincial tourism marketing investment was reduced. Hospitality NL's Board immediately set to task to secure renewed commitments from the provincial government to *Vision 2020* and the path towards, a path that has been the recipient of the rewards of much hard work over the past four years. I am extremely proud of how Hospitality NL responded to this challenge on behalf of our members. I believe the steps taken and work done in this area have helped solidify the path forward to *Vision 2020* and prosperity to be enjoyed by tourism operators across Newfoundland and Labrador.

I would like to extend a sincere thank you to our valued members and partners for your continued support and commitment to the tourism industry association. As well, a special thank you for the support shown to me throughout my terms both as a Board member and as your Chair. Moving forward, I am confident in the leadership of the association and in their resolve and ability to continue to carve the right path forward to 2020. While I will undoubtedly miss my close relationship with Hospitality NL, I looking forward to sharing my voice as a member, and encourage you to do so too!

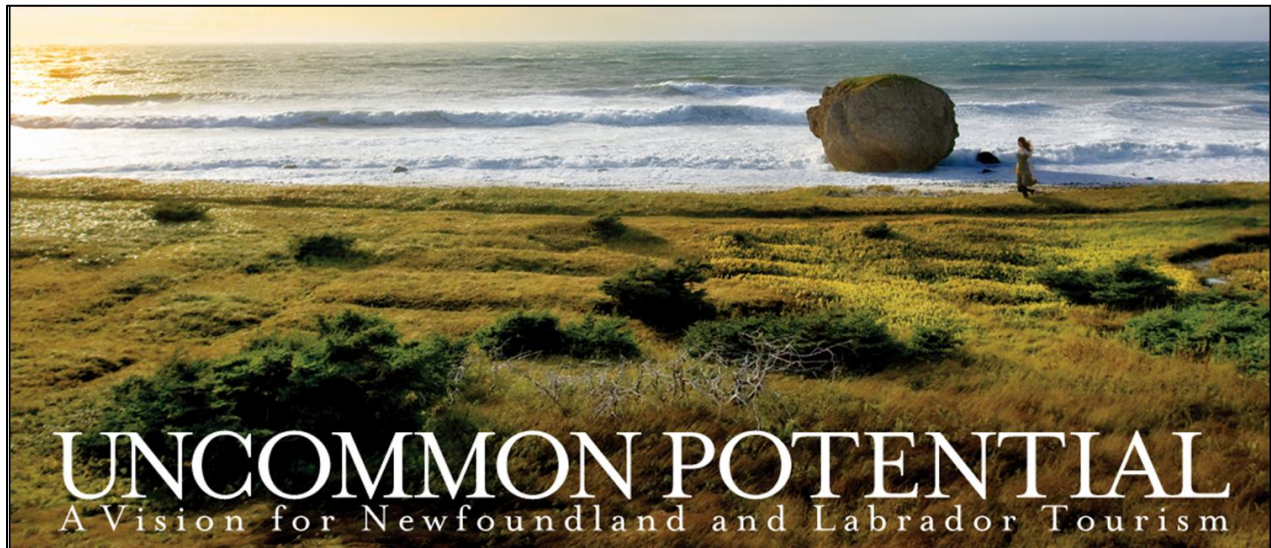
Sincerely,

A handwritten signature in black ink that reads "Darlene Thomas". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Darlene Thomas
Chair, Hospitality NL

PROVIDING LEADERSHIP – Quality Assurance

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, Hospitality NL along with its partners in government and industry continue to grow and advance the tourism industry towards our common goal of doubling annual tourism revenues by 2020. Hospitality NL, as a member of the NL Tourism Board, continues to focus on implementing the activities related to the seven strategic priorities outlined in *Vision 2020* and performs a leadership role in advocacy, training, membership development and communications.

This past year saw the continuation of strengthened and more collaborative relationships between Hospitality NL and the regional Destination Management Organizations. This joint commitment has resulted in a greater reach and understanding of industry initiatives to the benefit of tourism operations across Newfoundland and Labrador. Moving forward, Hospitality NL remains committed to maximizing the efficiency of organizational efforts through enhanced communications between all partners.

As the travel and tourism industry around the world continues to evolve, so too must tourism operators to meet the needs and expectations of today's travel-savvy tourist. In order to remain competitive and continue to elevate the quality of tourism services and attractions available in the province, Hospitality NL took a lead role along with partner organizations of the NL Tourism Board by launching two main initiatives in 2013: the **Tourism Assurance Plan (TAP)** and the **Destination Development Project (DDP)**.

The **Tourism Assurance Plan** is the first step in providing assurance to travellers about the quality of tourism services and attractions being promoted in the province. Unveiled in February 2013 at Hospitality NL's Annual Conference and Trade Show, TAP involves five common minimum standards that are aimed at promoting tourism organizations that provide quality travel experiences and assist tourism services and attractions improve the way they operate. In order for tourism services and attractions to participate in provincial marketing and development

initiatives, qualify for membership in Hospitality NL and participate in partnership/membership activities with regional Destination Management Organizations, all tourism services and attractions outside the outfitting sector must meet the TAP standards by **May 31, 2014**. Operators in the outfitting sector must meet the TAP standards by **December 31, 2014**.

The five standards are:

1. **The ability to communicate and receive messages from customers by telephone, email and an online presence; and at a minimum, accept credit and/or debit card payment and respond to inquiries on a daily basis.**
2. **Possess and maintain valid licenses, permits and all other regulatory requirements to operate.**
3. **Maintain current and sufficient levels of liability insurance. Proof of insurance to be provided upon request.**
4. **Must deliver actual experiences or services being promoted and/or offered to the consumer.**
5. **Must be in good standing with Tourism Assurance Plan's complaints procedure.**

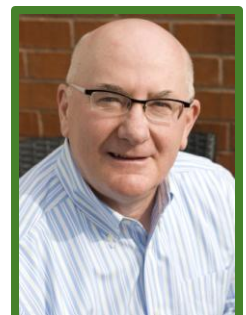
TAP is a significant step forward for the tourism industry in Newfoundland and Labrador and will increase consumer/traveller confidence in the services and attractions offered and contribute to the overall sustainability of our industry.

Destination Development Project (DDP)

In addition to TAP, Hospitality Newfoundland and Labrador along with the regional Destination Management Organizations, Department of Tourism, Culture and Recreation, Department of Innovation, Business and Rural Development and the Atlantic Canada Opportunities Agency, have been engaged in extensive consultation and research around destination development in five regions across Newfoundland and Labrador. Destination Development is a collective and proactive process designed to understand the tourism assets that exist in each region, to identify opportunities and deficiencies in the offering and to address both through a planned and strategic framework of destination development.

All partner organizations have agreed upon facilitating a proactive, intentional and collaborative product enhancement process entitled a *Tourism Destination Visitor Appeal Appraisal* (TDVAA). The initiative is designed to provide a foundation of knowledge about Newfoundland and Labrador's "appeal" from the customer's perspective. This knowledge will inform the tourism industry about their strengths in delivering memorable travel experiences and identify where resources are needed to enhance the competitiveness of the destination and individual tourism services and attractions. The process will ultimately identify a series of recommendations and action steps that will enable the tourism industry to create innovative, authentic and new tourism experiences and enhance existing tourism attractors and infrastructure. This in turn leads to growth in visitation and revenues for the tourism industry and the province.

BRAIN TRUST Marketing & Communications (Richard Innes, lead) in partnership with the Tourism Café (Dr. Nancy Arsenault) have been engaged as the facilitating consultants for the TDVAA project which will be implemented



regionally over three years and will see the establishment of regional Advisory committees who will play a vital role in the success of this initiative. The Eastern Region was first to embark on the Destination Development process in May 2013, followed by Labrador in November 2013. The Western, Central and Avalon Regions are scheduled to begin in 2014.

As a result of Hospitality NL's strengthened partnerships with the Regional DMOs, industry support of and participation in these projects has been overwhelmingly high. Throughout 2013, Hospitality NL was proud to partner with the DMOs on a series of webinars and participate in regional stakeholder sessions, from Ferryland to Nain, designed to brief stakeholders on the role of the projects, the process and its importance to long-term sustainable tourism planning. The sessions provided a forum for tourism service and attraction providers to ask questions and provide feedback.

When completed, the Destination Development process will have

- Obtained a collection of critical data for each region that paints a clear picture of a destination's status, opportunities and challenges related to its tourism offering.
- Developed an action plan for each region that will improve the destination's long-term visitor opportunities through a pro-active, collaborative and aligned process between business, the region and the province.
- Improved collectively, Newfoundland and Labrador as a tourism destination (through regional development) and individual tourism business operators to be more profitable through ensuring we deliver on the brand promise and provide memorable visitor experiences.



Stakeholders in Labrador participate in a Destination Development Info Session with Dr. Nancy Arsenault

Vision Investment and Action Plan – Provincial Government Marketing Investment

Hospitality NL annually assists the NL Tourism Board develop and evolve its investment and action plan in order to achieve the milestones outlined in the Vision. The objectives of the investment plan are to clearly articulate the short- and medium-term objectives of the NL Tourism Board that will contribute to the ultimate accomplishment of the Vision, a doubling of tourism revenues by 2020. The objectives include increasing the sustainability, quality, market readiness and professionalism of the tourism industry in the province; strengthening partnerships with key economic development and funding agencies to leverage increased investment for the tourism industry; leveraging private investment in stimulating economic, employment and social

opportunities especially in rural Newfoundland and Labrador; strengthening the leadership, capacity and coordination of provincial, regional and community-based tourism organizations and equipping industry stakeholders with proactive, high quality research to enable strategic investment decisions that lead to sustainable development.

In March 2013, the Provincial Government announced a reduction in tourism marketing investment as part of Budget 2013. Hospitality NL immediately set to task to not only have the marketing investment restored to a competitive level, but to secure renewed commitments from the provincial government to *Vision 2020* and the path towards it.

By educating the general public and government officials about the significant economic contribution of tourism, coupled with our potential to grow and diversify the economy, Hospitality NL is changing the perception of our industry and proving the case for investment. Tourism offers one of the most stable, revenue-generating industries in Newfoundland and Labrador and helps create a great place to live, visit, work and invest. Culminating with a presentation to the Government of NL Economic Policy Committee in October, Hospitality NL has worked diligently throughout 2013 to increase the awareness and understanding of our industry and its contribution to the economy and quality of life for residents.



Hospitality NL's 2013 representatives on the NL Tourism Board:

- Darlene Thomas, Seaside Suites/Hospitality NL Chair
- Roger Jamieson, Kilmory Resort
- Mark McCarthy, McCarthy's Party Tours and Convention Services
- Trevor Pilgrim, Mayflower Inn & Adventures and Mayflower Outfitters



2013 Newfoundland and Labrador Tourism Board Members and Support Staff

Back Row L-R: Carol-Ann Gilliard, CEO, Hospitality NL; Carmela Murphy, Acting Assistant Deputy Minister, Department of Tourism, Culture and Recreation; Betty Rumboldt, Account Manager, Atlantic Canada Opportunities Agency; Chad Letto, Chair, Destination Labrador; Bill Grandy, Program Manager, Business Support, Atlantic Canada Opportunities Agency; Cathy Duke, CEO, Destination St. John's; Rita Malone, Assistant Deputy Minister, Regional Development, Department of Innovation, Business and Rural Development; Mark McCarthy, McCarthy's Party NL Tours & Convention Services; Darlene Thomas, Chair, Hospitality NL; Clyde Wells, Chair, Legendary Coasts of Eastern NL; Larry Laite, Chair, Destination St. John's; Judith Hearn, Deputy Minister, Department of Tourism, Culture and Recreation; Roger Jamieson, Kilmory Resort; Scott Andrews, Manager, Tourism Product Development, Department of Tourism, Culture and Recreation.

Front Row L-R: Mark Lamswood, Executive Director, Go Western Newfoundland; Barry Rogers, Chair, NL Tourism Board; Kathi Stacey, Executive Director, Legendary Coasts of Eastern NL; Juanita Keel-Ryan, Director, Tourism Product Development, Department of Tourism, Culture and Recreation; Randy Letto, Executive Director, Destination Labrador.

BUILDING A SUSTAINABLE TRANSPORTATION NETWORK

In order to continue to develop a vibrant and sustainable tourism industry in Newfoundland and Labrador, our provincial transportation system must serve as a conduit of growth offering travellers accessible, affordable, and reliable service that meets their evolving needs.

This year bore witness to several anticipated announcements including Budget 2013's allocation of more than \$40 million to complete the last full season of paving of Phase I of the Trans Labrador Highway and commence widening and paving sections of Phase II and III and more than \$75 million for ferry vessel replacement, refit work and improvements to marine terminals and wharfs. In addition to these allocations, in November 2013 the Government of NL awarded the contract for a new vessel to serve Fogo Island-Change Islands, replacing the MV Captain Earl Winsor, with delivery of the new ferry scheduled for September 2015. In December 2013, the Government of NL issued a request for proposals (RFP) to secure a single contractor to provide comprehensive marine services to Labrador over a 15-year term commencing in 2016. The RFP called for a minimum of two vessels to provide passenger, vehicle and freight service for both the north coast of Labrador and the Labrador Straits and vessels must be ice-class, have roll-on, roll-off capability and must be new or built in 2010 or later. A second RFP was issued at the same time calling for year-round marine service for the Labrador Straits up to the introduction of new consolidated ferry services in 2016.

Provincial airports continued to grow both in terms of seat capacity and infrastructure. Both Deer Lake Regional Airport and St. John's International Airport announced the introduction of new flights: in St. John's, WestJet announced the introduction of a new direct flight from St. John's to Dublin, Ireland beginning June 2014 and in October 2013, WestJet moved from a seasonal to year-round service between Deer Lake Regional Airport and Toronto.

Major investments in airport infrastructure continued with Gander International Airport Authority proceeding with plans to develop a 150-acre business park on its land and at St. John's International Airport, work continued on the installation of a Category 3 Instrument Landing System (Cat 3 ILS) as well as a number of associated infrastructure improvements required to support the technology to bring the airport's usability to 98.9%.

Unfortunately, the 2013 peak season witnessed several significant incidents with both Marine Atlantic and provincial ferry services resulting in cancellations, re-routing and delays impacting tourism operations across the province. These incidents and their impacts upon travellers and operators highlight the intricate relationship between the tourism industry and the provincial transportation system and the fact that much work remains to be done to ensure sustainable transportation offerings which can meet growing demand.

A priority focus for future investment includes the provincial ferry system and Trans Labrador Highway. The provincial ferry fleet is aging and service challenges continue to be a concern, particularly in the peak summer season. There is also great concern in the Labrador region about the ability of the provincial ferry system to adequately deal with current growth in traffic from the completion of the Trans Labrador Highway and anticipated growth from several big resource development projects in the region. The Trans Labrador Highway also requires a focus on services and amenities to improve the highway's market-readiness for travellers.

A reliable, affordable and sustainable transportation system with modern amenities and supporting services is an essential building block of growth and development for the tourism industry and a critical enabler of industry's ability to reach *Vision 2020*. Hospitality NL is committed to working with our partners to ensure long-term planning and sustained investment in all areas of transportation including improvements to infrastructure, terminal conditions, directional signage, capacity, reservation processes, tourism information and customer service.

DEVELOPING A SUSTAINABLE INDUSTRY

Land use and natural areas issues

In 2013, a project proposed by Shoal Point Energy (SPE) along the greater boundaries of Gros Morne National Park caught the attention of national and international media outlets and tourism stakeholders including UNESCO.

Hospitality NL immediately expressed grave concerns about the potential negative impacts of the project upon tourism investment in Gros Morne National Park, one of the tourism industry's biggest demand generators and an essential asset to provincial industry offerings. Industrialization in and around this vital tourism asset has the potential to jeopardize Gros Morne's UNESCO World Heritage Site designation as well as our provincial reputation as a progressive, balanced steward of our natural resources.

In January 2013, Hospitality NL met with SPE and area stakeholders in an exchange of information concerning tourism in the region and the proposed project. In May 2013, Hospitality NL along with tourism stakeholders recommended that the Province place a hold on slick-water hydraulic fracturing until a thorough public and science-based review of hydraulic fracturing (including an assessment of the environmental, social, health, economic, and policy issues and risks) is conducted; and based on this comprehensive assessment, appropriate regulations, policies, guidelines, and legislation be established and enacted. In addition, Hospitality NL and regional partners submitted industry concerns to the C-NLOPB re: Draft Western NL Offshore Area Strategic Environmental Assessment Update Report and requested that the federal and provincial governments support the establishment of an oil exploration/exploitation free zone (buffer/protected zone) around Gros Morne National Park.

As a resource-based industry with our natural surroundings and untouched areas making Newfoundland and Labrador a desirable and unique travel destination, the continued success of tourism and achievement of *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* is dependent on industry's ability to access and responsibly utilize the land and water resources of the province. As the province continues to thrive as a desirable place to live and do business, the need for a comprehensive Tourism Resource Management Plan that establishes tourism management guidelines and prioritizes key tourism areas has never been greater.

In November 2013, the provincial government announced a temporary moratorium on hydraulic fracturing (fracking) in Newfoundland and Labrador pending further review and in December 2013, Shoal Point Energy's exploration license for the area expired.

Hospitality NL supports the temporary moratorium and looks forward to the opportunity to provide feedback during the review process. It is clear that impacts on the health and safety of people, on the environment and on other business sectors, including tourism, cannot be fully known nor understood in the absence of a comprehensive study of our unique circumstances. Hospitality NL will continue to work with our partners voicing our concerns to federal and provincial governments and agencies and advocating that a balanced approach must be taken between such development projects and the protection of natural tourism assets in our province that serve as the foundation of other revenue-generating industries.

REGULATORY ISSUES

Provincial Minimum Wage

In late 2012, the Labour Relations Agency released the Provincial Minimum Wage Report with two recommendations for the Provincial Government to consider: that the minimum wage be increased in 2013 to reflect the loss of purchasing power since 2010, and that the increase be preceded by at least six months notice to stakeholders and the public; and beginning in 2014, that the minimum wage be adjusted annually based on the previous year's all-items Consumer Price Index (CPI) for Newfoundland and Labrador.

Hospitality NL communicated the impacts of minimum wage increases on tourism businesses throughout our province. As such, Hospitality NL recommended:

- Future increases must be gradual and based upon economic conditions. The Consumer Price Index (CPI) should act as a ceiling that government uses when setting minimum wage, but government must retain the right to forgo increases if necessitated by economic conditions;
- Government consider engaging in alternative labour market programs that provide incentive to low wage earners e.g. initiatives such as training apprenticeships, tip differentials and education programs would enable low wage earners to engage in incentives that further their ability to earn increased wages.

Hospitality NL understands that our province needs to remain competitive if we are to retain the workers we have and feels such alternative programs would allow government to target lower wage earning groups without creating adverse situations for small businesses.

Workplace Health and Safety Compensation Commission

In 2013, the Workplace Health, Safety and Compensation Commission conducted a Statutory Review. On behalf of the tourism industry, Hospitality NL presented industry concerns regarding unsustainable fees and premiums which are inhibiting operators' ability to reinvest in their businesses.

With longer than average claim duration and premiums that are higher in NL than anywhere else in Canada, Hospitality NL suggested the following actions be taken by the Review Committee in order to improve the workers' compensation system for both employees and employers:

1. An examination into the role multi-disciplinary medical teams play in the return to work of injured workers and the importance of keeping employers informed at all stages in the process.

2. As a means of helping reduce rates for operations that have a cross section of employees within their business and/or employees who perform duties that fall across diverse occupations, an examination of the classification system for such businesses should be undertaken with allowances made to account for occupations that are lower risk
3. An examination of the reporting system itself. Achieving PRIME status can be administratively burdensome requiring a considerable amount of time and effort that, for many tourism businesses, is not adequately reflected in the reward for achieving PRIME status.

Provincial Population Growth Strategy

The Provincial Population Growth Strategy represents the Government of Newfoundland and Labrador's efforts to engage in discussion on the demographic challenges facing NL and seeks public input in exploring ideas on how best to support and foster population growth.

In October 2013, Hospitality NL brought forward initiatives and ideas to the provincial government that would support the growth and development of both the provincial population and the tourism industry. To grow our provincial population and achieve long-term social and economic success, efforts taken must embrace initiatives and industries that help contribute to a quality of life, offer family-friendly employment opportunities and support economic diversification and growth throughout the province; the tourism industry offers such opportunities and benefits through gainful, flexible employment and entrepreneurship opportunities that are appealing to residents, ex-patriates and immigrants, all while supporting the well-being of residents and communities, both rural and urban.

The social value of tourism must not be underestimated: facilitating cultural understanding and creating pride in one's sense of place will positively influence choice of residency among immigrants resulting in increased retention levels. Continued support for and investment in *Vision 2020* will help develop communities throughout the province that are *great places to live, visit, work and invest*.

Public Consultation on the Draft Federal Sustainable Development Strategy

From February to June 2013, the federal government invited public consultation on its draft 2013–2016 Federal Sustainable Development Strategy (FSDS).

The future growth and development of the tourism industry in Canada is intricately tied to the sustainable development of the environment, and as such, Hospitality NL participated in the consultation process asking that the Federal Sustainable Development Strategy include the protection of natural areas surrounding the boundaries of our country's national parks in order to guarantee the parks' sustainability, and specifically, Gros Morne National Park.

Hospitality NL advocates that, in order to enhance the strategy's link between nature, the economy and society, the FSDS must be broadened to include all sectors that rely on our natural resources, such as tourism. The ecological integrity of our country's national parks and protected areas is of vital importance to the tourism industry and directly impacts the contribution of the sector to Canada's economy. Federally legislated policies, procedures and strategies, based on

sound research and detailed analysis, must ensure that future land development works in harmony with the sustainability of other resources and industries so Canadians from coast to coast can continue to benefit economically, environmentally and socially.

Canada Job Grants

In 2007, the Government of Canada introduced the Labour Market Agreements. These agreements with the provinces and territories, which support programs and training for low-skilled or non-EI eligible persons, are set to expire in March 2014. In 2013, Government announced its intention to renew the Labour Market Agreements, reforming them with the Canada Job Grant - the centrepiece of the new Agreements.

Hospitality NL participated in stakeholder sessions and advocated to the federal government highlighting our concerns about components within the proposed *Canada Job Grant* that will place undue burdens on the tourism and travel industry. While purporting to help achieve federal and provincial shared objectives of creating jobs and economic growth, the true outcomes of the *Canada Job Grant* for the tourism and travel industry will be additional adversity in an already increasingly tight labour market.

It is Hospitality NL's position that the *Canada Job Grant*, a 'one size fits all' training program, will serve to further disadvantage SMEs who are, in fact, in greatest need of assistance to train and hire skilled employees. Hospitality NL calls upon the Government of Canada to work with provincial governments towards a Labour Market Agreement that contains flexible training solutions that will better meet the needs of both employers and employees.

Employment Insurance Reforms

In June 2013, the Council of Atlantic Premiers (CAP) initiated a pan-Atlantic consultation and research initiative to detail the impact of recent changes made by the federal government to the Employment Insurance program. In consultation with industry stakeholders, Hospitality NL submitted to the Council drawing attention to components within the changes that would negatively impact the tourism and travel industry.

When coupled with factors such as a tightening of the labour market and forecasted labour market shortages, population shift, additional federal funding cuts, provincial minimum wage increases and seasonality of tourism employment, EI Reform measures will predominately place further challenges upon tourism operators who are already facing difficulties in attracting and retaining employees. As an industry that supports the needs of a growing economy by providing the foundation of services (accommodations, transportation services, attractions, restaurants, etc.) that other business sectors need to grow and attract workers and investment, resulting negative implications upon our industry from EI Reform measures will dampen economic growth and diversification across the province.

New regulations defining "suitable employment" and parameters around commuting time and hours of work have the potential to further shrink the labour pool. This is particularly concerning for remotely located rural communities where workers could be forced out of regions to accept "suitable work" elsewhere. Furthermore, EI claimants will now be defined under three categories that determine what employment they must accept and in what timeframe they must accept it or

risk not qualifying for benefits. As seasonal tourism employees would likely be defined as *frequent claimants*, it is concerning that these workers must, at week seven of their claim, accept any work they are qualified to perform. Coupled with the parameters concerning suitable employment, Hospitality NL is concerned the reforms will only hamper efforts to address labour market needs.

The tourism industry in Newfoundland and Labrador is comprised of mostly small to medium sized enterprises, many of which operate on a seasonal basis with 52 percent of tourism businesses hiring at least some of their employees seasonally. Many tourism operators have long-term return employees that they rely on to operate their business. EI Reform measures as proposed could dictate that such workers be forced to find employment in the “off-season” thus affecting their ability to return to their regular tourism employment when needed during the busy summer months. This loss of long-term seasonal workers will greatly impact tourism establishments by requiring them to engage in lengthy and costly training of new employees year after year. In addition, it will have particular effects on those operators residing in rural, isolated areas where the pool for workers is smaller and the ability to attract workers is more difficult thereby impacting levels of service, products offered and potentially resulting in business closures in these areas, areas that rely heavily upon the tourism industry for gainful employment and the services needed to grow and attract investment.

Employment Insurance has served an essential role to the many employers who rely on workers to return to their business every year as it enabled pools of experienced labour to be available when needed, providing support to business and economic development in many rural economies. EI Reform measures and the resulting reduced labour pools will jeopardize operational success and growth of tourism establishments and counter-act established industry initiatives such as “season extension” projects aimed to grow industry and employment.



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 400 tourism front line employees from across the province participated in the SuperHost Atlantic customer service workshop in 2013.

emerit® Tourism Training

In 2013, Hospitality NL continued to provide Newfoundland and Labrador's tourism industry with the best nationally-recognized tourism training products in Canada. This year,

emerit® launched the brand new **Hotel General Manager Certification** which leads to the Certified Hotel General Manager (CHGM) designation. The National Occupational Standards for Hotel General Manager include skills, knowledge and best practices in areas such as operations, HR management, guest service, business management, marketing and leadership.

emerit®.ca

emerit®'s line of tourism training products include national occupational standards, workbooks, eBooks, online training, trainer's guides and two certification categories: **Professional Certification** for many frontline, customer service based occupations and **Specialist Certification** which recognizes competence in more advanced or management level occupations. In 2013, 109 emerit® products were sold in NL.

Training and certification programs from emerit® continue to be recognized as the best training resources available to the tourism and hospitality industry! In 2013, NL's tourism industry reached the significant milestone of certifying our 550th tourism professional!

Ready to Work

Ready to Work is a national skills development program based on *Tourism Essentials* (essential skills foundational product under the emerit® line of products) to assist people with entry and/or transition in the workforce and operates on the premise of community partnerships. In 2013, Hospitality NL partnered with AXIS Career Services (Association for New Canadians) for the third time to offer Ready to Work to their clients. In addition, Hospitality NL continued to partner with the Community Centre Alliance to deliver the program to a group of clients training to enter the hospitality industry in the spring of 2013.

Career Awareness

In 2013, Hospitality NL's professional development team continued to deliver industry and career awareness presentations. Recipients of these presentations include industry members, tourism business owners/operators/employees, DMOs, government departments, educational institutions and high school students. Topics discussed included emerit Tourism Training products and

professional certification, labour market information, tourism career opportunities, the Discover Tourism website and the Canadian Academy of Travel & Tourism.

The professional development team also participated in career/job fairs throughout the year. At these fairs, Hospitality NL spoke to students and adults about career opportunities in the tourism industry.



It's Good Business: Responsible Alcohol Service (RAS)

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 2013, Hospitality NL launched a new and improved RAS website.

In partnership with the Newfoundland and Labrador Liquor Corporation, Hospitality NL offers this program across the province via online learning. In 2013, 230 people participated for the program.

UPSKILL Essentials to Excel

In 2013, 12 hotels in Newfoundland and Labrador continued their participation in UPSKILL, a Pan-Canadian research project undertaken by the Social Research and Demonstration Corporation (SRDC) in partnership with the Canadian Tourism Human Resource Council (CTHRC) and Hospitality NL. UPSKILL, funded by the Federal Government of Canada, aims to measure the impacts of workplace training through a randomized-control trial (RCT).

Early indications show that, measured against a control group, there are substantial positive impacts of UPSKILL training on a range of skills and performance areas including oral communication, document use, numeracy skills, as well gains in a range of other areas related to both revenues and costs including productivity, health and safety, and worker retention. The final results of the research will be released at the 2014 Hospitality NL Conference and Trade Show.

Participants' views on UPSKILL training are overwhelming favourable; over 95% would recommend the training and agree that it will help them do their jobs better. Results from employer surveys also indicate there are tangible improvements in a range of business outcomes. The full benefit-cost analysis will be available in 2014 and will provide not only estimates of ROI, but an indication of how returns from training investments vary and can be maximized.

Silver Anniversary Scholarship

In September 2013, Hospitality NL presented its Silver Anniversary Scholarships to **Kristen Peckford**, daughter of Brian and Cheryl Peckford, owners/operators of Kittiwake Cottages in Notre Dame Park and **Tania Heath**, an employee of Quidi Vidi Brewery located in St. John's.



Kristen Peckford

Established in 2008 in honour of Hospitality NL's 25th Anniversary, the *Silver Anniversary* Scholarship is a way for Hospitality NL 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 Hospitality NL 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.

Hospitality NL's Silver Anniversary Scholarship is proudly supported by:

- The Boone family
- The Sparkes family
- Hospitality Newfoundland and Labrador

Each recipient received a \$1500 scholarship.



Tania Heath



TECHNOLOGY

The worlds of technology and tourism have never been more entwined! To continue to attract travellers and meet their needs, it is essential that tourism operators embrace technology as a fundamental business tool and stay on top of trends in social media, online business practices and with mobile technology. Technology advancements have changed the behavior of travellers who now expect easy and instant access to information as well as online reservation capabilities.

Hospitality NL's Manager of Technology continued to provide Hospitality NL members and the tourism industry with technology mentoring sessions throughout 2013, offering guidance and information to help businesses identify growing technology needs and stay in touch with today's constantly evolving traveller needs.

In 2013, Hospitality NL revamped its official social media strategy and maintained not just an online presence, but an online personality! Hospitality NL has official accounts on [Twitter](#), [YouTube](#), [Facebook](#) and [LinkedIn](#) and in 2013 proudly reached and surpassed the milestones of 1000 likes on Facebook and 4000 followers on Twitter! Recognizing the importance of social media in today's world of instant connection and communication one of Hospitality NL's team members transitioned into the role of **Social Media Communications Coordinator**.

Throughout 2013, Hospitality NL continued to offer webinars allowing participants to contribute to live discussions with industry experts on topics designed to give tourism operators the information they need to grow their businesses. In partnership with the regional DMOs, Hospitality NL used webinar technology to reach operators all over the province and provide information regarding the *Tourism Assurance Plan* and *Destination Development Projects*. In addition, Hospitality NL was proud to launch a new *Learn and Lead Fall Webinar Series*, presenting four webinars on topics including funding programs, business and succession planning and energy efficiency.

Hospitality NL continues to support TourismTechnology.com in its efforts 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 Atlantic Canada Opportunities Agency (ACOA). In 2013, the funding partners began work to revamp the program to better meet the ever changing needs of the tourism industry in Atlantic Canada.

Since redesigning hnl.ca in 2011, Hospitality NL has continued to enhance the *MyHNL* feature and its interactive, member-specific features including discussion forums, member profiles and member news. Hospitality NL has also continued efforts to build and maintain a proficient Customer Relationship Management (CRM) system. A constant process of maintenance and improvement, the CRM allows more efficient use of resources in managing Hospitality NL's membership with enhanced features and an improved platform for communications.

Hospitality NL believes in technology as one of its five core values and is hoping to lead by example in supporting its members with the integration of technology to maintain their growth and profitability. Hospitality NL will continue to seek out and utilize technology tools that will improve efficiencies from human resources and financial perspectives.

CELEBRATING EXCELLENCE AND PARTNERSHIPS

2013 Tourism Excellence Award Winners

H. Clayton Sparkes Accommodator of the Year Award: Ocean Delight Cottages, Whiteway, NL

John Atkins & Co. Tourism Champion Award: Gordon Slade

Maxxim Vacations Tourism Business of the Year Award: Anchor Inn Hotel and Suites, Twillingate, NL

Cal LeGrow Innovator of the Year Award: Newfoundland Chocolate Company, St. John's, NL

Corporate Partner of the Year Award: Gander International Airport Authority, Gander, NL

PRIDE Award: Prints of Whales Inn, Sandringham, NL

Norman Parsons Memorial Award: Fishing Point Bed and Breakfast, St. Anthony, NL

Restaurateur of the Year Award: Bonavista Social Club, Upper Amherst Cove, NL

Cultural Tourism Award: Cupids Legacy Centre, Cupids, NL

Sustainable Tourism Award: Nunatsiavut Solutions, Operators of the Torngat Mountains Base Camp & Research Station

Doug Wheeler Award: Stan Cook Jr.



Jill Curran presents the Maxxim Vacations Tourism Business of the Year Award to Deborah Bourden & Wilma Hartmann of Anchor Inn Hotel & Suites



Hospitality NL Chair, Darlene Thomas, presents the Corporate Partner of the Year Award to Reg Wright of the Gander International Airport Authority



Bruce Sparkes and Steve Sparkes present the H. Clayton Sparkes Accommodator of the Year Award to Ocean Delight Cottages

EVENTS

Hospitality NL's 2013 Conference and Trade Show – February 20 – 22, 2013

Hospitality NL's Annual Conference and Trade Show was held in St. John's in 2013 and brought together industry stakeholders from all over Newfoundland and Labrador! Keynote speaker, Jim Knight, empowered delegates about the key concepts of quality in an ever increasingly global environment in which the NL tourism industry must compete. The trade show was a great success and over 300 delegates enjoyed a fantastic three days participating in educational and networking sessions that helped secure new partnerships and build business opportunities.



Minister French announces the industry achievement of reaching a billion dollars in annual tourism spending



Delegates take in a session: Realizing Newfoundland and Labrador's Potential

Tourism Week – June 10–16, 2013

Tourism Week, celebrated across Canada from June 10-16, 2013, provided an opportunity for national and provincial tourism industry leaders to elevate the profile of the tourism and travel industry and show how it offers a long-term strategic solution to diversify and grow economies. Hospitality NL partnered with DMOs and other tourism stakeholders across the province to participate in special events, workshops and award ceremonies highlighting the tremendous value of tourism and travel to the economy and residents of the province showing exactly how tourism helps create a great place to live, visit, work and invest.



Signing of the Twillingate Tourism Charter during Tourism Week



Hospitality NL CEO, Carol-Ann Gilliard, visits Hospitality NL member, St. Jude Hotel, during Tourism Week

HOSPITALITY NL BOARD OF DIRECTORS & STAFF

2013 Board of Directors

Darlene Thomas, Seaside Suites - *Chair*

Rex Avery, Steele Hotels – *Vice-Chair*

Dion Finlay, Compton House & Leaside Manor – *Secretary/Treasurer and Bed & Breakfast Association of NL*

Peter Antle, Greenwood Inn & Suites - *Director-at-Large*

Juanita Brake, Mamateek Inn - *Director-at-Large*

Jennifer Davis, Sophia's Fine Dining - *Restaurant Association of NL*

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

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

Connie Rose, Glynmill Inn - *Director-at-Large*

Todd Warren, Everlast Professional Properties Inc. - *Director-at-Large*

Employees

Carol-Ann Gilliard, Chief Executive Officer

Craig Foley, Manager, Membership / Networking & Technology

Juanita Ford, Manager, Workforce and Industry Development

Leslie Rossiter, Manager, Policy and Communications

Melissa Ennis, Workforce Development Coordinator

Susie Green, Membership Coordinator

Scott Penney, Training Coordinator

Karen So, Accounting

Krista Sweetland, Workforce Development Coordinator

Hospitality NL's 2013 Industry Partners

Gold Partner



Silver Partner

