

# 2004 Annual Report

**Tourism Industry Association of Newfoundland and Labrador** 







Expand the Season . . . Expand the Opportunity!

### **Mission**

The Tourism Industry Association of Newfoundland and Labrador, operating as Hospitality Newfoundland and Labrador, is a broad-based industry association dedicated to the development and promotion of the tourism and hospitality industry throughout Newfoundland and Labrador.

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## President's Message - The Year That Was



Dear HNL members/partners:

Tourism Overview
As you know, 2004
was a year of
uncertainty and
mixed reviews in our
industry. Some

industry. Some tourism operators/ regions did very well while others had a softer year. It is

clear that reduced resident travel within the province had an effect on visitation in some areas. A year of significant labour disputes and poor weather, especially early in the spring/summer season, contributed to declines in resident auto visits to some regions. In addition to that, non-resident auto traffic declined from 2003. Lower auto traffic, both resident and non-resident, resulted in lower visitation at Visitor Information Centres, campgrounds, Provincial and National Historic Sites as well as museums throughout the province.

HNL is concerned with the lower numbers in auto traffic. It is the "rubber tire" visitor that tends to get around to all regions of our province and the reduction in "rubber tire" traffic has resulted in decreased tourism activity in some regions of the province. Marine Atlantic passenger traffic numbers are down from 2003. For example, during the first eight months of 2004, the period that encompasses Newfoundland and Labrador's peak season, the number of non-resident visitors travelling by ferry was down 11

percent. For tourism operators in rural Newfoundland and Labrador, this is of great concern.

Despite this, all indicators are that 2004 will show improved overall performance as compared to 2003. This is significant, as other destinations in Atlantic Canada and elsewhere in the country have seen declines in visitation. The strength of the tourism industry in Newfoundland and Labrador is evident in the indicators showing that the non-resident visitation to the province could reach up to 492,200 visitors for 2004. This is up from the 2003 figure of 441,700. Spending from these visitors is expected to reach \$355 million and combining this with resident travel revenues brings the total expenditure to over \$800 million.

#### **Highlights**

Cruise ships are bringing more visitors to the province than ever before. More than 44.000 people travelled to the province by cruise ships in 2004 compared to 32,000 in the previous year. The corresponding economic benefit of an estimated \$3.5 million reaches into many regions of the province. There were 148 port calls this season compared to only 34 in 1998...this represents more than a 400 percent increase. Besides the two major cruise ports, St. John's and Corner Brook, increased cruise activity has been experienced, rural Newfoundland Labrador is also seeing greater benefits from cruise tourism. In 2004, 39 ports around the province received cruise ships.

Airport movements at the province's seven

major airports have shown a 13 percent increase from January to August 2004. This is encouraging, as marine passenger traffic volumes have been slipping.

#### **Access Issues Addressed**

In 2004, as in previous years, HNL worked with both Transport Canada and Marine Atlantic to address issues around the gulf ferry service. HNL met with the present and former federal Ministers of Transport Canada to discuss the issues with Marine Atlantic.

There were two significant outcomes from HNL's advocacy work in 2004:

1. A rate freeze on Marine Atlantic for two years and 2. The establishment of an advisory committee to examine the service and develop a long-term strategy for improvements.

These outcomes are tremendously important as this is the first review of Marine Atlantic since the service began. HNL is hopeful that in working with the committee, Transport Canada and Marine Atlantic, the tourism industry will see the service fulfil its role as an economic enabler for Newfoundland and Labrador.

In addition to concerns with the Marine Atlantic ferry service, the Labrador ferry system was a key source of concern to members in that region. HNL received many letters and phone calls indicating problems with ferry schedules and reservations. These concerns have been brought to the attention of the provincial government through both letters and meetings. HNL is pleased that the

# President's Message continued

schedule did get out before the end of 2004 which is a vast improvement over previous years; however, it is vital that reservations system now be available as early as the schedule.

#### **Marketing Budget Increased**

HNL continued to push for increases in the tourism marketing budget for Newfoundland and Labrador in 2004. An additional \$1 million was added to the tourism marketing budget and the tourism industry looks forward to seeing continued increases in the future as promised in the Progressive Conservation Party Blue Book. There is no doubt that there is a need to move the tourism marketing budget to a reasonable, practical level that will allow us to compete on a national and international level. However, as the marketing budgets of other provinces and territories continue to rise, Newfoundland and Labrador is slipping further behind. In 2004, Nova Scotia committed an additional \$15 million over a three-year period for tourism marketing and product development. While the marketing budget in this province now stands at seven million dollars, it is important for HNL to continue to advocate for higher financial commitments to tourism marketing.

#### **Quality Assurance**

Enhancing quality experiences through professional development is another key area of HNL's activities. 2004 has been an active year with great results in training numbers. A detailed look at professional development initiatives is on pages 10 and 11 of this report, and one of the highlights is the new emerit Tourism Training brand of products. This new

program will allow operators convenient online access to resources.

Gros Morne Institute for Sustainable Tourism (GMIST), a centre of excellence for sustainable nature-based tourism, completed its first course offerings in 2004. Courses centred on the theme of "Greening Your Business" have been very successful with great reviews. HNL stresses sustainability as one of our core operating principles and that the industry must act today to preserve the natural environment on which many tourism businesses ultimately depend, and on offering a visitor experience that is of the highest quality. HNL is very pleased with GMIST as it advances the quality and success of Atlantic Canadian tourism operators through an array of training programs to be developed and offered at the Institute.

#### **HNL** Initiatives

This year has been a time of many new and exciting initiatives, pages 8 and 9. The following are some of the highlights:

- Labrador Regional Office opened in Happy Valley-Goose Bay
- Two-year Outdoor Adventure/Campground initiative commenced
- HNL hosted the very successful Atlantic Canada Showcase in St. John's
- Product Development Strategy Study was completed
- Re-launch of the Taste of Newfoundland and Labrador program
- Completion of the Business Retention and Expansion program

As you can see Hospitality Newfoundland and

Labrador has been very active in 2004. The many accomplishments span a wide range of projects and activities and we will continue to work on behalf of our membership and move forward with a strong mandate in the upcoming years.

#### **Looking to the Future**

This year, I served on the steering committee for the Tourism Product Development Strategy review. The resulting report, commissioned by HNL, ACOA and the Department of Tourism, Culture and Recreation, was released in August 2004. It is imperative that we develop an action plan from this Strategy for the province. We must have products and services visitors want in order to be an attractive tourism destination. I look forward to working with our partners to ensure that we develop a strong plan to move forward.

It has been my privilege to serve as your president for the past two years and I look forward to working with the association as Past President and representing the industry on the Board of Directors of the Tourism Industry Association of Canada.

As a tourism business owner and long-time HNL member and volunteer, I am proud of and encouraged by the direction in which tourism is moving in Newfoundland and Labrador. Tourism is a dynamic, growing economic generator for the province.

Stan Cook Jr.

## **Advocacy**

#### HNL Works with Coalition, Transport Canada for changes at Marine Atlantic

The Gulf Service Coalition, represented by HNL, the Atlantic Provinces Trucking Association (APTA), Canadian Manufacturers and Exporters Newfoundland and Labrador Division (CME) and the Newfoundland and Labrador Carrier's Association (NALCA), met with the Honorable Tony Valeri, Federal Minister of Transport, in June to discuss Marine Atlantic Inc. and its significance to our Province.

Issues such as responsibility of the Federal Government, importance of Marine Atlantic service to Newfoundland and Labrador, and increasing rates for travel were addressed.

Minister Valeri clearly stated his understanding of the role Marine Atlantic plays as an economic enabler for Newfoundland and Labrador and the need for a long term strategy developed by the stakeholders. Minister Valeri requested the Coalition identify members to participate in this strategy development with Transport Canada and Marine Atlantic.

The new Transport Canada Minister, Jean-C. Lapierre, announced the



formation of an advisory committee in November to examine the future of Marine Atlantic Inc. The committee will study a wide range of issues to identify long-term strategies for stabilizing the company's ferry service operations.

HNL was also pleased with the announcement by the federal government to freeze Marine Atlantic's rates for the next two years. HNL requested the rate freeze in conjunction with the Gulf Service Coalition.

HNL has advocated for a review of Marine Atlantic services and is pleased that our voice and those of the other stakeholder groups are being heard. HNL is committed to working with the committee to make the changes necessary to improve Marine Atlantic's service.

#### Some Improvements with Labrador Ferry Schedules and Reservations

Issues surrounding the Labrador Ferry Service were discussed during a meeting with Minister of Tourism, Culture and Recreation, the Honourable Paul Shelley. HNL expressed the need for a timely release of ferry schedule information and the need for a reliable reservation system. Both are imperative for the tourism industry in Labrador. In addition, HNL wrote to the Minister of Works, Services and Transportation, the Honourable Tom Rideout, to encourage quick resolution to these serious issues.

#### HNL, IBAN Work Toward Insurance Reform

In light of the growing number of tourism operators having trouble either affording or obtaining adequate insurance for their businesses, HNL and the Insurance Brokers Association of Newfoundland and Labrador (IBAN) are working together to implement changes in insurance. HNL will participate in the 2005 Public Utilities Board Review into all types of insurance.

## Advocacy continued



Premier Danny Williams gives the Luncheon Address during HNL's 2004 Annual Convention where he renews his commitment to the tourism industry.

# One Million Dollars Added to Marketing Budget

Premier Danny Williams confirmed his commitment to increase the tourism marketing budget by one million dollars in the 2004 Budget. This brings the marketing budget to seven million dollars, up from six million in 2003.

HNL is pleased that the first election commitment has been kept to increase the provincial marketing budget each year by one million dollars until it matches the marketing budgets in other Atlantic Provinces. However, recent increases to marketing budgets across Atlantic Canada and the rest of the

country puts our province even further behind, which makes this issue even more important for 2005.

# HNL Concerned With Upcoming Smoke-Free Regulations

HNL is concerned with the announcement that legislation will be introduced to ban smoking in all bars and bingo halls in the province. HNL had recently requested that any imposed legislation be implemented on a provincial basis as opposed to leaving it in the hands of municipalities. This would avoid unfair competition. However, HNL is still very concerned with the potentially negative economic impact this legislation will have on our lounge sector members. In a presentation at the City of St. John's Public Hearings into Smoke-Free initiatives. HNL stated that in order to ease the finanical strain on businesses. government should eliminate the liquor levy.

# **HNL Monitors Water Quality Regulations**

The proposed changes to water quality standards may have an effect on many of our members who rely on their own private water supply. HNL met with the Department of Environment and

Conservation to discuss the proposed changes and offer suggestions on revisions to the implementation of the proposed changes.

# HNL Works with WHSCC for More Employer Control

HNL worked closely with The Workplace Health, Safety & Compensation Commission in planning to change the way it calculates the premiums employers pay to insure their workers against workplace accidents and injuries. The new system, known as PRIME, will give employers more control over their annual insurance costs. Through PRIME, employers will be given a financial incentive to reduce accidents, foster safe and healthy workplaces and get injured workers

quickly and safely back to work.



Left: President Stan Cook Jr. travelled to all regions of the province throughout 2004 speaking about the business of tourism to HNL members, industry groups, community leaders and the general public.

### **HNL** Initiatives

#### Gros Morne Institute for Sustainable Tourism Offering Courses



GMIST is a centre of excellence for sustainable, nature-based tourism training in Gros Morne National Park. Dr. Greg Wood was appointed as the executive director of the newly created Gros Morne Institute for Sustainable Tourism (GMIST) early in 2004. In co-operation with a management committee, Dr. Wood is responsible for the overall planning, management and supervision of the Institute, including bringing national and international expertise to this Atlantic Canadian program.

HNL stresses sustainability as one of our core operating principles and that the industry must act today to preserve the natural environment on which many tourism businesses ultimately depend, and on offering a visitor experience that is of the highest quality.

The Institute has already offered a "Greening Your Business" course with several additional courses being offered in 2005 including Safety, Ethics and Interpretation for the Smowmobile Industry, Avalanche Risk Assessment and Management and Edge of the Wedge - Innovation of Experiential Learning.

Operators are invited to learn more about the training subsidies available to attend GMIST. Visit GMIST's web site at <a href="https://www.gmist.ca">www.gmist.ca</a> to find out how you can receive a 50-70 percent subsidy to cover travel, accommodations, meals and tuition costs.

# HNL Opens Regional Office in Labrador

HNL was pleased to announce the opening of a new regional office in Happy Valley-Goose Bay early in 2004. The opening of our office in Labrador will help HNL better serve members in the region. Erika Stockley is the Labrador Regional Representative, and her territory includes Five Zones, Zone 1: North Coast; Zone 2: Western Labrador; Zone 3: Central Labrador: Zone 4: Southeastern Labrador; and Zone 5: The Labrador Straits. Erika is responsible for HNL Member Services including member retention and recruitment, professional development training and will be the liaison between HNL and Labrador members concerning local advocacy efforts. Erika is also filling the role of grading officer for Canada Select Newfoundland and Labrador for the Labrador region.

# **HNL Forms Environmental Committee**

Whatever affects our environment affects the tourism industry to some extent. On December 9th, the Environmental

Committee met for the first time to discuss some of the more pressing issues in our immediate surroundings.

Calvin Manning chairs the committee. Other members include Bob O'Brien, Gordon Slade, Stan Cook Jr. and Elke Dettmer.

The committee has already identified some issues to review, including tourism's response to oil spills and clear cutting.

# Business Retention and Expansion (BRE) Program Report Released

In July, HNL released the final report of the Business Retention and Expansion program for the tourism sector.

Business Retention and Expansion is an action-oriented process for learning about issues, concerns and opportunities within an industry or region and setting priorities for projects to address these needs. The final report may be read at the following address: www.hnl.ca/hnlbrereport.pdf.

#### **Tourism Technology.com**

TourismTechnology.com provides help-desk support to tourism operators throughout Atlantic Canada. TourismTechnology.com offered several courses throughout 2004 to introduce members to technology opportunities for their businesses. Topics included: Web Site Planning, How To Promote Your Web Site and Creating an Online Store.

### New Initiatives continued

# Taste of Newfoundland and Labrador Launched

Taste of Newfoundland and Labrador is off and running. The marketing initiative is designed to recognize and promote restaurants which offer diners a unique experience.

The program promotes restaurants that offer local foods and ingredients carefully prepared in both new and time-honoured ways. Promotional activities will encourage diners to look for the Taste of Newfoundland and Labrador as a sign of excellence in the preparation and presentation of traditional and local foods.

Promotional items including Recommended Restaurant signage, Name Tags, Lapel Pins, Table Tent Cards, Note Pads and Posters are available for use by Taste establishments.



Restaurant assessments began in May and ISP Atlantic was awarded the contract for the development and construction of the website. The Dining Guide will be developed early in 2005 to be ready for the start of the peak tourism season.

At the end of 2004, there were 13 full members with Taste of Newfoundland and Labrador, and 11 other memberships pending.

#### Newfoundland and Labrador Tourism Product Development Strategy Study Released

The Newfoundland and Labrador Tourism Product Development Strategy and Accommodation Needs Study was prepared on behalf of Hospitality Newfoundland and Labrador (HNL), the Department of Tourism, Culture and Recreation (DTCR) and the Atlantic Canada Opportunities Agency (ACOA).

The consulting team has been led by the Economic Planning Group of Canada and assisted by D.W. Knight & Associates, Tourism Excellence Inc., Rusch & Company and Market Quest Research Group. The final report may be read at www.hnl.ca/mainreport.pdf.

# Outdoor Adventure/ Campground Initiative Launched

The two-year Outdoor Adventure/ Campground Initiative is designed to improve the quality of campgrounds and enhance the professionalism in the growing sector.

The Initiative will also build upon the experience and knowledge of the adventure tourism industry bringing it to the next level in terms of professional development and marketing.

#### HNL Wins Environmental Award

At the 15th Annual Newfoundland and Labrador Environmental Awards, Tom Osborne. Minister of Environment and Conservation, Shirley Fraize, President, Newfoundland and Labrador Women's Institutes (NLWI), and John Scott, chairman and CEO, MMSB, presented this year's award in the business category to HNL on behalf of the organizing partners of the Canadian Adventure Tourism Industry Congress (CATIC). In the fall of 2003, CATIC was held in Rocky Harbour and the organizing committee made a commitment that the event would be a Green Event. As a result, for the first time since inception, the Congress followed green guidelines and made a commitment to adhere to high environmental standards with respect to conference and meeting practices.

Below: Environment Minister, Tom Osbourne and HNL President, Stan Cook Jr.



### **Professional Development**

Success in business in the tourism industry is dependent on many different and important components, but most important is the level of service provided to customers. In 2004, HNL continued to provide high quality, cost effective training solutions to tourism operators in all regions of the province.

#### **READY TO WORK PROGRAM**

Ready to Work was delivered in Clarenville and Bonavista. HNL also began to offer the program to individuals on a one-to-one basis, providing people with employment services focused on the tourism industry.

# PROFESSIONAL CERTIFICATION

329 industry professionals have been nationally certified in Newfoundland and Labrador.



Certified employees from The Murray Premises Hotel.

# NATIONAL OCCUPATIONAL STANDARDS

National Occupational Standards are now available for free download from <a href="https://www.emerit.ca">www.emerit.ca</a>

National Occupational standards were revised for Reservations Sales Agents, Tourism Visitor Information Counselors, Sales Manager, Events Coordinator and Events Manager.

The training and certification process was revised for Reservations Sales Agent, Tourism Visitor Information counsellors, and Travel Counsellor.

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#### LABOUR MARKET ANALYSIS

A proposal has been tentatively approved by Human Resource Skills Development to complete a provincial tourism industry labour market analysis in 2005.

#### **CAREER AWARENESS**



HNL delivered over 40 Career Awareness presentations and participated in 15 Career Expos or Fairs in 2004.

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#### HR COMMUNICATIONS

HNL and CTHRC launched the new HRTimes electronic newsletter

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#### HR AWARD

St. Jude Hotel won CTHRC's National Award of Excellence for Human Resource Development at The Tourism Industry Association of Canada's Leadership Summit



Sheila Kelly-Blackmore (centre), General Manager of St. Jude Hotel, holds the Award of Excellence at the Klondyke themed gala event in Whitehorse. Sheila is joined by Mary Taylor-Ash, HNL's Executive Director and Stan Cook Jr., HNL President.

#### **NEW TRAINING PROGRAMS**

New Tourism Essentials program was launched by HNL and CTHRC.

The new SuperHost - Sales Powered by Service workshop began delivery in 2004.



Responsible Alcohol Service workshop is now available by correspondence.

HNL is partnering with the College of the North Atlantic and RDEE to offer conversational French training in 2005.



emerit tourism training was officially launched in November.

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#### **WORKSHOPS**

2004 was a very successful year for training and professional development workshops around the province.

Workshop	Participa	ants
SuperHost		509
Sales powered by Sei	vice	36
Professional Skills Tra	aining	32
Responsible Alcohol S	Service	40
Mature Consumer		36
Occupational Skills Tr	aining	138
Mystery Shopper Eval	uations	<u>120</u>
Total		911

## **Special Events**

#### **Atlantic Canada Showcase**

From October 12th to 14th, 2004, the St. John's Convention Centre was a flurry of activity as 58 international buyers representing 43 North American companies and 189 Atlantic Canada sellers representing 129 companies negotiated tourism business during 6,000 scheduled business appointments.

Atlantic Canada Showcase (ACS) is a popular travel industry marketplace dedicated to attracting North American motorcoach operators and tour wholesalers interested in developing or expanding travel packages offered in Atlantic Canada. During the markteplace, motorcoach tour operators and travel professionals (buyers) met with representatives from Atlantic Canada Tourism businesses (sellers) through pre-scheduled appointments. Along with these networking opportunities, participants were invited to take advantage of pre-packaged familiarization

ravick

tours in each of the four Atlantic provinces taking place prior to and immediately following ACS.

# 21st Annual Convention and Trade Show

People...Our First Attraction was the theme

as St. John's hosted the 21st annual installment of the HNL Convention and Trade Show. Highlights were keynote addresses from Seamus O'Regan, co-host of Canada AM on CTV and and Kit Grant, "Success Expert". Tourism Excellence Awards were given out at the Presidents Gala Awards



the Seamus O'Regan

Banquet to member tourism operators.

#### 17th Annual Golf Classic

The resolve of golfers was tested during the Golf Tournament this year as heavy rain threatened to dampen the annual event's popularity. Like ducks to water a full slate of golfers took to the Wilds at Salmonier golf course for the tournament despite the rain.

Right: A team of dedicated golfers brave the wind and rain at the HNL Golf Classic.

# Tourism Awareness Week 2004

HNL celebrated the value and importance of the tourism industry to the residents of Newfoundland and Labrador during a weeklong celebration from June 21 to 26. Eight Ambassador of Hospitality Awards were given out during the week's events. Events took place in many areas of the province including Placentia and Gander.



Above: Tourism, Culture and Recreation Minister, the Honourable Paul Shelley and HNL President Stan Cook Jr. sign the Tourism Awareness Week Proclamation.



## **Industry Excellence Awards 2004**

#### **Quality Award**

Telelink - The Call Centre Inc., St. John's

#### Restaurateur of the Year

Brenda Lawlor and Derrick Aylward, Guv'nor Pub and Eatery, St. John's

#### Sustainable Tourism Award

Canadian Adventure Tourism Industry Congress 2003

#### **Cultural Tourism Award**

David Boyd, Prime Berth Historic Fishing Inc.

# H.Clayton Sparkes Accommodator of the Year Award

Cathy Lomond, Hotel Port aux Basques

#### **Norman Parsons Memorial Award**

Reg and Georgina Hemeon, Bluejay Bed and Breakfast, Botwood



Left: Stan Cook Jr. presents Golden Umbrella Award to Earl Howell

Right: Stan Cook Jr. presents Ambassador of Hospitality Award to Terry Hart



#### **Doug Wheeler Award**

Tourism Elliston

#### Supplier of the Year Award

Dave Hawkins, Bacardi-Martini Canada

#### Golden Umbrella Award

Earl Howell

#### **Orchid Award**

Quirpon Lighthouse inn

#### P.R.I.D.E. Award

Jeff and Dawn Levitz, Monroe House Bed & Breakfast, St. John's

#### **Ambassador of Hospitality Awards 2004**

Terry Hart, Randy Murphy, Barry Canning, Walt Pinsent, Jim Defede, Tyson Walsh, Michael Ryder, Jason King, Dennis O'Keefe, Rex Murphy



### Representations

- Atlantic Canada Showcase 2004 Committee
- Atlantic Canada Technology Initiative
- Atlantic Canada Tourism Partnership
- Canadian Tourism Human Resource Council
- ECMA Industry Awards Show & Brunch Committee
- Labour Market Development Council
- Provincial and Territorial Tourism Industry Associations
- Regional Advisory Council for Oil Spill Response
- Taste of Newfoundland and Labrador Committee

### **Strategic Alliances**

- Adventure Tourism Association of Newfoundland and Labrador
- Bed & Breakfast/Country Inns Association of Newfoundland and Labrador
- Cruise Association of Newfoundland and Labrador
- Department of Canadian Heritage
- Department of Industry Trade and Rural Development
- Department of Tourism, Culture and Recreation
- Hotel/Motel Association of Newfoundland and Labrador
- Lounge Sector
- Music Industry Association of Newfoundland and Labrador
- · Canada Select Newfoundland and Labrador
- Newfoundland and Labrador Association of Chefs and Cooks
- Newfoundland and Labrador Outfitters Association
- Newfoundland and Labrador Restaurant and Foodservices Association

### **Executive Committee**

Stan Cook Jr.
President
Wilderness Newfoundland Adventures

Nick McGrath Vice-President Terrace Dining Room

Bruce Sparkes
Treasurer
The Comfort Inn

Sheila Kelly-Blackmore Secretary St. Jude Hotel Roger Jamieson Past President Kilmory Resort

### **Board of Directors**

Gordon Rogers

Bed & Breakfast/Country Inns Association of Newfoundland & Labrador

Rex Avery

Hotel/Motel Association of Newfoundland and Labrador

Barb Genge

Newfoundland and Labrador Outfitters Association

Brenda O'Reilly

Lounge Sector Representative

Calvin Manning Director at Large

Harold Pennell Director at Large

Cathy Lomond

Newfoundland and Labrador Restaurant and Foodservices Association

Sue Rendell

Adventure Tourism Association of Newfoundland and Labrador

Lew Osmond

Campgrounds & Attractions Association of Newfoundland and Labrador

Stelman Flynn

Cruise Association of Newfoundland and Labrador

Gordon Slade

Environmental Issues

Sid Hynes

Transportation Issues

Terry Chaffey

Cuisine Tourism and Professional Development

John Dicks

Technology

Maria Matthews

Product Development and Marketing

Jim Callahan

Regional Representative - Avalon

Gary Sargent

Regional Representative - Central

**Edward Vincent** 

Regional Representative - Eastern

Arlene Blanchard

Regional Representative - Western

Ernest McLean

Regional Representative - Labrador

#### **Ex-officios**

Mary Taylor-Ash - Hospitality Newfoundland & Labrador

Vic Janes - Department of Tourism, Culture & Recreation

Edna Hall - Department of Canadian Heritage



# On the Road Again!

Throughout the year, HNL's Executive, Board of Directors and employees host events or professional development sessions, attend regional meetings, make presentations or visit members in all regions of the province.

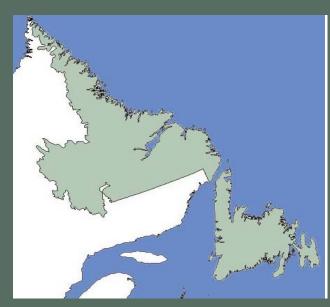
### Take a look at where HNL has been in 2004 . . .

Baie Verte
Bird Cove
Black Duck Siding
Burgeo
Cape Onion
Cartwright
Churchill Falls
Clarenville
Codroy Valley
Conche
Corner Brook
Cow Head
Croque
Deer Lake

Elliston

Englee

**Ferryland** Flower's Cove Forteau Gander Grand Falls-Windsor Happy Valley-Goose Bay Harbour Grace Jackson's Arm L'Anse au Clair L'Anse au Loup Labrador City Little Rapids Main Brook Mary's Harbour North West River



Parsons Pond Pasadena Placentia Plum Point Port au Choix Port au Port Peninsula Port aux Basques Port Blandford Port Hope Simpson Port Saunders Red Bay Reidville River of Ponds Rocky Harbour Roddicton Sandy's Cove

St. Anthony
St. Barbe
St. John's
St. Lunaire-Griquet
St. Paul's
Steady Brook
Stephenville
Trout River
Twillingate
Wabush
West St. Modeste
Wiltondale
Woody Point

Sop's Arm

Expand the Season . . . Expand the Opportunity!