



Hospitality
Newfoundland
and Labrador



2006 Annual Report

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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.

Hospitality Newfoundland and Labrador, representing individuals and businesses involved both directly and indirectly in the tourism/hospitality industry of Newfoundland and Labrador, offers advocacy, training and communication support for its members, as well as a comprehensive benefits package.

President's Message



Nick McGrath
HNL President 2005 - 2006

Fellow members,

I am pleased to present to you the 24th Annual Report for the Tourism Industry Association of Newfoundland and Labrador.

The following report provides a concise overview of association activities and accomplishments during 2006 and captures the priorities set out by you, the members.

Each year, HNL makes significant strides in tourism development and as we develop, our priorities have to adjust. For example, now that the provincial tourism marketing budget is approaching levels that allows us to compete in the marketplace, we have to shift our focus on those issues that have the most serious impact on our industry. In 2006, one such issue was access, both air and marine. As the travel trends shift from auto to air and continues to impact the traffic levels in the rural parts of our province, HNL has focused its attention on improving the level of transportation services available in Newfoundland and Labrador.

Air Canada cancelling its direct flight between St. John's and Europe and CanJet discontinuing its commercial airline flight schedule heightened our resolve to take a much more proactive approach. In addition, strike threats and mechanical problems with Marine Atlantic as well as the possibility of a rate increase and fuel surcharge kept us

fully involved and working for improvements to our marine link with Canada. Like most industries there is never just one priority. Our association was quick to respond to a number of sustainable tourism issues which have the potential to negatively impact the tourism industry, including land-use management, forest resource harvesting in high tourism value areas, and oil spill threats. Add to this issues relating to accommodation taxes, the lack of car rentals at the peak season, ineffective highway signage conditions and labour market shortages, and we have put a solid year of advocacy behind us. Through it all, HNL was focused and diligent and faced these challenges head-on in an effort to prevent or alleviate potential problems for members.

In doing so, industry responded. HNL's membership is strong with 732 active members encompassing all sectors of the industry. I encourage you to take a few moments and read through this report. It provides a condensed yet thorough account of all the major activities, accomplishments and challenges of 2006 and is a testament to the tremendous amount of work that your association has been doing for you, our members.

A handwritten signature in black ink, appearing to read "Nick McGrath". The signature is written in a cursive, flowing style.

Marine Atlantic



HNL and the Marine Atlantic Users' Group, consisting of the Newfoundland and Labrador Truckers Association, Newfoundland and Labrador Carriers Association, Canadian Manufacturers and Exporters - Newfoundland and Labrador and the St. John's Board of Trade, have continued to work together on advocacy efforts to improve the Marine Atlantic Ferry Service.

The Users' Group identified three priorities on which to focus our advocacy efforts in 2006. They include an essential service designation, rate stabilization and a fleet renewal strategy.

A concentrated effort throughout the summer and fall by the Users' Group engaged many other associations throughout Newfoundland and Labrador to lend their voice to the issue through a letter writing campaign to the Minister of Transport Canada, The Honourable Lawrence Cannon, The Honourable Loyola Hearn and all Newfoundland and Labrador and Nova Scotia MP's, as well as Provincial government officials.

The Users' Group met with Minister Hearn in October to voice their concerns and advocate for improvements to the service. HNL also met with senior officials with Transport Canada in December.

The following is a summary of the position taken by HNL and Marine Atlantic Users' Group:

An essential service designation is vital to create more reliable access to the province. The Marine Atlantic ferry service is Newfoundland and Labrador's transportation link to the rest of Canada and North America and this link must be consistent. Newfoundland and Labrador's economic survival depends on the ability to move people and goods and services across the gulf.

Rates on the Marine Atlantic service must be affordable and consistent. A rate subsidy must be set at a level that reflects the operating costs of the service. Rates on Marine Atlantic should be linked to the Consumer Price Index (.75 of CPI) with sufficient notice to users about any increases. Fuel surcharges are absolutely unacceptable. The cost of fuel should be calculated as part of the subsidy that the federal government pays to operate the ferry .

New vessels should be paid for by the federal government and customized to fit the needs and expectations of the people who use the service. Visitors want and expect an efficient service that runs on a timely and "on schedule" basis.

Air Access



Air access to and throughout Newfoundland and Labrador is challenged by instability in both lift capacity and pricing. From 2001-2004, with emerging low cost carriers operating across Canada, namely CanJet, WestJet and JetsGo, and Air Canada's restructuring, the outlook for air access improved significantly and the tourism industry throughout the province adapted their business models to reflect the increased passenger and cargo capacity. However, since 2005, JetsGo declared bankruptcy, CanJet ceased all scheduled flights and Air Canada dropped its year-round direct flight from St. John's to Heathrow, England. These events have significantly changed the affordability and availability of air access to and within the province and negatively affected businesses throughout Newfoundland and Labrador.

At the fall Board of Directors Meeting, the Board passed a motion to increase HNL's efforts in attracting and retaining transportation providers, in particular, air service providers. As a first step, HNL solicited the interest and support of the

Newfoundland and Labrador Business Caucus. Together we are conducting a needs assessment of the business community's air access requirements versus the air industry's product offerings, establishing the gap that exists between the two and the potential therein for growth for both.

Atlantis Aviation Consulting, associated with Aviation Strategies International, was contracted to complete the study which will assist HNL and its partners identify the current product offerings in Newfoundland and Labrador in both passenger and cargo; identify the current and immediate industry requirements for passenger and cargo (import and export); identify the gaps between what NL has and what NL industry needs and identify the competitive factors or lack thereof.

The study, due to be completed by January 2007, is the first step in developing a long term community based strategy to improve the air transportation services available in Newfoundland and Labrador.

Provincial Transportation Services



HNL also was active on issues relating to provincial transportation services in 2006.

HNL advocated to the provincial government that the state of highway signage in the province has become a public safety concern. The lack of enforcement of the **Off-Site Promotional Signage Policy** has resulted in inconsistent, unsightly and confusing promotional signage with no standard for quality or effectiveness. It has also created an uneven playing field for tourism businesses that follow the regulations and businesses that do not.

HNL met with senior officials from both Tourism, Culture and Recreation and Transportation and Works to encourage government to start enforcing the Signage Policy and to reinforce how important effective way-finding signage is to providing high quality, safe experiences to our tourists. In the fall of 2006, government committed to enforcing the regulations in the Signage Policy in Corridor One, the corridor immediately adjacent to the highway which is reserved for regulatory signage, and agreed to review the regulations for Corridor Two which is reserved for tourism promotional signage.

The **availability of car rentals** at the peak of the summer tourism season also became a significant challenge in 2006. HNL received a number of

complaints from tourists, operators and Associations who were adversely affected. HNL is hopeful that with a more proactive approach among the car rental industry and the tourism industry, we can alleviate some of the problems, especially in the peak season. One step to help alleviate the problem is to encourage tourists coming to this province to reserve their car rental in advance. Provincial, regional and tourism establishment marketing materials should encourage travelers to reserve their car rentals to avoid disappointment. In addition, HNL encourages information sharing among stakeholders and the car rental industry on trends, confirmed convention bookings, etc. to assist in improved forecasting.

HNL also requested the province to consider the current and future needs of the tourism industry in the **Provincial Ferry Review**. Scheduling, reservation services, amenities and visitor services are all critical components of successful transportation infrastructure in the tourism industry.

HNL requested that consultation take place with tourism businesses operating in the specific regions, as these tourism operators are acutely aware of the tourism potential with an accommodating provincial ferry system.



Sustainable Tourism

"Strengthening and growing tourism requires a serious commitment to protecting and nurturing this 'special place' - its natural environment, its built heritage and the culture of the people of the province." This was identified as a priority in the Newfoundland and Labrador Tourism Product Development Strategy, *A Special Place, A Special People*.

Our tourism industry's economic viability depends on our natural and cultural sustainability. For a viable tourism industry, there needs to be a balance between economic objectives and enhancing the ecological, cultural and social integrity of Newfoundland and Labrador's heritage. We must promote sensitive appreciation and enjoyment of Newfoundland and Labrador's natural and cultural heritage, contemporary landscapes, cultures and communities and share responsibility for an economically viable, environmentally sound and culturally acceptable tourism industry.

HNL's Sustainable Tourism Committee was established in 2006 to advocate on issues that affect tourism values and assets in Newfoundland and Labrador.

One project that HNL is embarking on is the **Geo-Referencing of Tourism Values** project in partnership with Western Newfoundland Model

Forest (WNMF) and The Centre of Environmental Excellence. This initiative will plot tourism values in a spatial perspective and site-specific landscape in an effort to avoid conflicts with forestry activities in the Gros Morne region. Results of this project will be used in future planning to ensure that the values of the tourism sector are represented to the fullest extent during forest management planning consultations.

HNL also made a submission to the Department of Environment and Conservation during their Public Consultations into the **Provincial Sustainable Development Act** and to the **Forest Industry Review Process** that was initiated by the Department of Natural Resources. According to the Tourism Product Development Strategy, *A Special Place, A Special People*, Newfoundland and Labrador has not developed sufficiently powerful values and regulations to adequately protect its resources for all competing industries.

In 2006, HNL also wrote The Department of Natural Resources about our concern over the lack of standards in **community and land use planning** in our province and that many communities will lose their unique character and appeal for residents and tourists if the government of Newfoundland and Labrador does not implement standards in municipal and land use planning.

Sector Specific



In 2006, HNL worked with the Hotel Motel Association and the Bed and Breakfast/Country Inns Association to advocate against municipally imposed **accommodation taxes**.

Government is currently reviewing a request by the Newfoundland and Labrador Federation of Municipalities, to change legislation so that municipalities can implement accommodation taxes.

In addition, HNL worked with both of these sector associations to curb the number of **unlicensed properties** operating in the province. HNL encouraged all regional tourism associations, regional visitor information centers and community groups to only promote licensed properties in their marketing activities.

HNL also worked with the B&B/Country Inns Association to obtain a technical interpretation of

the **Subsection 18 (12)** of the Canada Tax Code which identifies the types of expenses that can be claimed in a home-based business such as a Bed and Breakfast.

HNL worked with the lounge industry in a **marketing campaign** earlier in the year to encourage patrons to get out and enjoy the new smoke free environment available in these establishments. This was a joint partnership with Health Canada, the Government of Newfoundland and Labrador and the Alliance for the Control of Tobacco. HNL also represented lounges during in the province's review of **hours of operations** for licensed establishments.

HNL regularly works with the tourism operators on outdoor tourism issues. In 2006, HNL participated in the **Marine Liabilities Act** review and the **Oil Spill Response** consultations undertaken by the federal government.

Tourism Industry Excellence Awards

Winning a tourism award is a tangible recognition of excellence in the field. HNL's goal with this program is to reward high standards in the industry - and the operators who enable this province to remain competitive. This year's winners offer some of the finest examples of professionalism, quality and perfection you'll find anywhere.

Hospitality Newfoundland and Labrador

2006 Award Winners

Quality Award - The Delta St. John's Hotel and Conference Centre, St. John's

Orchid Award - The Stanford, St. John's

Golden Umbrella Award - Roger Jamieson, Kilmory Resort, Swift Current

Restaurateur of the Year - Cafe Broadway, Corner Brook

Sustainable Tourism Award - Coastal Connections, Random Island

Cultural Tourism Award - Jim Payne

H.Clayton Sparkes Accommodator of the Year Award - John & Peggy Fisher, Fisher's Loft Inn, Port Rexton

Norman Parsons Memorial Award - Claude and Ulah Wilton, Wilton's Bed and Breakfast, Steady Brook

Doug Wheeler Award - Roger Jamieson, Kilmory Resort; Grand Falls-Windsor Centennial Celebrations Committee

Supplier of the Year Award - Simmons Canada

P.R.I.D.E. Award - Patricia Devine, Island View Hospitality Home, Clareville

Tourism Atlantic Technology Award - Trinity Vacations, Trinity

Cruise Vision Award - Paul Johnson, St. John's

Ambassador of Hospitality Awards 2006

Gander and Area Chamber of Commerce; Theatre Newfoundland and Labrador; Berni Stapleton, Actor/Comedienne; Trevor Adey, Consilient Technologies; CBC Television - Hockey Day in Canada



During the 2006 Convention and Trade Show, the Sustainable Tourism Award was presented by Parks Canada and HNL to **Jan Negrijn, Coastal Connections, Random Island** who has made strides in sustainable tourism practices that protect our natural and cultural heritage resources. Also in 2006, Coastal Connections was a finalist for the Tourism Industry Association of Canada's National Parks Canada Sustainable Tourism Award. *(PHOTO: Jan Negrijn, Coastal Connections (centre), accepts the 2006 Sustainable Tourism Award from Brendan McDonald, Parks Canada (left) and Nick McGrath (right) during the HNL Convention and Trade Show.*

Industry Development



TradeSmart

TradeSmart

In October, 53 tourism operators and organizations participated in TradeSmart seminars in Corner Brook and St. John's. TradeSmart, the Travel Trade Supplier program, is new to Newfoundland and Labrador and helps operators learn more about the 'how to's' of doing business with the travel trade, particularly tour operators. There are two parts to the program. The first is a two-day seminar that takes operators through the structure and workings of the travel trade, what to expect from tour operators, what is expected of operators, and what's involved in selling to tour operators. The second part of the program is becoming TradeSmart Certified. The TradeSmart seminar will be offered again in early 2007.



Geo-Caching

In November 2006, 27 participants took part in a two-day geocaching workshop in St. John's exploring GPS-guided adventures and how to integrate this technology into tourism products offered in Newfoundland and Labrador. This experiential workshop, a joint initiative of HNL, the Adventure Tourism Association of Newfoundland and Labrador, the Department of Tourism, Culture and Recreation and Destination St. John's, provided a great deal of information for the group in an exciting, interactive environment. Geocaching is an adventure activity for GPS (global positioning system) users in which individuals and organizations set up caches all over the world and share the locations of these caches on the Internet.

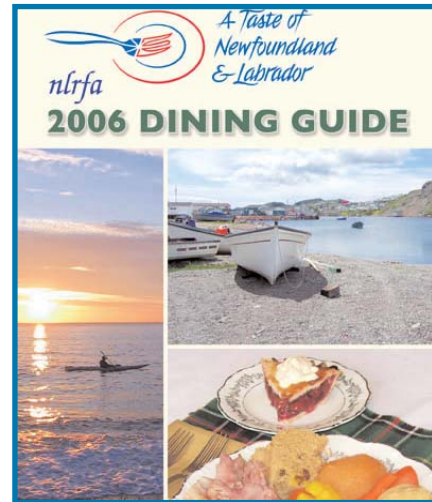


Icebergfinder.com

In May 2006, HNL along with its partners, C-CORE, Tourism, Culture and Recreation and the Atlantic Canada Opportunities Agency, launched icebergfinder.com, a website for the tourism industry that uses satellite imagery and on-the-ground ambassadors to provide real time information on the location of icebergs around Newfoundland and Labrador. While the primary content is the iceberg location tools, emphasis is given to such content components as iceberg facts and frequently asked questions, driving itineraries and other travel related information, to ensure that the site was relevant outside of the main iceberg season. *Photo: Kelly Dodge, C-Core, Minister Tom Hedderson, Tourism, Culture and Recreation, Nick McGrath, HNL, and Karen Skinner, ACOA.*

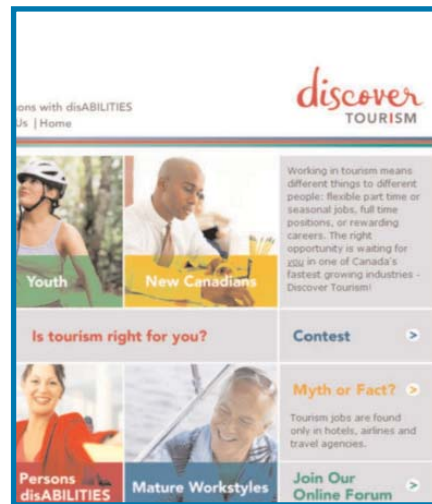
A Taste of Newfoundland and Labrador

In 2006, the membership base for *A Taste of Newfoundland and Labrador* grew to 34 members. Many initiatives were undertaken to promote Newfoundland and Labrador's food, culture and restaurants that offer quality culinary experiences. In 2006, 25,000 copies of the Dining Guide were distributed throughout the province at Visitor Information Centres, tourism kiosks, tourism establishments, events and Taste restaurants. New for the 2007 Travel Guide, member restaurants, which normally would not be admitted into the Provincial Travel Guide, as the Guide did not list restaurants, will be listed as *Taste of Newfoundland and Labrador* restaurants. Visit www.tastenl.ca for a complete list of *Taste* restaurants.



Labour Market Analysis

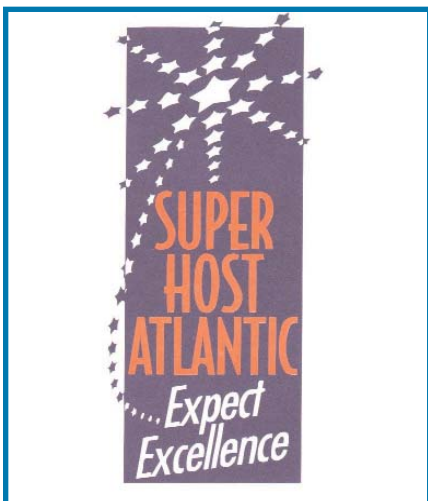
A Tourism Labour Market Analysis conducted by HNL was released in April 2006 which revealed that Newfoundland and Labrador will experience labour shortages in key occupations in the tourism industry unless intervention measures are put in place. The study, conducted by AMEC Earth and Environmental and Gardner Pinfold Consulting Economists, Inc., was designed to provide tourism industry employers, policy decision-makers, human resource professionals and educational institutions with the necessary data, analysis and tools to undertake tourism development and human resource planning, development and delivery of appropriate training, and to conduct appropriate career counseling. HNL will work with industry and government to develop strategies to close the current and future tourism labour gap for key occupations and skills within our province.



HNL has accelerated our efforts to raise the tourism profile, instill industry standards and emphasize the critical importance of tourism education and training. HNL is working with industry and partners to help tourism businesses become "Employers of Choice". In addition, HNL, in partnership with the Canadian Tourism Human Resource Council, launched the "Discover Tourism" campaign. The program is designed to identify and attract potential employees to the Canadian Tourism Sector by communicating with them on the basis of needs, perceptions and preferences. The target markets are youth, new Canadians, persons living with disabilities, pre-retirees/retirees and aboriginal Canadians. The lead focus of the campaign will be the website discovertourism.ca.



Professional Development



SuperHost Atlantic

Over 400 tourism employees from across the province participated in the *SuperHost Atlantic* customer service workshop in 2006.

SuperHost Atlantic is an internationally recognized Customer Service and Tourism Awareness Training Program. A seven-hour interactive workshop that focuses on communication and customer service, the program examines our attitude to service and interactions with our customers.



SuperHost: Sales Powered By Service

Forty tourism professionals participated in *SuperHost: Sales Powered by Service* in 2006.

This workshop reviews the sales cycle and how it influences customers' purchasing decisions, discusses the value of knowing products/services and the needs of customers, the importance of understanding the impact of "moments of truth" and explains the benefits of selling beyond the basics.



Responsible Alcohol Service

In 2006, 72 beverage servers participated in Responsible Alcohol Service. The Responsible Alcohol Service program helps businesses identify ways to reduce alcohol-related risks while maintaining or enhancing profits.

In 2007, HNL, in partnership with the Newfoundland and Labrador Liquor Corporation, will develop and launch an on-line version of the Responsible Alcohol Service program. It is currently available in a workshop session or through correspondence.

Professional Development

emerit Professional Certification

Professional Certification is awarded when an employee demonstrates they have mastered the required skills and met the standards of their profession in a practical job setting.

In 2006, 48 tourism employees were professionally certified with 60 having registered for the program. Since 1996, 412 individuals from various tourism occupations have been professionally certified.



Commitment to Excellence 2006-07

The following businesses qualify for the Commitment to Excellence 2006-07 program by having 20% of their employees Professionally Certified in tourism occupations.

Avalon

City of St. John's, St. John's; Colony of Avalon Foundation, Ferryland; The Commissariat House Provincial Historic Site, St. John's; Destination St. John's, St. John's; Heart's Content Cable Station Provincial Historic Site, Heart's Content; Quidi Vidi Battery Provincial Historic Site, St. John's; Telelink-The Call Centre Incorporated, St. John's; The Fairmont Newfoundland, St. John's; The Guv'nor Inn, St. John's; The Murray Premises Hotel, St. John's; The Rooms, St. John's; Wildland Tours, St. John's

Eastern

Clarenville Inn, Clarenville; Marystown Hotel & Convention Centre, Marystown; St. Jude Hotel, Clarenville; Cape Bonavista Lighthouse Provincial Historic Site, Bonavista; Mockbegger Plantation Provincial Historic Site, Bonavista

Central

Boyd's Cove Beothuck Interpretation Centre, Boyd's Cove; Brookdale Country Inn, Bishop's Falls; Comfort Inn, Gander; Loggers' Life Provincial Museum, Grand Falls-Windsor; Mary March Provincial Museum, Grand Falls-Windsor; Mount Peyton Hotel, Grand Falls-Windsor; Terra Nova National Park, Glovertown

Western

Hotel Port aux Basques, Port aux Basques; St. Christopher's Hotel, Port

aux Basques; College of the North Atlantic - Bay St. George Campus, Stephenville; Port au Choix National Historic Site, Port au Choix

Labrador

Red Bay National Historic Site, Red Bay

All regions

Department of Tourism, Culture and Recreation Visitor Information Centres - Deer Lake; Clarenville; Port aux Basques; Argentia; Notre Dame; Whitbourne; North Sydney

The following businesses qualify for the Commitment to Excellence 2006-07 program by having 75% of their employees complete SuperHost Atlantic.

Avalon

Behind the Maples Bed & Breakfast, Dunville; Blueberry Hill Bed & Breakfast, Cavendish; Cantwell House, St. John's; Colony of Avalon Foundation, Ferryland; Comerford's Ocean View Suites, Holyrood; Gallows Cove Bed & Breakfast, Torbay; Hillview Terrace, St. John's; Inn By The Bay, Dildo; Ramada, St. John's; McCoubrey Manor, St. John's; Spa at the Monastery & Suites, St. John's; Whitbourne VIC (Dept. TCR); Wildland Tours, St. John's; Wilderness Newfoundland Adventures, Cape Broyle

Eastern

Heritage Run Tourism Association, Marystown; Island View Hospitality Home, Clarenville; Kilmory Resort, Swift Current; Marystown Hotel & Convention

Centre, Marystown; Sherwood Suites, Port Rexton; Sir William F. Coaker Heritage Foundation, Port Union; St. Jude Hotel, Clarenville; White Hills Ski Resort, Clarenville

Central

Another Newfoundland Drama Company Inc., Grand Falls-Windsor; Arjan Efficiency Units, Botwood; Boyd's Cove Beothuck Interpretation Centre, Boyd's Cove; Brookdale Country Inn, Bishop's Falls; Carriage House Inn, Grand Falls-Windsor; Lake Crescent Inn, Robert's Arm; Loggers' Life Provincial Museum, Grand Falls-Windsor; Mary March Provincial Museum, Grand Falls-Windsor; Mount Peyton Hotel, Grand Falls-Windsor; Noah's On The Point, Glovertown; Notre Dame VIC (Dept. TCR); Oceanview Bed & Breakfast, Lewisporte; Pinetree Lodge & Cabins, Traytown; Rogers' Bed & Breakfast, La Scie; Three Rivers Country Inn, Badger; Vancor Motel Ltd., Head of Bay D'Espoir; Yarn Point Knitters, English Harbour West

Western

A Perfect Getaway, Norris Point; First Choice Bed & Breakfast, Sandy Cove; Fisherman's Landing Inn, Rocky Harbour; Middle Brook Cottages & Chalets, Glenburnie; Tickle Inn at Cape Onion, Cape Onion

Labrador

Alexis Hotel, Port Hope Simpson; Davis Bed & Breakfast, Happy Valley-Goose Bay; PJ's Inn By The Lake Bed & Breakfast, Labrador City; Royal Inn & Suites, Happy Valley-Goose Bay

Membership

Regional Offices

The membership team was very active in 2006. Scott Penney, Central Regional Representative, Brenda Hodder, Labrador Regional Representative and Elizabeth Sheppard, Western Regional Representative are responsible for membership recruitment and retention and creating a presence for HNL in their regions. Membership and Sales Coordinator, Margie Davis, is responsible for membership development in the Avalon/Eastern region as well as coordinating membership efforts province wide.

Membership Benefits

HNL strives to maintain a comprehensive member benefits package. The following are just some of the HNL benefits that members took advantage of in 2006.



All this and HNL membership is **tax deductible!**

Executive Committee, Board of Directors and Staff

Executive Committee

Nick McGrath, The Terrace Dining Room, *President*

Maria Matthews, Vision the Atlantic Canada Company, *Treasurer*

Stan Cook Jr., Wilderness Newfoundland Adventures, *Past President*

Bruce Sparkes, City Hotels, *Vice-President*

Sheila Kelly-Blackmore, St. Jude Hotel, *Secretary*

Board of Directors

Barb Genge, Tuckamore Lodge, *NL Outfitters Association*

John Fisher, Fisher's Loft Inn, *Eastern Representative*

Rick Stanley, Ocean Quest *Director at Large*

Bronson Short, Humberview B&B, *Bed and Breakfast/ Country Inns Association of NL*

Judy Sparkes-Giannou, Maxim Vacations, *NL Tourism Marketing Council*

Stan Hill *Central Representative*

Catherine Dempsey, Historic Sites Association of NL, *Cultural Representative*

Kevin Heffernan, The Battery Hotel & Suites, *Lounge Sector Representative*

Stelman Flynn, Sea View Restaurant and Cabins, *Cruise Association of NL*

Cathy Lomond, Hotel Port aux Basques, *NL Restaurant and Foodservices Association*

Lloyd Kane, *Baccalieu Trail Tourism Association, Avalon Representative*

Pete Barrett, Experience Labrador, *Adventure Tourism Association of NL*

Dave Snow, Marine Park, *Campgrounds & Attractions Association of NL*

Peggy Coady, *Finance Representative*

Trevor Morris, The Wilds at Salmonier, *Golf Representative*

Jill Curran, Lighthouse Picnics, *Director at Large*

Rex Avery, Steele Hotels, *Hotel/Motel Association of NL*

Mary Taylor-Ash, Department of Tourism, Culture and Recreation, *Ex-officio*

Rick Greenwood, Specialty Apparel *Supplier Representative*

Dave Lough, Federal Representative, *Ex-officio*

Staff

Nancy Healey, *Executive Director*

Minerva King, *Executive Assistant*

Margie Davis, *Membership and Sales Coordinator*

Juanita Ford, *Manager of Programs and Projects*

Karen So, *Accountant*

Elizabeth Sheppard, *Western Representative*

Carol-Ann Gilliard, *Manager of Policy and Communications*

Alison Highsted, *Professional Development Coordinator- Ready-to-Work*

Scott Penney, *Central Representative*

Joanne Gabriel-Janes, *Communications Officer*

Leslie Thomas, *Professional Development Coordinator - Certification*

Brenda Hodder, *Labrador Representative*

Craig Foley, *Technology Resource Coordinator*

Shari Palmer, *Professional Development Coordinator*

Nathan Menchions *Accounting*



On the Road Again!

Throughout 2006, HNL's Executive Committee, Board of Directors and employees hosted events and professional development sessions, attended regional meetings, made presentations and visited members in all regions of the province.

Here is a snapshot of some of the places we've visited...

Aquaforte Baie Verte Bauline East Bay Bulls
Bay Roberts Benoit's Cove Bide Arm Bishop's
Falls Botwood Boyd's Cove Brigus Buchans
Burgeo Cape Broyle Carbonear Chapel Arm
Clarenville Clarkes Beach Country Road Codroy
Valley Conception Bay South Conne River
(Miawpukek First Nations) Conche Corner Brook
Cow Head Cox's Cove Crow Head Cupids
Curling Deer Lake Dover Dunville Eastport
Englee Ferryland Fleur-de-Lys Fogo
Frenchman's Cove Freshwater Gambo Gander
Glenburnie Glovertown Grand Falls-Windsor
Greenspond Head of Bay D'espoir Happy Valley-
Goose Bay Harbour Grace Hawke's Bay
Irishtown/Summerside Kings Point La Scie L'Anse au Clair Labrador City
Lark Harbour Lewisporte Main Brook Markland Marystown Marysvale
Milltown Mount Pearl Newtown North West River Norris Arm Norris Point
Parsons Pond Pasadena Placentia Plum Point Pool's Island Port au Choix
Port au Port Peninsula Port aux Basques Port Blandford Port Rexton Port Union Portland Creek
Rocky Harbour Roddickton Seal Cove Spaniard's Bay Springdale St. Albans St. Anthony St. John's
St. Lawrence St. Lunaire-Griquet St. Paul's Steady Brook Stephenville Terra Nova Tilting Torbay
Tors Cove Trout River Twillingate Upper Island Cove Wabush Wesleyville Whitbourne Winterton
Witless Bay Woody Point

