



2008 Annual Report

A Year of Change



MESSAGE from the Chair



Bruce Sparkes
HNL Chair 2008

Dear Members and Partners:

At Hospitality Newfoundland and Labrador, 2008 was all about change. After 25 successful years as the industry association representing tourism operators and partners throughout the province, HNL redefined how it operates to better represent the tourism industry in the future. I submit to you the 2008 Annual Report. It is less a synopsis of 2008 as it is an overview of the foundation we laid for 2009 and beyond.

The Board of Directors, staff and countless volunteers worked hard this past year to improve how HNL performs its vital role in the province by developing a new Governance structure for the organization. This is a monumental step for HNL. The new Governance structure will allow HNL to focus on strategic tourism issues and provide a new level of support in identifying opportunities and addressing challenges. The impact that a new HNL Governance structure will have on the industry's ability to strategize and advocate on behalf of the industry cannot be overstated. The new Board will be focused and responsive – it will be cohesive and more effective.

Government, HNL and our many partners throughout the province have also finalized *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism (Vision 2020)*. Vision 2020 will guide all private and public stakeholders to work collaboratively in achieving specific goals for tourism. It will require a strong partnership among the tourism industry and government to achieve it. All of us have to be cohesive and connected in the approach. We all have a role to play.

The growth of the tourism industry is vital to the economic well-being of Newfoundland and Labrador. While global economic uncertainty threatens consumer confidence, now of all times, it is imperative that we make smart business decisions that will allow our industry to weather any negative impact and to build a solid foundation for the future.

In closing, thank you for the honour of representing you as Chair of our tourism industry association. I look forward to an unprecedented level of collaboration among all tourism partners in 2009.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bruce Sparkes'.

Bruce Sparkes
Chair

“The first step towards getting somewhere is to decide that you are not going to stay where you are”

J.P. Morgan

PROVIDING LEADERSHIP

HNL's New Governance Structure

HNL's new governance structure was established throughout 2008 and was met with unanimous support from HNL's membership at the Special General Meeting which took place at the Delta St. John's Hotel and Conference Centre on November 18th.

The new Board will be reduced in number from 25 directors to a maximum of 12 directors. The Board will be comprised of seven (7) at-large director positions; three (3) sector association representatives (hotel/motel, bed and breakfast and restaurant) and two (2) appointees. There will no longer be an executive committee, instead the full Board will conduct all organization business at 8-10 meetings per year and through Subcommittees of the Board. There will still be three officers of the organization: Chair, Vice-Chair and Secretary/Treasurer. Board positions will now be filled through a mail in ballot process rather than voting during the AGM. This allows all members the opportunity to both run for and elect their association's leadership.

The new board will be announced at the 2009 Lookout! Tourism Summit and various committees focusing on major tourism issues will be developed shortly thereafter. A copy of the governance report, new bylaws and other important information is available at www.hnl.ca for your review.

HNL's Silver Anniversary Scholarship

In honour of HNL's 25th Anniversary, the Silver Anniversary Scholarship was established to invest in future leaders and to give back to members. For 25 years, HNL member businesses have provided solid support to the industry association so that HNL can perform its vital role in the province. Each year, the Scholarship will help two HNL member businesses to assist their sons or daughters in the pursuit of post secondary education.

On November 18th, 2008, HNL proudly presented the association's two inaugural Silver Anniversary Scholarships to Shaundel Leamon of Corner Brook and Marieke Gow of St. John's. Shaundel's father is Shawn Leamon, owner/operator of Blow Me Down Ski Park in Corner Brook. Marieke's mother is Tineke Gow, owner/operator of Campbell House and Artisan Inn in Trinity.

HNL's Silver Anniversary Scholarship is proudly supported by:

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

Each recipient received a \$1500 scholarship.

Uncommon Potential: A Vision for Newfoundland and Labrador Tourism

HNL has worked with the Department of Tourism, Culture and Recreation and its many partners throughout Newfoundland and Labrador to finalize *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism*.

Uncommon Potential: A Vision for Newfoundland and Labrador Tourism provides a blueprint for extraordinary growth. It addresses the real and perceptual barriers facing our industry and it challenges us to come together as entrepreneurs, industry partners, and government to grow our industry to new heights: to double the annual tourism revenue in Newfoundland and Labrador by 2020.

Uncommon Potential will be officially launched during 2009 Lookout! Tourism Summit .



BUILDING SUSTAINABLE TRANSPORTATION

Marine Access

The tourism industry in Newfoundland and Labrador is dependent on affordable and reliable service provided by Marine Atlantic Inc.'s ferry service between Nova Scotia and Newfoundland and Labrador.



HNL has developed a cooperative relationship with Marine Atlantic Inc.'s senior management and continues to participate in regular stakeholder meetings.

MV Vision

In December 2008, the *MV Atlantic Vision* was unveiled in St. John's marking a bright spot in the aging Marine Atlantic Inc. fleet. The ship hosts modern decor and a level of quality and service that passengers can rejoice in experiencing.

HNL is optimistic that the acquisition of this new vessel is the first step in the long term revitalization of the Marine Atlantic Inc. service. While the acquisition of the *MV Atlantic Vision* and the recent decrease in the fuel surcharge have addressed many of the short term issues, long term investment in recapitalization is imperative. Improvements to Marine Atlantic Inc.'s existing facilities and fleet must receive priority in order to achieve the province's long term economic goals. Outdated services and weak amenities will not leave the lasting impression of the province the industry is working so hard to achieve.

Passenger Amenities Survey

In October, HNL completed the final report of the *Passenger Amenities for the Future Marine Atlantic Fleet*. The report includes extensive research of Marine Atlantic's amenities, including passenger surveys and comparisons to similar national and international ferry services. HNL has presented the document to Marine Atlantic and other stakeholders as a means of working towards future improvements to existing Marine Atlantic services. A final copy of the report is available at www.hnl.ca.

Fuel Surcharges

2008 was a tumultuous year for oil prices causing the price of fuel to soar. As such, the rise in fuel prices was felt by Marine Atlantic, passenger airlines and touring charters. The increased operating costs were passed on to travelers in the form of fuel surcharges causing the costs of travelling to rise dramatically. Fuel surcharges fluctuate with the market price of fuel which makes the cost of using the transportation unpredictable. Price fluctuations are not conducive to discretionary travel, and any increase in travel is particularly problematic during peak summer tourism travel.



HNL opposed the implementation of all fuel surcharges, especially those implemented by Marine Atlantic Inc., which increased prices from 9% to 27.7% on July 1st, 2008.

BUILDING TRANSPORTATION NETWORKS

Air Access

Air passenger travel accounts for approximately two-thirds of non-resident visits each year. The number of non-resident air visitors reached an estimated 308,200 to the end of October 2008, an increase of 3.8% over the same period last year. As transport via air travel continues to account for more visitor traffic than all other modes of transportation combined, it requires a great deal of attention.

HNL continues to forge positive relationships with key transportation providers in an effort to improve access to and from our province to meet the demand for affordable, accessible, and quality transportation. HNL is also eagerly anticipating the release and implementation of the provincial Air Access Strategy and will work with government and key industry stakeholders to implement its recommendations.

Car Rentals

Availability of rental cars in the peak season is still a major concern for visitors and tourism operators in the province. While the tactic of encouraging travelers to book early has had some positive impact, HNL continues to work to find solutions to the underlying problems behind the shortage.

Local rental agencies have been cooperative in helping HNL to understand the issues including a complex myriad of operational policies, which place the economy as a major variable. HNL continues to work with agencies and partners to discuss possible solutions. An important step is to expand travel demand beyond the peak summer season into spring and fall.

Signage

In July 2008, HNL responded to the Department of Tourism, Culture and Recreation's proposed Tourist Oriented Directional Signage (TODS) Policy. As the voice of tourism operators in the province, HNL requested involvement in the implementation process and offered various recommendations that will allow the policy to move forward while keeping the local operator in mind. At consultation sessions held throughout the province, HNL heard from operators and other stakeholders who were concerned about the proliferation of both approved and unapproved signs. The number of signs has become a liability to the reputation of Newfoundland and Labrador in delivering on its "uncluttered and natural" promotional promises.



HNL stressed the importance of proper communications to operators and for the changes to be cost effective. Many small tourism businesses and not-for-profits are often faced with scarce resources to purchase signage and will have difficulty replacing their billboard signs with TODS signs.

As Government moves forward with the implementation of new tourism signage, there is also an opportunity to ensure that other visitor services infrastructure and promotional avenues are people-focused and professional. For example, technology as it relates to wayfinding has advanced dramatically; global positioning systems offer instant navigational information and tools to travellers. Also there are many examples of locations throughout the province where green and white guide signage deficiencies can be addressed.

Inconsistencies in enforcement of the current policy led to its declining effectiveness. Many operators remember the frustration and annoyance of having their permitted signs removed while other unapproved signs were left standing. HNL has stated emphatically that the success or failure of a new system rests primarily with government's commitment of time, effort and resources.

DEVELOPING A SUSTAINABLE INDUSTRY

Land Use Management

Tourism operators throughout the province rely heavily on the natural beauty of the province to enhance their businesses and encourage travel demand. Over the past number of years, many tourism operators have had land use planning and resource development issues negatively impact their tourism products and investment.

HNL, government and many other partners have worked together to identify resolutions to these issues as they occurred. For instance, HNL partnered with the Model Forest of Newfoundland and Labrador, the Centre for Environmental Excellence, and the Geospatial Research Facility on a Georeferencing of Tourism Values project in 2006-2007 in the Humber Valley corridor to Gros Morne National Park. HNL was also engaged with Corner Brook Pulp and Paper, Tourism, Culture and Recreation and Forest Resources over the past year to help resolve a viewshed conflict in another part of the Humber Valley region. HNL met with Corner Brook Pulp and Paper, were given a tour of the proposed harvesting areas and opened the lines of communication with each other.



Unless there are overarching provincial policies and processes, the tourism industry and other stakeholders will continue to be involved in time-consuming individual competing uses issues and the industry will not develop in a sustainable way. HNL is advocating that government takes a leadership role in identifying Newfoundland and Labrador's resource management principles for tourism. The tourism industry and our partners also need to educate ourselves about the issues and strive for solutions.

WERAC

In late 2008, HNL met with the Wilderness and Ecological Reserves Advisory Council (WERAC), an independent group of citizens appointed by Government to make recommendations on reserve creation to Government. HNL and WERAC met to identify opportunities for collaboration and open the lines of communication. WERAC and the Department of Environment and Conservation will be attending HNL's Lookout! Tourism Summit 2009.

Total Tourism Market Readiness

The Total Tourism Market Readiness (TTMR) program is a partnership between HNL and the Irish Loop Tourism Association, Tourism, Culture and Recreation, Innovation, Trade and Rural Development and Atlantic Canada Opportunities Agency. 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.

By creating partnerships, developing a mentoring program and conducting market research, the TTMR program has met all outlined goals for 2008. Twenty-five tourism operators from the southern Avalon have completed the program. The program website is, www.marketreadynl.com.

Partnership Mentoring

In 2008, HNL partnered with the Department of Tourism, Culture and Recreation and the Atlantic Canada Opportunities Agency to deliver two new workshops on packaging and partnerships - Perfect Fit and Partners Plus. The Perfect Fit workshop is designed to provide participants with the foundations of product planning, marketing and distribution. Workshops were held in Carbonear, Ferryland and St. John's throughout October 2008. The Partners Plus workshop gives operators information on expanding their distribution channels to include the Travel Trade. A single workshop offering was held in St. John's in October 2008.

See also Package to Performance, page 7

MAINTAINING A DYNAMIC WORKFORCE

SuperHost Atlantic

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.



More than 400 tourism employees from across the province participated in the *SuperHost Atlantic* customer service workshop in 2008.

Responsible Alcohol Service

The Responsible Alcohol Service program helps businesses identify ways to reduce alcohol-related risks while maintaining or enhancing profits.



In 2008, 108 beverage servers participated in Responsible Alcohol Service. Certifications were achieved using the on-line version of the program or through correspondence.

Temporary Foreign Workers

In 2008, HNL in partnership with the Canadian Tourism Human Resource Council began a three year project to increase the awareness of the Temporary Foreign Worker program in Newfoundland and Labrador as an alternative labour pool to assist tourism operators in the province who are dealing with a labour shortage. HNL will also be assisting tourism operators who want to pursue a Temporary Foreign Worker application.

Career Awareness

Increasing the awareness of career opportunities in the tourism industry is a primary focus of HNL. In partnership with the Canadian Tourism Human Resource Council and Tourism, Culture and Recreation, through the Discover Tourism program and marketing campaign, HNL is engaged in spreading this message. In 2008, HNL held 72 meetings with stakeholders, delivered 27 presentations, participated in 14 career/job fairs and placed five ads promoting career opportunities.

Ready to Work

Ready-to-Work is a national skills development program designed to assist people with transitions in the workforce and operates on the premise of community partnerships. HNL's current partnerships are with Fortis Properties and the Association of New Canadians' English for Work Program.



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

Year one of the HR Best Practices project is now complete. HNL conducted a workshop series and has completed 10 case studies on Newfoundland and Labrador tourism operators' retention and recruitment strategies.

In Year two, the project will continue to 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.

MAINTAINING A DYNAMIC WORKFORCE

Minimum Wage

On June 30th, the Provincial Government announced that it will proceed with a plan to increase the minimum wage to \$10 per hour by 2010. Over the next two years, the Provincial Government will increase the minimum wage for provincially regulated workplaces in planned intervals through a schedule of four 50-cent increments.

An increase was implemented on January 1, 2009 and supplementary increases will follow on July 1, 2009, January 1, 2010 and end with the final increase on July 1, 2010.

HNL has corresponded with the Department of Human Resources Labour and Employment about these increases advocating that the province identify initiatives to help alleviate the financial burden for employers associated with rising labour costs.

emerit[®] Professional Certification

emerit[®] 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 2008, 159 on-line occupational training and business planning tools were sold and 125 workbooks, paper-based standards and video sales were made. Since 1996, 460 individuals from various tourism occupations (i.e. food and beverage server, heritage interpreter, front desk agent, etc.) have achieved their certifications.

Package To Performance

The Package to Performance Session centered on the tactical steps to finalizing and implementing new packages and partnerships. Delivered by Eva Gutsche of STEM Consulting & Marketing Inc, participants received **one-on-one consultations** to help bring business ideas to the market.

As part of the consultations, participants received four hours of one-on-one mentoring plus the Perfect Fit, Partners Plus, and emerit[®] Business Builders CD-Rom resource material. Participants automatically qualified for a free placement of their business package on www.NewfoundlandLabrador.com.

The session was delivered as a partnership between HNL, the Department of Tourism, Culture and Recreation and ACOA.

**News
Highlight!**



HNL Staff Participate on Assessor Team at *The Plaza* in New York

After the world renowned Plaza in New York completed a 400 million dollar restoration, hotel administration selected *emerit* as the program of choice to ensure hotel staff were properly trained to five star standards.

The Plaza sought *emerit* professionals to act as assessors and after a national search, HNL staff members, Leslie Thomas and Juanita Ford were selected. Leslie and Juanita traveled to New York twice in 2008 to work with The Plaza's HR team to assess staff skills.

MAXIMIZING TECHNOLOGY RESOURCES

Tourism Technology

Connectivity within the industry is essential. Without it, our tourism industry cannot remain competitive in the rapidly changing online environment or offer visitors a world-class experience. It is imperative that operators embrace technology to the fullest and understand how it can give them a competitive advantage.

TourismTechnology.com was established to promote and enhance technology integration within the tourism sector. This partnership includes the four Atlantic Tourism Industry Associations, the four Atlantic Provincial Governments, and the Tourism Atlantic branch of the Atlantic Canada Opportunities Agency (ACOA).



TourismTechnology.com has developed initiatives focused on enhancing technology applications and providing training for tourism operators across Atlantic Canada. Technology mentoring sessions allow tourism operators to receive one-on-one instruction with a Technology Resource Coordinator. Sessions acquaint operators with the basics of technology to get technology working for them.

Technology Support Help Desk & Mentoring

2008 was a busy year for HNL's Technology Support Help Desk. As more operators jumped on board with using more technology to run their businesses, HNL's help desk provided quick answers to many little problems. The Help Desk is open to all members of HNL and can help guide members through new technology processes.

Many members also took advantage of available Technology Mentoring sessions offered by HNL's Technology Resource Coordinator. Sessions involve one-on-one instruction and website examination. Participants leave with practical applications to help their technology work better for their own business.

Members Online by '09

In the Fall of 2008, HNL took a stand in support of technology. The role of technology in influencing communications and business practices led HNL to require that all members have an active e-mail address by 2009. HNL will begin switching all member communications to electronic correspondence only, except for the quarterly Tourism Times. Aside from being an important business management tool, email helps save on postage, envelopes, paper and time for processing.

To assist members in making the transition, technology support was offered by HNL's Technology Help Desk – a free benefit for HNL members.

At the start of the campaign, approximately 20% of the HNL membership **did not** actively use their email addresses for regular communications. By the end of the campaign, 93% of the HNL membership were using active email accounts.

Icebergfinder.com

Icebergfinder.com utilizes satellite imaging and technology to locate icebergs off the coast of Newfoundland and Labrador. It provides up-to-date iceberg information and helps answer the one question that has plagued tourists for generations - "Where can I go to see an iceberg?"

Since the sites inception on May 3rd 2006, there have been 210,000 visitors, 1 million page views, with 142 countries viewing the contents of Icebergfinder.com.

The website illustrates the location of icebergs along the coast of Newfoundland and Labrador using real-time satellite radar data and highlights local communities, visitors and tourism operators in the province. Icebergfinder.com also provides historical information for visitors planning trips to the province as well as providing educational information about icebergs and satellite radar to those interested.

Hospitality Newfoundland and Labrador, C-CORE, in conjunction with the Canadian Space Agency, and the Department of Tourism, Culture and Recreation, are partners in this project.



CELEBRATING EXCELLENCE AND PARTNERSHIPS

2008 Award Winners

Tourism Champion Award - Kathryn Elliot, volunteer curator, Corner Brook Museum and Archives

Corporate Partner of the Year - Provincial Airlines Limited, St. John's

Accommodator of the Year - Clayton Sparkes Award - Delta St. John's Hotel and Conference Centre

P.R.I.D.E Award - Mary Hayes, Cantwell House, St. John's

Norman Parsons Memorial Award - Patricia Devine, Island View Hospitality Home, Clarenville

The Cruise Vision Award - Dave Snow, Wildland Tours, St. John's

Cultural Tourism Award - Shirley Monatgue, musician and storyteller

Tourism Atlantic Technology Award - The Dark Tickle Company, Griquet

Doug Wheeler Award - John & Peggy Fisher, owners and operators of the Fisher's Loft Inn, Port Rexton

Events

Lookout! Tourism Summit 2008 - February 14-17, 2008

A new look for HNL's Annual Convention and Trade Show was revealed in 2008. The event was rebranded Lookout! Tourism Summit, a brand that can provide continuity each year. In 2008, the Summit was held in Gander and was met with the event's usual success. Over 400 delegates participated in the three-day event which focused on celebrating the achievements of HNL's 25th year and enhancing its focus for 2008 and beyond.

Tourism Awareness Week - June 2-8, 2008

Minister of Tourism, Culture and Recreation, the Honourable Clyde Jackman helped HNL kick off Tourism Awareness Week with a press release acknowledging the support HNL has given to the tourism industry over the last 25 years. Tourism Awareness Week focused on the exceptional quality of the products and experiences available in Newfoundland and Labrador. HNL communicated these messages through media activities including an NTV Weather Hit, interviews with community cable channels, including Out of the fog, My Town, and Skyways, and through public service announcements to community channels throughout the province.

HNL's Annual Golf Tournament and Spa Experience - September 16th, 2008

This year HNL put a different spin on the annual golf tournament by adding a spa component for those less "golf-inclined." Terra Nova Golf Resort hosted the event on September 16th, 2008. Over 90 golfers and spa goers were in attendance making the event a tremendous success. Providing spa services for the day were graduating students from Academy Canada's Faculties of Esthetics and Massage Therapy, which included, manicures, pedicures and massages.

Professional Development and Training Forum - October 15th, 2008

Hospitality Newfoundland and Labrador in partnership with the Department of Tourism, Culture and Recreation held a Tourism Professional Development and Training Forum on Wednesday, October 15, 2008 at the Ramada Hotel in St. John's. The purpose of the Forum was to start discussions on a training needs assessment and begin planning for the next five years. Over 30 stakeholders from across the province attended and shared information about current provincial Professional Development and Training they are participating in and the requirements for the future.

Special General Meeting - November 18th, 2008

On November 18th, 2008, HNL held a special General Meeting of the membership at the Delta St. John's Hotel and Conference Centre. After working on a new governance structure for HNL, the meeting was held to ratify the new bylaws of the Association. Approximately 50 people were in attendance to review and vote on the new governance structure. The vote was unanimous and the new structure will be put in place in 2009.

Also during the Special General Meeting, the Tourism Vision Steering Committee presented the seven strategic priorities of the Vision for Newfoundland and Labrador tourism. Various pieces of feedback were received by the committee to take into consideration during the completion of the Vision.

EXECUTIVE COMMITTEE, BOARD OF DIRECTORS & STAFF

Executive Committee

Bruce Sparkes, Clayton Hospitality Inc., *President*

Maria Mathews, Vision, the Atlantic Canada Company,
Vice President

Bronson Short, Humberview Bed & Breakfast,
Treasurer (up to Sept. 2008)

Jill Curran, Lighthouse Picnics, *Secretary*

Stan Cook Jr., Stan Cook Sea Kayaking
Adventures, *Past President*

Board of Directors

Barb Genge, Tuckamore Lodge,
Western Representative

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

Dave Lough, Federal
Representative, *Ex-Officio*

Gina Hodge-Noordhof, Valhalla
Bed & Breakfast, *CTC Repre-
sentative*

Jen Barbour, Jen's Kitchen,
*Restaurant Association of
Newfoundland and Labrador*

John Dicks, Steele Hotels,

John Fisher, Fisher's Loft Inn,
Vision Steering Committee

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

Keith Keating, Town of Marystown,
Eastern Representative

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

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

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

Rick Stanley, Ocean Quest,
Director at Large

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

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

Wade Gravelle, West Side
Charlies, *Lounge Sector
Representative*

Todd Wight, The Ocean View
Hotel, *Western Representative*

Staff

Carol-Ann Gilliard, *Chief Executive Officer*

Juanita Ford, *Manager of Programs and Projects*

Lynn Taylor, *Policy Manager*

Karen So, *Accountant*

Craig Foley, *Technology Resource Coordinator*

Leslie Thomas, *emerit Resources Coordinator*

Emily Dinn, *HR Resources Coordinator*

Elaine Cole, *Membership and Communications
Coordinator*

Catherine Walsh, *Ready-to-Work Coordinator*

Bill Luby, *Total Market Readiness Coordinator*

Minerva King, *Operations and Projects Coordinator*

Kimberly Street, *Professional Development Coordinator –*

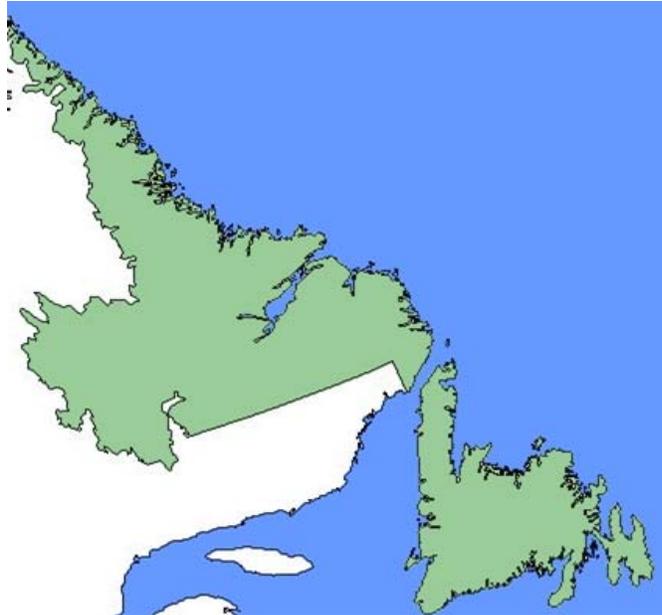
Brenda Hodder, *Labrador Representative*

ON THE ROAD AGAIN!

Throughout 2008, HNL's Executive Committee, Board of Directors and employees hosted events or professional development sessions, attended regional meetings, made presentations and visited members in all regions of the province.

Here is a snapshot of some of those places...

Baie Verte - Battle Harbour - Bay Bulls - Bay Roberts - Bonavista - Brigus - Cape Broyle - Carbonear - Cartwright - Clarenville - Corner Brook - Cow Head - Elliston - Ferryland - Gander - Glovertown - Goulds - Grand Falls-Windsor - Greenspond - Happy Valley-Goose Bay - Marystown - Musgravetown - Placentia - Point Amour - Port Aux Basques - Port Blandford - Port Union - Princeton - Rocky Harbour - Roddickton - Rose Blanche - Salmonier - Springdale - St. Brides - St. John's - Stephenville - Swift Current - Witless Bay



HNL's 2008-2009 Industry Partners

