

Hospitality

Newfoundland
and Labrador



2007 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.

HNL's 2007-2008 Corporate Sponsors



President's Message



Bruce Sparkes
HNL President 2007

Fellow members,

I am pleased to present to you the 25th Annual Report for the Tourism Industry Association of Newfoundland and Labrador.

The following report provides a concise overview of association activities and accomplishments during 2007.

As an industry and an association, we experienced numerous successes throughout 2007 which have helped improve the tourism climate within the province. As a result of extensive meetings and negotiations early in the year, the Government of Newfoundland and Labrador injected an additional million dollars into the provincial tourism marketing budget bringing the total budget to \$11 million. Any investment in tourism translates into more people coming to the province and spending valuable dollars in small businesses and communities, particularly throughout rural Newfoundland and Labrador. We are pleased that government recognizes the importance of improving our tourism products and services to enhance our competitiveness as a tourism destination.

In June, HNL signed Canada's Code of Ethics and Guidelines for Sustainable Tourism on behalf of the organization's members. This code, developed by the Tourism Industry Association of Canada (TIAC) in partnership with Parks Canada and with support from the Canadian Tourism Commission, will enable the tourism industry in this country to build an economically sound sector, where all stakeholders, including operators and visitors alike, take responsibility for protecting the nation's rich natural and cultural heritage resources upon which many tourism businesses rely.

Despite our successes, 2007 brought along numerous challenges as well. Marine Atlantic's continually increasing fuel surcharges placed an unnecessary strain on our industry. Tourism is such a price sensitive industry that any change in transportation costs can translate to less visitors to our province. Implementing a quarterly evaluated fuel surcharge contradicts all of the efforts that the tourism industry has exerted in the past decade to convince officials that rates need to be stabilized. In addition, air access to the province continued to be an area of concern with the instability in lift capacity and pricing.

Our policy department will continue to lobby on your behalf to ensure that issues affecting the tourism industry are addressed and solved with you, the tourism operator, in mind.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bruce Sparkes'. The signature is fluid and cursive, written over a light-colored background.

President, Hospitality Newfoundland and Labrador

Marine Atlantic



The Marine Atlantic User's Group, which consists of HNL, St. John's Board of Trade, Canadian Manufacturers and Exporters - Newfoundland and Labrador Division, Newfoundland and Labrador Carriers Association and Atlantic Provinces Trucking Association, has been advocating for three primary priorities related to the Marine Atlantic Ferry Service, namely essential service designation, rate stabilization and a fleet reconfiguration strategy.

Despite the valiant efforts of the Marine Atlantic User's Group, progress has been challenging. Early in 2007 Transport Canada released the long-term strategy for Marine Atlantic that included the announcement of a possible fuel surcharge to be evaluated quarterly. This is the complete opposite of rate stabilization and HNL responded with a public release expressing disappointment. Since the announcement, Marine Atlantic has increased the fuel surcharge three times: in July it announced a fuel surcharge of 2%; in September the company announced a modified fuel surcharge increase from 2% to 3.1% and in December a further increase of 2.1% was announced for January 2008 bringing the total fuel surcharge to a disappointing 5.2%.

A fuel surcharge on passenger traffic contradicts all of the progress that our industry has made in the past decade to convince authorities that rates need to be stabilized. As fuel surcharges fluctuate

with the market price of fuel, it will make the cost of a crossing on the ferry unpredictable. Price fluctuations are not conducive to discretionary travel, as vacationers like certainty, and this may very well have a devastating effect on peak summer tourism travel, as fuel prices typically peak during the summer months. Despite this setback, HNL and the Marine Atlantic User's Group will remain diligent and continue to lobby for rate stability.

HNL has been firm in pressing the Government of Canada to make a commitment to vessel replacement. As Marine Atlantic investigates fleet renewal, HNL will provide insightful information into this process. With assistance from the Department of Tourism, Culture and Recreation, HNL will commission a study regarding passenger amenities on Marine Atlantic ferries. The study will investigate the types of amenities that will enhance passenger experience and that will best suit the traveling public for the next twenty years. An industry group has been formed to work with a consultant having expertise in ferry design and amenities to develop the report, which should be completed by May, 2008.

HNL and the Marine Atlantic User's Group continued to apply pressure to the Federal Government throughout 2007 in an attempt to have the Marine Atlantic Ferry service classified as an essential service.



Air Access

Air access has been one of Hospitality Newfoundland and Labrador's hottest priority issues for many years and 2007 was no exception. This year mirrored many of the challenges experienced in recent years, particularly in terms of instability in lift capacity and pricing. Affordability and availability of air access continued to cause a strain for both resident and non-resident visitors and created a heightened level of uncertainty regarding air access to this province.

Air access accounts for 80 percent of all visitors to this province. This is a staggering percentage and a powerful indication of the critical need to secure consistent, reliable, affordable air access for visitors travelling both to and throughout Newfoundland and Labrador. As a province at the end of a continent with such a heavy reliance on air access, all stakeholders (government, industry, airport authorities) should be more proactive in securing capacity. We have the opportunity to positively influence, attract and retain air capacity.

Air access is not only a key component to tourism development but to business development as well and it is a key factor in influencing the attraction of investment. New and existing businesses, including those operating within the tourism industry, need to know that they can successfully operate in Newfoundland and Labrador. Access to this province is critical in promoting a positive

business environment, encouraging job growth, and showcasing Newfoundland and Labrador in the national and international marketplace.

Early in 2007, HNL, in conjunction with the Newfoundland and Labrador Business Caucus (The Newfoundland and Labrador Business Caucus is a collaboration of nine business associations in Newfoundland and Labrador) spearheaded a needs assessment of the business community's air access requirements versus the air industry's product offerings. Atlantic Aviation Consulting, associated with Aviation Strategies International, was contracted to complete the study, which identified the current and immediate industry requirements for passenger and cargo (import and export in addition to the competitive factors or lack thereof). The first phase of this study was completed in early Spring and revealed a considerable opportunity exist between the needs of the business community and the present offering.

Currently the second phase of the Air Access study is being undertaken by the provincial Department of Transportation and Works. HNL is eagerly awaiting the results, which will provide further information in addressing air access issues. HNL suggested that such a key issue of concern for our industry requires an intergovernmental approach.

Priorities

Tourism Vision

In 2007, the Department of Tourism, Culture and Recreation, in conjunction with HNL, completed the development of the Strategic Plan for Tourism. A series of workshops held throughout the province in November as part of this plan helped set the vision for tourism in the province for the next ten years.

The plan looks beyond current practices and assesses the province's global competitive position as a tourism destination, in light of changing travel-planning motivation and behaviour. The workshops reviewed the consultant's initial findings in global trends in the tourism industry and gathered industry input in this key stage of the development of the Strategic Tourism Plan.

Further presentations on this plan will take place at Lookout! Tourism Summit 2008 and the plan is scheduled to be completed early in 2008.



Liquor Levy

The Supreme Court of Canada recently decided that retribution would be made to licensees because the Liquor Licensing Levy in New Brunswick was unconstitutional. HNL worked with the provincial government to discuss possible options for retribution for NL licensed establishments to avoid the cost and time frame involved with bringing it to the legal system. Discussions are ongoing.

Rental Cars

Availability of car rentals still remains an issue for visitors to this province. One tactic in dealing with this issue has been to



highlight the message of booking car rentals early. This is certainly a message that HNL members have relayed to their customers, and TCR noted this message will be further highlighted in the upcoming guide book. While this tactic is helping in our visitors' vacation planning, rental car availability still remains a concern. HNL and TCR propose to hold joint meetings with the various car rental agencies to further impress upon them the specific needs of the tourism industry.

Tourist Establishment Act

The Tourist Establishment Act, which is designed to ensure that establishments providing accommodations to tourists are inspected and licenced by the province, is inadequate. The Department of Tourism, Culture and Recreation concurs that the issue of enforcement needs to be addressed and has invited HNL to participate in a review of the Act which is scheduled to take place in 2008.





Signage

The Highway Signage Policy, introduced nearly a decade ago, has not been fully implemented as evidenced throughout various provincial highway corridors. HNL maintains that the current policy could be effective and attain the goals for industry if properly enforced. The Department of Tourism, Culture and Recreation (TCR) undertook a signage inventory in selected areas of the province in 2007 and submitted recommendations to Cabinet regarding necessary revisions to the Signage Policy and its enforcement.

HNL eagerly anticipates the recommendations and is committed to providing feedback and assisting in the process to ensure that the concerns of industry are identified and addressed.

Traveller's Guide

Redesigns of the 2007 Traveller's Guide and Tourism Website have been a concern for tourism operators since their release late last year. HNL, in consultation with its members, has attempted to clarify some of the major challenges presented by the format changes. Government agrees that the collection of consumer data will be critically important for future changes to these crucial marketing materials and efforts are currently underway to alleviate some of the problems.

Bed and Breakfast Tax Assessment

In February 2007, the Municipal Assessment Agency (MAA), the organization responsible for assessing property values throughout many parts

Newfoundland and Labrador, changed the method of determining which portion of bed and breakfast establishments would be subject to the business tax. The change to the formula used to calculate B&B business tax in Newfoundland and Labrador resulted in substantial increases for virtually all establishments; in fact, some B&Bs experienced a business tax increase in excess of 300%!

In November 2007, the Bed and Breakfast Association and several operators met with the MAA to discuss the negative effects of the change in formula. The group was successful and the MAA has agreed to postpone the new higher business assessments until April 2008. In the interim, a committee will be established to investigate a method of assessment that would be fairer to B&B operators. A second committee will be established with various town councils in order to review the whole concept of how B&Bs should be taxed for business purposes. The B&B Association will be placing a member on both committees and will be working with Hospitality Newfoundland and Labrador (HNL) to research B&B business tax practices in other jurisdictions and other provinces.



Priorities

Sustainable Tourism

HNL Commits to Sustainable Tourism

HNL signed Canada's Code of Ethics and Guidelines for Sustainable Tourism on behalf of the organization's members during the Tourism Awareness Week celebrations in June. Nationally, the Code of Ethics and Guidelines for Sustainable Tourism were developed by the Tourism Industry Association of Canada (TIAC) in partnership with Parks Canada and with support from the Canadian Tourism Commission. The Code's purpose is to lead the tourism industry in this country to build an economically sound sector, where all stakeholders, including operators and visitors alike, take responsibility for protecting the nation's rich natural and cultural heritage resources upon which many tourism businesses rely. You can view the Code on HNL's website: www.hnl.ca.

Georeferencing/Mapping Tourism Values

HNL took a proactive approach to resolving competing use issues with other resource industries in the province by initiating a Georeferencing of Tourism Values (GTV) project. Georeferencing is the mapping of resources.

In 2007, the pilot phase of the project (Phase I of III) characterized the natural values and resources used by the tourism industry and provided tourism operators with the mechanism to spatially display their values on the landscape. It enabled operators to clearly view on a map the resources in the region on which their businesses depend. Instigated by tourism operators in the Gros Morne region, who had grave concerns about the harvesting of forest resources, particularly in popular tourism areas, HNL established a working partnership with the Western Newfoundland Model Forest (WNMF) and the Centre for Environmental Excellence (CEE) and tourism operators in the region. When forest management plans began to include multiple values in their planning documents, it was always thought to be the responsibility of the forest industry to characterize these values. HNL would like to be a part of the solution to future land



use conflicts using GIS (geographic information system) technologies practiced in other sectors and currently being applied to this project.

Phase II involves making the geo-database and spatial information functional in a client-based, non-technical user-friendly environment. The Geospatial Research Facility (GRF) intends to introduce this pilot project to the tourism sector with a small sample of the online capabilities of ArcIMS viewer applications. The intent of this work is to enable internet viewing, sharing and access to the mapping values data gathered through the consultation process conducted in Phase I.

The third phase of this project will be to bring the methodology and technology from the first two phases to other tourism clusters in the province.

Coastal Regions Roundtable

In May, HNL held a roundtable conference with officials from provincial and federal governments, non-profit organizations and private industry to discuss the challenges, initiatives and solutions to the preservation of our coastal regions. The issues include building in or near sensitive ecosystems that house tourism values, protecting strategic coastal crown land and access routes, protecting strategic private coastal land with tourism values, protecting wilderness and watershed areas that are part of the tourism product or which impact the quality of the tourism product, and bringing the tourism use/cultural preservation perspective to decision-making in municipal and community planning.



Minimum Wage

HNL continues to call attention to industry's concern over the proposed rate of increase to the provincial minimum wage. HNL raised this issue when meeting with Minister Jackman in November, asking him to share these concerns with Cabinet. This was in follow up to a letter to Premier Williams in which HNL outlined the basis of these concerns.

HNL noted that few in our industry actually earn minimum wage and in fact, only seven percent of the province's workforce earns minimum wage - the market has been self-regulating. HNL's concern is based on the fact that minimum wage is used as a baseline and increasing this baseline will put unnecessary pressure on employers to increase wages.

If minimum wage increases to \$10.00 per hour by 2010, as had been earlier indicated, this will represent a 45 percent increase in minimum wage in three years. This will be particularly difficult for small businesses that are already struggling with a shrinking labour market.

HNL has asked to be part of the consultative process regarding further changes to minimum wage.

Research

In September 2007, Hospitality Newfoundland and Labrador sent correspondence to the provincial government to impress upon them the need to enhance research and analytical abilities within the Department of Tourism, Culture and Recreation. While we are enthused by the continuing commitments to enhance marketing dollars, these efforts could be in vain if we do not have relevant research about our visitors.

The last survey of visitors was conducted in 2004, which is in many ways already outdated. If tourism is going to continue to be a leading economic generator for this province, particularly in rural Newfoundland and Labrador, we need to make more informed and better decisions. Industry and government need the best intelligence possible. HNL is willing to assist by encouraging industry to participate in data collection.

Employer of Choice

The Employer of Choice designation was developed in 2007 and is being administered through Hospitality Newfoundland and Labrador and the Canadian Tourism Human Resource Council. Tourism employers in Newfoundland and Labrador can qualify for this national designation by completing on-line surveys for managers and employees. Businesses that meet the nationally determined benchmarks will be awarded this coveted designation.



Industry Development



Total Tourism Market Readiness

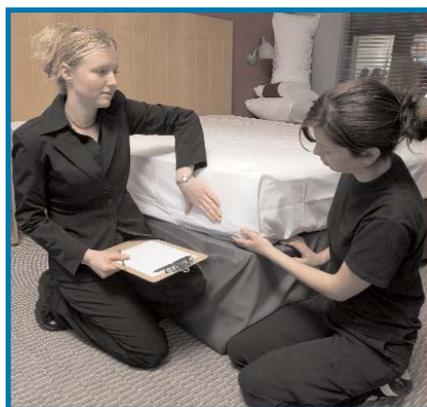
In February 2007, HNL, in partnership with the Irish Loop Tourism Association, launched a new program, Total Tourism Market Readiness, to enhance the experience of visitors and the viability of tourism businesses in the province. The program is a series of development activities designed to assist tourism business operators to increase their individual standards of excellence, to develop a solid business brand that fits well within the region, and to refine, enhance and help focus the tourism-related aspects of their business. Benchmarks for measuring quality of the tourism experience with each business are used to inspire both short- and long-term improvements. In addition to encouraging and enabling tourism businesses towards improvement, the Total Tourism Market Readiness program also provides suggestions for cross-selling, information sharing and the pooling resources among colleagues who have successfully completed the program.



Ready to Work

In February 2007, HNL, the Community Centre Alliance, Fortis Properties and the Department of Human Resources, Labour and Employment joined forces to offer an exciting new Ready to Work project. Fifteen extremely motivated candidates took part in a combination of *emerit* training and job shadowing. During the in-class portion of the program, candidates completed Tourism Essentials coursework for national recognition and SuperHost Atlantic customer service training. Additionally, Fortis Properties graciously opened their doors at both the Delta St. John's and the Holiday Inn to give candidates first-hand experience in the industry. Those who successfully completed the program were guaranteed an interview for upcoming housekeeping positions at these properties.

This venture is a perfect example of what can be accomplished when community groups, government and industry work together to develop mutually beneficial employment opportunities for people who want to build a career in the industry.



HR Best Practices

In 2007, HNL launched the Human Resources Best Practices project in order to help operators in the Tourism industry improve their human resource management practices. The tourism industry is currently experiencing labour shortages in several key areas and it is anticipated that this situation will continue to escalate as mature employees retire, the industry continues to grow, the number of young people in the province continues to decline and the competition for employees among various other industries intensifies.

The HR Best Practices project will assist in developing recruitment and retention best practices and tools for the tourism industry so that operators are better able to attract and retain skilled labour during these challenging times.

Tourism 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

2007 Award Winners

Quality Award - Colony of Avalon Foundation, Ferryland

Orchid Award - Hill Road Manor, Grand Falls-Windsor

Golden Umbrella Award - Sheila Kelly-Blackmore, St. Jude Hotel, Clarenville and Chad Hart, Charles R. Bell Limited, St. John's

Restaurateur of the Year - Lighthouse Picnics, Ferryland

Sustainable Tourism Award - Agvituk Historical Society, Hopedale

Cultural Tourism Award - Downhome Incorporated

H.Clayton Sparkes Accommodator of the Year Award - Harry Steele

Norman Parsons Memorial Award - Campbell House Bed and Breakfast, Trinity

Doug Wheeler Award - Ocean Net

Supplier of the Year Award - Hutton International Press, Mount Pearl

P.R.I.D.E. Award - Carriage House Inn, Grand Falls-Windsor

Tourism Atlantic Technology Award - The Beach House Rooms and Suites, Portugal Cove-St. Philips

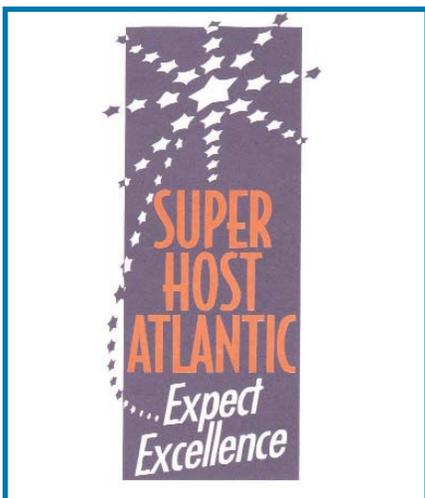
Cruise Vision Award - Adventure Canada

Ambassador of Hospitality Awards 2007
Terra Nova National Park, Kevin Collins, Targa Newfoundland, Dermot O'Reilly



During the 2007 Convention and Trade Show, the Supplier of the Year Award was presented by HNL to **Dan Hutton, Hutton International Press, Mount Pearl** for outstanding service in the supply of goods and services to the tourism industry. Also in 2007, Hutton International Press was a finalist for the Tourism Industry Association of Canada's Corporate Partner of the Year Award. (PHOTO: Dan Hutton (left) accepts the Supplier of the Year Award from HNL President Bruce Sparkes (right) during the HNL Convention and Trade Show.)

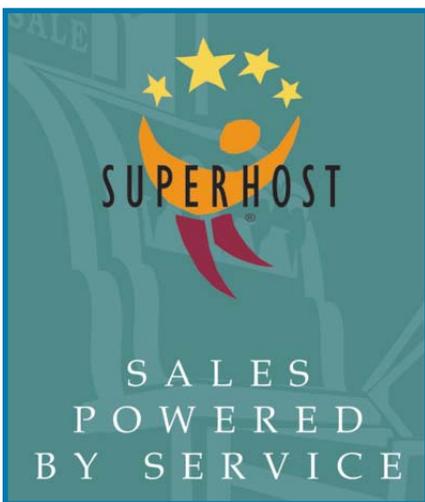
Professional Development



SuperHost Atlantic

More than 600 tourism employees from across the province participated in the *SuperHost Atlantic* customer service workshop in 2007.

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

More than 40 tourism professionals participated in *SuperHost: Sales Powered by Service* in 2007.

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 2007, 93 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 June 2007, HNL, in partnership with the Newfoundland and Labrador Liquor Corporation, developed and launched an on-line version of the Responsible Alcohol Service program, making it available on-line, 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 2007, 40 tourism employees completed their professional certification with an additional 38 having registered for the program. Since 1996, 452 individuals from various tourism occupations have been professionally certified.



Commitment to Excellence 2007-08

The following businesses qualify for the Commitment to Excellence 2007-08 program by having 30% of their employees Professionally Certified in tourism occupations.

Avalon

Colony of Avalon Foundation, Ferryland; 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; Irish Loop Tourism Association, Bay Bulls; Quidi Vidi Battery Provincial Historic Site, St. John's; Super 8 St. John's, 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

Eastern

Cape Bonavista Lighthouse Provincial Historic Site, Bonavista; Clarenville Inn, Clarenville; Hiscock House Provincial Historic Site, Trinity; Lester-Garland Premises Provincial Historic Site, Trinity; Marystown Hotel & Convention Centre, Marystown; Mockbegger Plantation Provincial Historic Site, Bonavista; St. Jude Hotel, Clarenville; Trinity Interpretation Centre Provincial Historic Site, Trinity

Central

Beothuck Interpretation Centre, Boyd's Cove; 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 2007-08 program by having 75% of their employees complete SuperHost Atlantic.

Avalon

Argentia Visitor Information Centre (Dept. TCR); Behind the Maples Bed & Breakfast, Dunville; Blueberry Hill Bed & Breakfast, Cavendish; Cape Race Heritage Inc.; Colony of Avalon Foundation, Ferryland; Comerford's Ocean View Suites, Holyrood; Hillview Terrace, St. John's; Inn By The Bay, Dildo; Irish Loop Tourism Association, Bay Bulls; Spa at the Monastery & Suites, St. John's; Southern Shore Folk Arts Council, Ferryland; Super 8 St. John's, St. John's; The Guv'nor, St. John's; The Ramada, St. John's; The Woods, Mount Pearl; Villa Nova Bed & Breakfast, Conception Bay South; Whitbourne Visitor Information Centre (Dept. TCR); Wildland Tours, St. John's; Wilderness Newfoundland Adventures, Cape Broyle

Eastern

Campbell House, Trinity, Trinity Bay; Clarenville Inn, Clarenville; Clarenville Visitor Information Centre (Dept. TCR); Heritage Run Tourism Association, Marystown; Hiscock House Provincial

Historic Site, Trinity; Island View Hospitality Home, Clarenville; Lester-Garland Premises Provincial Historic Site, Trinity; Kilmory Resort, Swift Current; Marystown Hotel & Convention Centre, Marystown; Sherwood Suites, Port Rexton; Spanish Room Manor, Spanish Room; St. Jude Hotel, Clarenville; Trinity Interpretation Centre Provincial Historic Site, Trinity

Central

Another Newfoundland Drama Company Inc., Grand Falls-Windsor; 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 Visitor Information Centre (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; Fisherman's Landing Inn, Rocky Harbour; Inukshuk NL Art Inc., Wiltondale; Middle Brook Cottages & Chalets, Glenburnie; Port aux Basques Visitor Information Centre (Dept. TCR); Tickle Inn at Cape Onion, Cape Onion

Labrador

Alexis Hotel, Port Hope Simpson; Davis Bed & Breakfast, Happy Valley-Goose Bay; Deer Lake Visitor Information Centre (Dept. TCR); 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 2007. Scott Penney, Regional Coordinator and Brenda Hodder, Labrador Regional Representative were responsible for membership recruitment and retention and creating a presence for HNL in their regions. Membership and Sales Coordinator, Margie Davis, was 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 2007.



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

Executive Committee, Board of Directors and Staff

Executive Committee

Bruce Sparkes, City Hotels,
President

Bronson Short, Humberview B&B,
Treasurer

Stan Cook Jr., Wilderness
Newfoundland Adventures,
Past President

Maria Matthews, Vision the Atlantic
Canada Company, *Vice President*

Jill Curran, Lighthouse Picnics
Secretary

Board of Directors

Barb Genge, Tuckamore Lodge,
Western Representative

John Fisher, Fisher's Loft Inn,
Strategic Plan Committee

Peter Fenwick, Inn at the Cape,
B&B/Country Inns Association of NL

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

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

Rex Avery, Steele Hotels,
*Hotel/Motel Association of
Newfoundland and Labrador*

Dave Lough, Federal Representative,
Ex-officio

Kelly Finlay, Destination St. John's,
Avalon Representative

Rick Stanley, Ocean Quest
Director at Large

Gina Hodge-Noordhof, Valhalla B&B,
CTC Representative

Keith Keating, Town of Marystown,
Eastern Representative

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

Jen Barbour, Jen's Kitchen, *NL
Restaurant and Foodservices
Association*

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

Trevor Stuber, The View Golf &
Lodging, *Campgrounds & Attractions
Association*

John Dicks, Steele Hotels, *Director
at Large*

Pete Barrett, Experience Labrador,
Adventure Tourism Association of NL

Wade Gravelle, West Side Charlies,
Lounge Sector Representative

Staff

Nancy Healey, *Executive Director*

Shari Palmer, *Professional
Development Coordinator*

Bill Luby, *Total Tourism Market
Readiness Coordinator*

Juanita Ford, *Manager of Programs
and Projects*

Leslie Thomas, *Professional
Development Coordinator -
Certification*

Minerva King, *Office Administrator*

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

Catherine Walsh, *Professional
Development Coordinator, Ready-to-
Work*

Joanne Gabriel-Janes,
Communications Officer

Karen So, *Accountant*

Brenda Hodder, *Labrador
Representative*

Craig Foley, *Technology Resource
Coordinator*

Stella Ruddock, *Assistant
Professional Development
Coordinator*

Scott Penney, *Regional Coordinator*

Margie Davis, *Membership and
Sales Coordinator*

Throughout 2007, 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 Arnolds Cove Bauline East Bay
Bulls Bay Roberts Bonavista Brigus Burin
Burin Bay Arm Cape Broyle Carbonear
CBS Chapel Arm Churchill Falls Clarenville
Clarkes Beach Colinet Corner Brook Cupids
Deer Lake Dildo Dunfield Dunville Elliston
Ferryland Fortune Frenchman's Cove
Freshwater Gander Goobies Goose Bay
Goulds Grand Bank Grand Falls-Windsor
Happy Valley Harbour Grace Holyrood
Hopedale Labrador City Lewins Cove
Makkovik Marystown Mount Pearl Nain North
West River Placentia Port aux Basques Port Blanford
Port Rexton Port Union Portugal Cove Portugal Cove South Pouch
Cove Princeton Rocky Harbour Salmonier Shoal Harbor Spanish
Room Springdale St. John's St. Lawrence St. Mary's St. Philips St.
Vincents Steady Brook Stephenville Swift Current Terra Nova Tors Cove Trepassey Trinity
Trinity Bay Wabush Winterbrook Witless Bay

