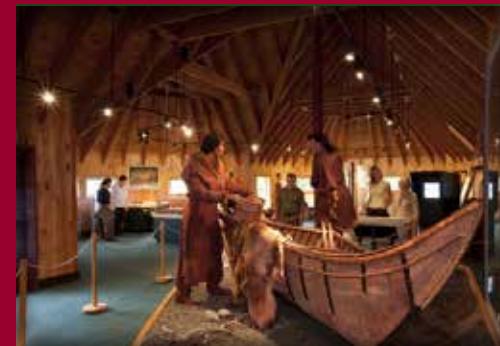




# Resource Guide





# Introduction

Tourism is a diverse and dynamic industry that encompasses over 2700 businesses and employees over 20,000 people in every nook and cranny of the province. This guide provides a summary of resources available and the contact information for program leaders. Tourism stakeholders are encouraged to use the Resource Guide to find out more about what is available to them.

There is power in our people. Providing them with the skills and knowledge they need to provide authentic hospitality and experiences to travellers will help build a sustainable tourism industry that showcases the very best of what we have to offer and contributes to a society that provides memorable experiences for residents and travellers alike.



# Resources

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# Experience Development

The 2017-20 Provincial Tourism Product Development Plan reflects the collective private-public tourism development priorities for the provincial tourism industry, along with integrating the regional Destination Development Plans for St. John's/Northeast Avalon, Eastern, Central, Western and Labrador.

The goal of the Provincial Tourism Product Development Plan is to guide and support the development of high quality, visitor-focused Newfoundland and Labrador brand experiences to double resident and non-resident visitor spending by 2020 to \$1.6 billion. This goal will be achieved through a collaborative approach among tourism stakeholders and partners to achieve experience development priorities in Newfoundland and Labrador.

The Provincial Tourism Product Development Plan provides an overview of the four areas of focus that will enable strategic private and public investment in tourism development for Newfoundland and Labrador to reach \$1.6 billion in visitor spending by 2020. Together, private, government and non-profit tourism partners will increase the number of high quality, Newfoundland and Labrador 'brand' tourism experiences to attract more visitors, encourage them to stay longer and experience more.

1. Creating and Delivering Brand Experiences: People and Program-Based
2. Enhancing Tourism Market- Readiness
3. Collaborating to Compete
4. Understanding Value and Success

The Provincial Tourism Product Development Plan and the five Destination Development Plans are available at:

<https://www.gov.nl.ca/tcar/sector-diversification-division/tourism-product-development2/>

## Creating Experiences: A Toolkit for the Tourism Industry

The Creating Experiences Toolkit is designed to help operators through the process of building tourism experiences. Included are tools and worksheets to help focus on the target audiences and business goals. Operators will find examples of successful operators who have embraced the spirit of experiential tourism. Their stories will ignite your passion and inspire you to create your very own unique experience for travellers to enjoy.

Tourism Development Officers are available for tourism product/experience development counselling for operators.

Contact information is available at:

<https://www.gov.nl.ca/tcar/#stpdd>



## Market Readiness Subsidy Program

The Market-Readiness program is designed to assist tourism operators enhance the quality and market-readiness of their tourism services, businesses and products. Market readiness is the creation and delivery of memorable, value-added, high quality products and experiences that meet and exceed the expectations of visitors. This program provides a 25% subsidy for one of the below programs once per year for one business or organizational representative.

### Eligible Programs

- **Best Practice Missions** - missions to other destinations designed to expose operators to successful development and marketing models. Primarily offered by Tourism Atlantic.
- **Gros Morne Institute for Sustainable Tourism (GMIST)** - programs focusing on experiential travel, marketing and sustainability.
- **Other initiatives** that address market-readiness for industry participants may be considered. Subject to approval by the Department of Tourism, Culture, Industry and Innovation.

### For more information:

John Angelopoulos, Manager

[johnangelopoulos@gov.nl.ca](mailto:johnangelopoulos@gov.nl.ca)   709-729-4518

# Experience Development

## Gros Morne Institute for Sustainable Tourism (GMIST)

GMIST advances the quality and success of Atlantic Canadian tourism operators through an array of training programs offered at the Institute. The objective is to enhance the quality and sustainability of outdoor/nature-based experiences afforded throughout Atlantic Canada by providing developmental training programs respecting: sustainable tourism practices, experiential tourism services and eco-adventure tourism. The Institute is located in beautiful Gros Morne National Park – Rocky Harbour, Newfoundland and Labrador.

### The Edge of the Wedge

The Edge of the Wedge is the premier experiential travel training program offered by GMIST. Set in the natural splendor of Gros Morne National Park, the program is an immersive, hands on opportunity that will increase your revenue potential and competitive market position resulting in new tourism experiences and long lasting community partnerships. And if that's not enough, you'll be aligning with how the provincial and national destination marketing organizations are selling Canada.

For more information:

<http://www.gmist.ca/courses/>

### Tourism Best Practices Missions

The Gros Morne Cooperative Association, in partnership with GMIST and Tourism Atlantic – ACOA, provide industry with a Tourism Best Practices program. The program is designed to expose private sector operators and representatives of sustainable tourism communities to successful tourism operators/entrepreneurs and outstanding products and create an environment of 'Competitiveness Through Best Practices.' It is intended that this exposure will stimulate the generation of new product ideas, improved practices in customer service, innovative operational techniques, sound planning models and partnership opportunities for the Atlantic tourism sector.

To find out more on how to participate in a mission:

<http://www.gmist.ca/tourism-best-practices/>

### Signature Experiences

Destination Canada's Canadian Signature Experiences (CSE) are a collection of once-in-a-lifetime travel experiences found only in Canada.

Experiences are the new 'currency' that differentiates tourism businesses and destinations around the world. They are expanding the ways travellers can engage with people, places and cultures. Highlighting some of the country's most innovative products for international visitors, CSEs show the world what Canada's tourism brand is all about.

To find out more on how to participate:

Erin Skinner, Market Development Specialist, International Travel Trade and Media Relations      [erinskinner@gov.nl.ca](mailto:erinskinner@gov.nl.ca)      709-729-4155

<https://www.destinationcanada.com/en/programs#signatureexperiences>



# Quality Assurance

As a destination that requires concerted effort to visit, the quality of the products, services and experiences must match the expectations of the sophisticated travellers that we attract. Implementation of the Tourism Assurance Plan (TAP) was the first step towards the formal enhancement of quality tourism products and services in Newfoundland and Labrador. The program ensures Newfoundland and Labrador's tourism industry is able to remain competitive with other national and international destinations by encouraging operators to meet the five minimum standards outlined in the Plan.

The evolution of Canada/Camping Select into Tourism Quality Assurance Newfoundland and Labrador (TQA) is another important move towards emphasizing the importance of quality. Through the introduction of new quality assurance programming, TQA will provide opportunities for operators to differentiate themselves based on quality

## **Access Advisor**

Access Advisor is a program that works to change how businesses and organizations see, approach and understand accessibility in everyday situations. Accessibility is no longer viewed as solely a wheelchair issue, rather the degree to which a product, service or environment is available to as many persons as possible – crossing all age groups, interests, activity levels and needs.

Making small changes can make a big difference! It may be as simple as easing the tension on a door, installing a hand rail, using lever handles or ensuring assistance is available if requested. Every facility can become more accessible. Becoming a participant of the Access Advisor program demonstrates your commitment to providing an accessible environment for all persons.

**Contact:**

Gail Dick, Manager and Senior Rating Advisor [gdick@canadaselectnl.com](mailto:gdick@canadaselectnl.com) 709-722-3133

## **Canada Select**

Canada Select is an industry driven, consumer sensitive rating program which provides the traveller with a consistent standard of quality for roofed accommodations. The ratings range from one to five stars and increase in half-star increments as the quality of the facility and services improve. A property must reach the minimum standard of a 1-star rating for clean, comfortable accommodations to be rated. All properties, regardless of their star level, must also meet stringent cleanliness and state of repair guidelines. Each category and star level has distinct criteria which must be achieved. In Newfoundland and Labrador, a Canada Select rating is required in order to receive a Tourist Establishment License from the Department of Business, Tourism, Culture and Rural Development.

**Contact:**

Gail Dick, Manager and Senior Rating Advisor [gdick@canadaselectnl.com](mailto:gdick@canadaselectnl.com) 709-722-3133

## **Camping Select**

Camping Select is a two-tiered system that rates both Facilities (F) and Recreation (R) for campgrounds giving visitors confidence that properties meet minimum national standards of quality. The ratings range from one to five stars and increase in half-star increments as the range and quality of facilities and services improve. In Newfoundland and Labrador, a Camping Select rating is required in order to receive a Tourist Establishment License from the Department of Tourism, Culture, Industry and Innovation.

**Contact:**

Gail Dick, Manager and Senior Rating Advisor [gdick@canadaselectnl.com](mailto:gdick@canadaselectnl.com) 709-722-3133



# Quality Assurance

## Tourism Assurance Plan (TAP)

The Tourism Assurance Plan (TAP) was introduced in 2013 as a voluntary program aimed at elevating the quality of tourism services and attractions throughout the province to ensure Newfoundland and Labrador's tourism industry is able to remain competitive with other national and international destinations.

TAP outlines five minimum standards which must be met for tourism services and attractions to participate in provincial marketing and development initiatives, qualify for membership in Hospitality Newfoundland and Labrador (HNL) and participate in partnership/membership activities with regional Destination Management Organizations (DMOs).

### **The five minimum TAP standards are:**

1. Ability to Communicate - Operators must:
  - be able to receive messages via telephone and business email address and respond to inquiries on a daily basis
  - have an online presence (Business Website, Facebook Business Page, Third Party Business Listing)
  - accept some form of electronic payment (Credit, Debit, Electronic Transfers)
2. Comply with Regulations – Operators must:
  - possess and maintain valid licenses, permits and all other regulatory requirements to operate
3. Maintain Liability Insurance – Operators must:
  - maintain current and sufficient levels of liability insurance
4. Deliver on Promises – Operators must:
  - deliver actual experiences and/or services being promoted and/or offered to the customer
5. Resolve Complaints – Operators must:
  - be in good standing with the Tourism Assurance Plan complaints procedure

For more information:

<https://hnl.ca/resources/category/tourism-assurance-plan/>



# Marketing

Delivering consistent brand messages and experiences at all levels of the tourism sector will ensure awareness of Newfoundland and Labrador remains high and will differentiate us from competing tourism destinations.

The marketing success we have enjoyed has well positioned us to convert interest into increased visitation. The marketing partnerships that have been created amongst tourism partners and individual tourism operators have enabled us to leverage our collective time and resources. By using marketing mediums and taking advantage of technology to reach travellers in a mobile-friendly way, we can leverage the excitement we have created.

## Social Media Marketing

Newfoundland & Labrador Tourism uses its social marketing tools (Facebook, Instagram, Twitter, and YouTube) to engage with visitors and to build its online presence and brand awareness. Specific objectives of the social media campaign include building brand awareness, increasing website traffic to NewfoundlandLabrador.com, increasing engagement, customer, and brand communications to positively influence brand perceptions/travel/trip planning and improving overall web presence within the context of a larger SEO and link-building framework. Newfoundland & Labrador Tourism aims to provide engaging and shareable content that provokes discussion and contribution to online travel discussions. It leverages social sharing tools to share content from NewfoundlandLabrador.com, the regional Destination Management Organizations (DMO), and individual tourism operators. Through social media, the Newfoundland & Labrador Tourism industry can collectively provide travellers with something to talk about and to share. Fueling these online travel conversations will lead to increased traffic on NewfoundlandLabrador.com and will motivate trip-decision making, thereby increasing leads back to tourism operators.

**#ExploreNL** Use the official hashtag when you post on Instagram and Twitter to join the conversation and make your post easier to find by people interested in Newfoundland and Labrador. **#IcebergsNL** You can use this hashtag to alert us when you post an iceberg picture. Please include the location and time. We can then share these images with our followers who are also interested in icebergs. **User Generated Content (UGC)** includes pictures and videos posted on social media by visitors, tourism operators, and local ambassadors. UGC images are shared by Newfoundland & Labrador Tourism on social media and are also pulled into most pages on NewfoundlandLabrador.com. You can help us by posting great photos on social media, tagging us and using the official hashtags #ExploreNL and #IcebergsNL. If your business is TAP approved we will add a link to your business profile in the photo to generate leads to your business.

Contact: Laurie Dempster [lauriedempster@gov.nl.ca](mailto:lauriedempster@gov.nl.ca) 709-729-2859

[IcebergFinder.com](http://IcebergFinder.com) is a website that helps visitors locate icebergs across the province using satellite technology and visual sightings from tourism operators and Visitor Information Centres (VICs). Help us plot icebergs in your region so we can drive visitors to your businesses. Contact your provincial VIC to become an ambassador, upload photos directly to IcebergFinder.com, and use #IcebergsNL and @IcebergTweets to join the conversation.

## Tourism “Open Mic” Program

Keep Newfoundland and Labrador Tourism informed of your tourism product offerings by making a presentation to the Tourism Team who are in contact with consumers, travel trade professionals and travel media. Help us supply them the current information on new product information and story ideas. We invite tourism operators, regional tourism associations, and destination marketing organizations with export – ready products to participate.

Contact: Linette Moores [linettemoores@gov.nl.ca](mailto:linettemoores@gov.nl.ca) 709-729-1537

# Marketing

## Packages Marketing Program

Packages expand your presence on NewfoundlandLabrador.com and expose you to over 1.2 million viewers. Participants in the Package Marketing Program received 46,000 referrals (i.e. click to website or mail address). On average, each participant received 550 referrals. Packages appear on NewfoundlandLabrador.com on the ‘Special Offers’ and in all of the relevant “Things to Do” and “Places to Go” sections. Packages are also featured in Special Offers eNews and within our relevant digital channels and social networks.

For technical assistance:

**Contact:** Shelley Magnusson, Internet Marketing Officer      [shelley.magnusson@gov.nl.ca](mailto:shelley.magnusson@gov.nl.ca)      709-729-5251



## Traveller's Guide and Website Business Listings

Newfoundland & Labrador Tourism produces the Annual Traveller's Guide and manages the consumer websites [NewfoundlandLabrador.com](http://NewfoundlandLabrador.com), [HuntingNewfoundlandLabrador.com](http://HuntingNewfoundlandLabrador.com) and [AnglingNewfoundlandLabrador.com](http://AnglingNewfoundlandLabrador.com). The Traveller's Guide and the websites provide trip planning information, and tourism business listings. Business listings are free to Newfoundland and Labrador operated tourism businesses. Tourism operators can promote their business(s) with a promotional description, up to 5 images, google mapping location(s), links to your website and social media channels, and Travel Offers, Experiences or Package Listings. There is no charge to participate.

## NL Tourism Operator Portal

To participate in these programs, tourism businesses must first register via the Newfoundland and Labrador Tourism Operator Portal, an online tool that allows tourism businesses to apply, edit and renew their own Business Listings and Images, submit Travel Offers/Experiences and Packages; apply and renew their Tourist Establishment Licences (accommodations, campgrounds and outfitters only), and submit their occupancy statistics (where required).

<https://www.nltourismoperatorportal.com/nlto/sfjsp?interviewID=SignOn>

Contact: NLTourism Operator Portal Team [NLTourismOperatorPortal@gov.nl.ca](mailto:NLTourismOperatorPortal@gov.nl.ca) 709-729-5599

## Picture Newfoundland & Labrador

Newfoundland and Labrador Tourism has an image database containing professional quality images, video, and film footage. This material is available to tourism-related enterprises for the development of advertising and marketing materials that promote Newfoundland and Labrador as a travel destination. Permission from the department is required for the use of this material, and partners must follow the department's image usage policy.

Contact: Andrew Weir [andrewweir@gov.nl.ca](mailto:andrewweir@gov.nl.ca) 709-729-5260

## Brochure and Literature Distribution

Newfoundland and Labrador Tourism operates a tourism literature distribution program which assists Newfoundland and Labrador tourism groups/associations and private sector tourism operators to distribute and display their Literature free of charge at provincial and regional Visitor Information Centres (VICs). This document describes the operational guidelines for this service - specifically the types of literature accepted for distribution; literature content and design specifications; and the distribution process.

Contact: Trudy Winter [TrudyWinter@gov.nl.ca](mailto:TrudyWinter@gov.nl.ca) 709-729-6150

# Marketing

## Visitor Information Centres

Newfoundland and Labrador Tourism operates eight Visitor Information Centres (VICs). St. John's International Airport and Deer Lake Airport are open year round. Port aux Basques, Deer Lake Highway, Notre Dame Junction, Clarenville, Whitbourne, and Argentia are open seasonally; from May to September. Newfoundland and Labrador Tourism also partners with regional VICs throughout the province. Visitor Information Counsellors are often the first personal contact for many visitors. They have a direct impact on the visitor's impression of our province and tourism revenues as they encourage longer stays and travel in all regions of the province. Our Counsellors speak with over 200,000 people every year. Let us know about your business and product offerings so our VIC staff can pass along valuable information to visitors.

Contact: Trudy Winter [TrudyWinter@gov.nl.ca](mailto:TrudyWinter@gov.nl.ca) 709-729-6150

## Highway Signage

### Tourist Oriented Directional Signage Program

Signage along Provincial maintained highways is offered to tourism operators under a permit system. Tourist Oriented Directional Signage (TODS) is the most universally accepted and widely-used approach for integrating public and private tourist services and attractions signage into the highway signage system. This is the primary highway signage system used throughout Canada, the United States and in most international jurisdictions.

<http://www.servicenl.gov.nl.ca/licenses/highway/index.html>

Contact: Jackie Harnum [JHarnum@gov.nl.ca](mailto:JHarnum@gov.nl.ca) 709-729-0089

## Consumer/Media Shows and Marketplaces

Travel trade, travel influencers and travel media are important to reaching potential consumers. Newfoundland and Labrador Tourism targets national and international travel trade partners and travel media through attendance at trade shows and marketplaces, sales missions, and promotions.

Should you wish to learn more about how you can participate, contact the following:

**Travel Trade:** Charlotte Jewczyk, Manager Travel Trade

[cjewczyk@gov.nl.ca](mailto:cjewczyk@gov.nl.ca) 709-729-0992

**Travel Media**

North America: Gillian Marx, Marketing Specialist Travel Media

[gmarx@gov.nl.ca](mailto:gmarx@gov.nl.ca) 709-729-2832

International: Erin Skinner, Market Development Specialist, International Travel Trade and Media Relations

[erinskinner@gov.nl.ca](mailto:erinskinner@gov.nl.ca) 709-729-4155

For more Marketing Partnership Opportunities with Newfoundland and Labrador Tourism:

[http://www.tcii.gov.nl.ca/tourism/tourism\\_marketing/index.html](http://www.tcii.gov.nl.ca/tourism/tourism_marketing/index.html)



# Training

To meet the evolving needs of travellers, the tourism sector needs skilled, knowledgeable employees and business people. Comprised of 2700 businesses, the tourism industry employs over 20,000 people, all of which must be empowered to be a unique part of enhancing the Newfoundland and Labrador experience. The provincial Skills & Knowledge program will contribute to developing a training culture within the industry that will help raise the bar for quality and service. The alignment with education and training providers will support employers and employees with professional development opportunities to meet the industry occupational standards and to improve the quality of products, services and visitors experiences.



## emerit® Tourism Training

With emerit training solutions, you can be confident that your employees will master the complete range of skills they need to ensure repeat business, increased spending, more word of mouth referrals, and improved staff efficiency. Training and certification programs from emerit are recognized as the best training resources available to the tourism and hospitality industry. Developed by industry, for industry, emerit delivers the collective expertise of Canadian and international tourism professionals.



### Serve Responsible

The program is about changing views of alcohol service in the tourism/hospitality industry. The consumption of alcohol has changed as public attitudes have changed. Laws and regulations have changed. Employees and employers who serve alcohol need to understand their role in response to this new business environment. This program blends good business sense with good corporate citizenship.



### Service First

Is a 1/2 day workshop introducing tourism employees to the basics of customer service and helping to reinforce your organization's commitment to creating an exceptional experience for visitors. It includes units on the value of tourism in Newfoundland & Labrador, being a professional, and customer service.



### Service Best

Is a full-day workshop that assists learners to create memorable customer experiences, identify and respond to customer needs and turn dissatisfied customers into loyal fans.



### Clean it Right

Is a full-day workshop that assists learners to create memorable customer experiences, identify and respond to customer needs and turn dissatisfied customers into loyal fans.

For more information visit [www.hnl.ca/Training](http://www.hnl.ca/Training)

# Training

## The Edge of the Wedge

The Edge of the Wedge is the premier experiential travel training program offered by GMIST. Set in the natural splendor of Gros Morne National Park, the Edge of the Wedge is an immersive, hands on opportunity that will increase your revenue potential and competitive market position, resulting in new tourism experiences and long lasting community partnerships. And if that's not enough, you'll be aligning with how the provincial and national destination marketing organizations are selling Canada.

GMIST advances the quality and success of Atlantic Canadian tourism operators through an array of training programs offered at the Institute. The objective is to enhance the quality and sustainability of outdoor/nature-based experiences afforded throughout Atlantic Canada, by providing developmental training programs respecting: sustainable tourism practices, experiential tourism services and eco-adventure tourism. The Institutue is located in beautiful Gros Morne National Park – Rocky Harbour, Newfoundland and Labrador.

For more information:

<http://www.gmist.ca/courses/>



## College of the North Atlantic (CNA)

CNA develops customized training options for business, for industry, and for government, from a list of over 100 full-time diploma and certificate programs and a comprehensive range of 300 part-time courses. They also build entirely new programs tailored to fit the training requirements of clients. CNA prides itself in being responsive to your needs; training can vary in duration – from a one-day session to programs of several weeks and can be offered anytime, anywhere. A business development officer will meet with you to determine your training requirements and then work with program development experts and other resource personnel to tailor a training program to meet those needs.

For more information:

[www.cna.nl.ca](http://www.cna.nl.ca)

## **SmartforceNL.ca**

SmartforceNL.ca is a joint initiative between Immigration, Skills and Labour, TECH NL and Bluedrop Performance Learning that provides online training and professional development courses to individuals, employers and not-for-profit organizations.

Employer Workshops Topic Bundles:

1. Employee Succession Planning
2. Business Succession Planning
3. What is Diversity & How Does it Benefit Your Organization?
4. Social Media and Your Employees
5. Social Media and Your Business
6. The Hiring Process
7. Day to Day Performance Management
8. Compensation
9. Alternative Compensation Solutions
10. HR Fundamentals
11. Labour Market Information



For information on various programs and services available from the Department of Advanced Education, Skills and Labour:

**Click:** Visit their website to learn more about the available services and benefits at <https://www.gov.nl.ca/isl/>

**Come in:** Visit an AESL Employment Centre near you, there is a network of offices throughout the province that provide a single service entry point.

**Call:** Contact the Labour Market Information Hotline at 1-800-563-6600 or TTY 1-866-729-4685.



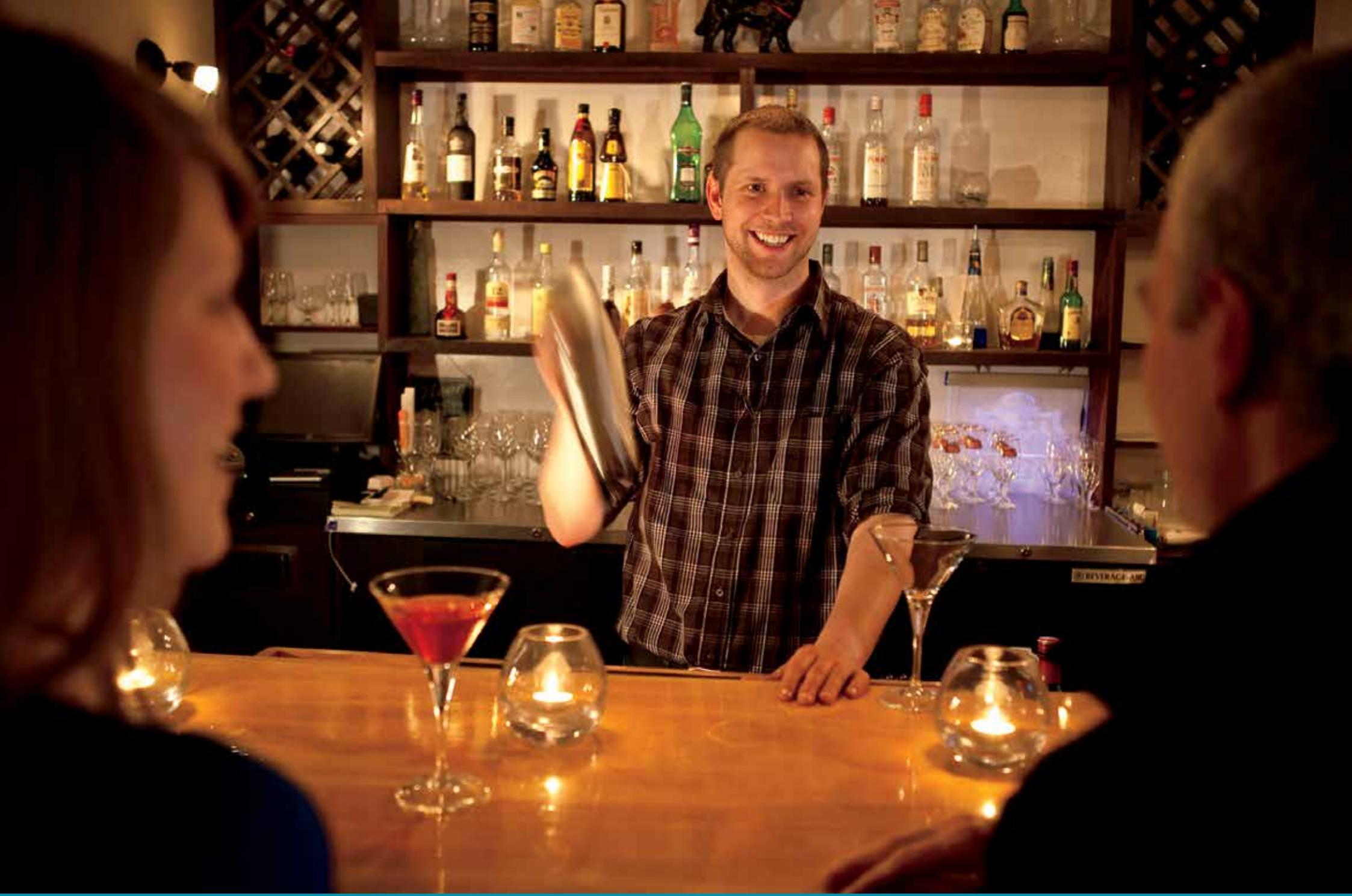
# Training

## Gardiner Centre

The Gardiner Centre is a professional development and training link between the Faculty of Business Administration, Memorial University, and the business community in Newfoundland and Labrador and beyond. Gardiner Centre is committed to advancing the professional and management competencies of private and public sector organizations, leaders and employees. Their network of instructors, practitioners and industry partners allows them to offer forward-thinking training, custom solutions and business events to help your organization grow and compete in today's business environment.

For more information on programs:

<http://www.mun.ca/gardinercentre/>



# Counselling & Funding

Small-and medium-sized enterprises (SMEs) play a vital role in sustaining and growing the Newfoundland and Labrador economy. The majority of the 2700 tourism businesses throughout the province fall within this category and qualify for a number of funding supports provided by various government departments and agencies.

## **Canada –Newfoundland and Labrador Job Grant**

The Canada-Newfoundland and Labrador Job Grant (CNLJG) provides funding to eligible businesses and organizations to help offset the cost of training for their existing and future employees. The program provides up to a maximum of \$10,000 per year towards training an existing employee and up to a maximum of \$15,000 for training an unemployed participant. The employer contributes at least one-third to the cost of training, with the exception of an unemployed participant. The employer must have a job for all participants at the end of training.



## **Jobs NL Wage Subsidy**

The Jobs NL wage subsidy provides supports for employer/employee connections that promote sustainable long-term employment or seasonal employment. JobsNL provides a 50% subsidy to a maximum of \$8/hour towards the hourly wage.

## **Student Summer Employment Programs**

The Student Summer Employment Programs (SSEP) provide funding to create summer employment for students at private sector businesses and not-for-profit organizations. There are two separate programs, SSEP – Post-secondary aimed at employing post-secondary students and SSEP – High School aimed at employing high school students.

For information on various programs and services available from the Department of Immigration, Skills and Labour:

**Click:** Visit their website to learn more about the available services and benefits at <https://www.gov.nl.ca/isl/>

**Come in:** Visit an ISL Employment Centre near you, there is a network of offices throughout the province that provide a single service entry point.

**Call:** Contact the Labour Market Information Hotline at 1-800-563-6600 or TTY 1-866-729-4685.

# Counselling & Funding

## Regional Development Fund

The Regional Development Fund offered by the Department of Industry, Energy and Technology provides support to organizations by way of non-repayable contributions for projects aimed at supporting economic development, innovation and capacity building in all regions of the province. The Regional Development Fund is comprised of two components: the Regional Development Program and Community Capacity Building.

## Business Investment Fund

The Business Investment Fund offered by the Department of Industry, Energy and Technology recognizes business and sector development as key to economic development. The Business Investment Fund provides a source of funding to business and economic sectors that responds to the changing needs of enterprises. The Business Investment Fund is comprised of two components: the Business Investment Program and the Business Development Support Program.

For more information:

<https://www.gov.nl.ca/iet/funding/>

## Business Retention and Expansion (BR&E)

BR&E is an internationally-recognized economic development process by which existing local businesses are visited and interviewed to identify and address issues with expansion or may result in their relocation, downsizing, or closure. It provides business information, counseling and financial support programs and services to small and medium-sized enterprises and development organizations to stimulate economic and employment development within the province. BR&E also supports the creation and maintenance of a competitive economic environment that encourages and supports private sector business growth and long-term sustainable employment opportunities for the people of the province.

For more information:

<http://www.tcii.gov.nl.ca/regionaldev/businessretention.html>



# Atlantic Canada Opportunities Agency (ACOA)

The Atlantic Canada Opportunities Agency (ACOA) recognizes the tourism industry as a key sector in economic development. ACOA has multiple programs to assist many businesses in a variety of sectors. The key programs utilized by operators in the tourism industry are detailed below.

## Business Development Program

The Business Development Program (BDP) can help you start up, expand or modernize your business. Focusing on small and medium-sized enterprises, the BDP provides access to capital in the form of interest-free repayable assistance. Typical projects include upgrades and expansions to existing tourism operators with boat tours, accommodation facilities and/or attractions. Non-commercial/not-for-profit organizations such as business and economic development associations, provincial crown corporations, universities, educational institutions, municipalities and their agencies, business or technology institutes are eligible. The proposed project must provide a service to business in areas such as entrepreneurship development, marketing, training or technology transfer.

## Innovative Communities Fund

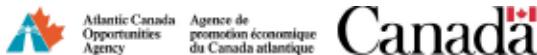
The Innovative Communities Fund (ICF) invests in strategic projects that build the economies of Atlantic Canada's communities. Working in partnership with Atlantic communities and stakeholders, ICF builds on the strengths of communities and provides the tools necessary to identify opportunities available for their sustainable economic growth. ICF focuses on investments that lead to long-term employment and economic capacity building in rural communities. Urban initiatives that stimulate the competitiveness and vitality of rural communities may be considered on a selective basis.

**Contact:** Atlantic Canada Opportunities Agency  
10 Barter's Hill  
St. John's, NL  
A1C 5M5

**Website:** [www.ACOA-APECA.gc.ca](http://www.ACOA-APECA.gc.ca)

**Commercial Contact:** Shane Curnew [shane.curnew@canada.ca](mailto:shane.curnew@canada.ca) 709-728-0403

**Non-Commercial Contact:** Yvonne Hardy [yvonne.hardy@canada.ca](mailto:yvonne.hardy@canada.ca) 709-765-2225



# Counselling & Funding

## Community Business Development Corporation (CBDC)

Community Business Development Corporations, also known as CBDCs, are non-profit organizations that offer a variety of programs and services to help you start, expand or modernize a business. They offer valuable business counselling, training and advisory services. Anyone looking to start or purchase a new or existing business can apply for a loan - to a maximum of \$150,000. Financial assistance is available in the form of loans, loan guarantees and equity financing to existing and aspiring entrepreneurs. Business counselling and advice is available to small businesses. Entrepreneurship development and training to individuals and small business owners/managers is available in many of their offices. Technical assistance usually takes the form of guidance and coaching, and sometimes advocating on behalf of their clients to other lending establishments or regulatory agencies. There are 16 CBDCs in Newfoundland & Labrador. By calling their toll free number 1-888-303-2232, you will automatically be connected with your closest CBDC office.

For more information:

[www.cbdc.ca](http://www.cbdc.ca)



## BDC

Canada's Business Development Bank is the only financial institution dedicated exclusively to entrepreneurs. Their mission is to help create and develop strong Canadian businesses through financing, advisory services and indirect financing, with a focus on small and medium-sized enterprises. Through their subsidiary, BDC Capital, they also offer a full spectrum of specialized financing, including venture capital, equity as well as growth and business transition capital.

For more information:

[www.bdc.ca](http://www.bdc.ca)





# Human Resources

As a highly labour-intensive, service-based industry, tourism requires a strong labour force and a sophisticated business community to ensure growth and development. Every interaction a traveller has provides the potential to create a lasting memory and contribute to our long-term sustainability. And so, attracting the right people and getting them to stay is something operators are always focused on.

The province's tight labour market makes it difficult for operators to attract, retain, and train good people. Declining birth rates, retiring baby boomers, and competition with other jurisdictions and industries with higher wages are just a few of the challenges facing the sustainability of the tourism labour force. However, there is a growing appreciation of the value of tourism as a critical link that makes Newfoundland and Labrador a good place to work, live and do business.

By building a sustainable industry that showcases our natural friendliness, warmth, hospitality, and character, we are contributing to a society that provides memorable and different experiences for travellers.

## **www.NLHRManager.ca**

[www.NLHRManager.ca](http://www.NLHRManager.ca) provides a comprehensive, easy-to-use human resource toolkit for small and medium-sized businesses in Newfoundland and Labrador. Created for employers by employers to help employers find, keep and manage workers. Free collection of reliable resources, downloadable forms, and tips and tools.



## **Provincial Nominee Program**

The Provincial Nominee Program (PNP) is a provincial immigration program administered by the Office of Immigration and Multiculturalism. The PNP provides an alternate and quicker immigration process into Canada for qualified skilled workers, and international graduates, who wish to settle permanently in Newfoundland and Labrador. Applicants can be nominated for Permanent Resident Status.

## **Job Vacancy Assessment**

The Job Vacancy Assessment is an application process used by the Office of Immigration and Multiculturalism to assist employers in exploring and utilizing the local labour market in an effort to demonstrate the need for international recruitment for difficult to fill permanent positions. Employers who demonstrate the need to recruit internationally can utilize the Provincial Nominee Program to hire international workers.

For information on various programs and services available from the Department of Immigration, Skills and Labour:

**Click:** Visit their website to learn more about the available services and benefits at <https://www.gov.nl.ca/isl/>

**Come in:** Visit an ISL Employment Centre near you, there is a network of offices throughout the province that provide a single service entry point.

**Call:** Contact the Labour Market Information Hotline at 1-800-563-6600 or TTY 1-866-729-4685.



# Human Resources

## emerit® HR Tool Kit

Filled with practicality, the HR Toolkit is a comprehensive resource for creating a robust HR strategy and tactical implementation plan. It covers long-term visioning as well as day-to-day operating needs. A good plan can save you time and money; imagine how much more a great one will save you.

The HR Toolkit contains guides, templates, tools, and tips for developing internal policies, recruitment plans, and optimizing resource allocations. It comes with 24 customizable templates such as job offer letters, training plans, employee manuals, wellness surveys, job descriptions, and much more. You also get 39 tools including interview checklists, staffing reminders, and other HR forms that make managing people that much easier.

For more information:

[www.emerit.ca](http://www.emerit.ca)

## Tourism HR Canada

Tourism HR Canada helps connect people to prosperity by providing information on tourism occupations and career paths, and by analyzing and distributing Labour Market Information used for HR and career planning.

For more information:

<http://tourismhr.ca/en>

## Canada Job Bank

Canada Job Bank is the Government of Canada's leading source for jobs and labour market information. It offers users free occupational and career information such as job opportunities, educational requirements, main duties, wage rates and salaries, current employment trends, and outlooks. The site can help people search for work, make career decisions, see what jobs will be in demand, and much more. Employers can also advertise jobs for free.

For more information:

<http://www.jobbank.gc.ca/>

## Service Canada

Service Canada provides Canadians with a single point of access to a wide range of government services and benefits. They are committed to improving services for Canadians by working with partners to provide access to the full range of government services and benefits that Canadians want and need through the Internet, by telephone, in person or by mail. Service Canada is a federal institution that is part of Employment and Social Development Canada and offer a wide range of services for employers.

For more information:

<http://www.servicecanada.gc.ca/eng/audiences/employers/index.shtml>



# Research

Tourism research is paramount for the advancement of the tourism industry. Strategic Direction #3 focuses entirely on the importance of market intelligence and research strategy. The availability of specific and relevant tourism research is a key ingredient in business development, enhancement and advancement.

Various partners have research available for operators that can contribute to making smart business decisions. Operators are encouraged to take advantage of existing opportunities, as well as to learn more about how they can collect their own research that can contribute to their own business goals and objectives.

## NL Tourism Research

The Tourism Research Division of the Department of Tourism, Culture, Arts and Recreation, is responsible for providing high quality and timely statistical and research information in support of planning and decision making.

As part of this mandate, the division maintains a comprehensive statistical database that permits the measurement and monitoring of various key statistical indicators on the travel/tourism industry including:

1. Air, auto and cruise passenger movements (including provincial estimates on the level of non-resident visitor volumes and expenditures)
2. Operating statistics for the province's accommodation sector
3. Visitation statistics for numerous facilities and sites in the province

Some key pieces of research that will help tourism businesses better identify and develop visitor experiences include *Tourism Indicators, Newfoundland and Labrador Non-Resident Travel Motivations Survey and Provincial Visitor Exit Survey*. The division is committed to sharing and disseminating this information and regularly prepares and publishes a variety of reports covering provincial tourism performance, industry outlooks, and information on non-resident visitors as well as results of primary and secondary research projects.

For more information:

<https://www.gov.nl.ca/tcar/tourism-division/visitor-and-market-insights/tourism-statistics/>

## Tourism HR Canada

Tourism HR Canada conducts, updates, and publishes several major reports containing the most recent data of interest to members of the tourism sector. Tourism HR Canada's library of research contain information on Labour Supply and Demand, Compensation, Productivity, and Demographics.

For more information:

<https://tourismhr.ca/labour-market-information/>

## Tourism Industry Association of Canada (TIAC)

TIAC serves as the national private sector advocate for the tourism industry. Responsible for representing tourism interests at the national level, TIAC promotes policies, programs and activities that will benefit the sectors growth and development. As part of this process, TIAC acts as a clearing house of information on tourism issues, publishing several reports, some available publicly and some available to members only.

For more information:

<http://tiac.travel/publications.htm>

# Research

## Destination Canada

Destination Canada promotes Canadian tourism worldwide by marketing Canada as a tourism destination of excellence. As part of this, Destination Canada is dedicated to providing accurate information to the tourism sector by delivering and funding marketing and research initiatives that examine statistics, market knowledge, product knowledge, and trends and outlooks for the Canadian tourism sector.

Destination Canada's innovative market segmentation tool **Explorer Quotient® (EQ)** comes from the science of psychographics – an evolution of the traditional field of demographics. Instead of defining people based on age, income, gender, family status or education level – all of which is valuable information – psychographics look deeper at people's personal beliefs, social values and view of the world. It's a major leap forward, because these factors are what drive real people to seek out certain types of experiences.

This award-winning, proprietary tool is changing the way travel experiences are developed, marketed and sold in Canada. If you operate a small or large tourism-based enterprise, it promises to give you a serious advantage in the competitive global travel market.

Two find out more on how to use the tools:

<https://www.destinationcanada.com/en/tools#explorerquotient>

For more information on research:

[www.destinationcanada.com/en/research](http://www.destinationcanada.com/en/research)

## The Atlantic Canada Agreement on Tourism (ACAT)

ACAT brings together the Atlantic Canada Opportunities Agency (ACOA), the provincial departments responsible for tourism in New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island and the four provincial tourism industry associations. ACAT has a full library of research available.

For more information:

<http://actp-ptca.ca/research-information/>



# Contacts

The tourism industry in Newfoundland and Labrador is complex, comprised of a myriad of partners, organizations and stakeholders throughout the province. The following provides an introduction to a few of the partners in tourism.

## Newfoundland & Labrador Tourism Board

The Newfoundland and Labrador Tourism Board was established in 2009 to guide the implementation of *Vision 2020*. As a private-public partnership, the Board provides advice to industry and government and is accountable for the achievement of the *Vision's* ultimate goal: doubling tourism spending by 2020 by attracting more visitors, getting them to stay longer and providing opportunities for them to experience more.

### Contact:

Tourism Board [info@uncommonpotential.com](mailto:info@uncommonpotential.com) 709-722-2000

**Office:** 71 Goldstone Street (Suite 102), St. John's, NL A1B 5C3

**Website:** [www.uncommonpotential.com](http://www.uncommonpotential.com)

## Tourism Quality Assurance of NL (TQA)

In 2014, the Board of Directors of Canada Select Newfoundland and Labrador officially changed the name and bylaws of the organization to Tourism Quality Assurance of Newfoundland and Labrador (TQA) and, in doing so, adopted a broader mandate so that it can assume a more diverse role in quality assurance for the tourism industry in the province. Traditionally responsible for the implementation of the Canada Select/Camping Select rating program, the organization has evolved its governance and management structure so that it can adopt and implement other quality assurance programs that reflect the goals and priorities of the provincial tourism industry.



### Contacts:

Gail Dick, Manager and Senior Rating Advisor [gdick@canadaselectnl.com](mailto:gdick@canadaselectnl.com) 709-722-3133

**Office:** 71 Goldstone St (Suite 102) St. John's, NL A1B 5C3

**Website:** [www.tqanl.ca](http://www.tqanl.ca)

# Contacts

## Hospitality Newfoundland and Labrador

Hospitality Newfoundland and Labrador is a non-profit membership association that leads, supports, represents and enhances the province's tourism industry. Hospitality NL, the provincial Tourism Industry Association, is focused on advocacy, education, the adaptation of innovative technology and the promotion of a strong member network. Hospitality NL has been the voice of the provincial tourism industry since the association was founded in 1983. Through forward thinking and fostering the growth of its members, Hospitality NL continues to be the leader of the tourism industry in the province.



### Contracts:

Craig Foley, Chief Executive Officer	<a href="mailto:cfoley@hnl.ca">cfoley@hnl.ca</a>	709-722-2000 Ext. 232
Juanita Ford, Chief Operating Officer	<a href="mailto:jford@hnl.ca">jford@hnl.ca</a>	709-722-2000 Ext. 226
Shanelle Clowe, Manager, Advocacy & Communications	<a href="mailto:sclowe@hnl.ca">sclowe@hnl.ca</a>	709-722-2000 Ext. 231
Karen So, Accountant	<a href="mailto:kso@hnl.ca">kso@hnl.ca</a>	709-722-2000 Ext. 225
Susie Greene, Membership Coordinator	<a href="mailto:sgreene@hnl.ca">sgreene@hnl.ca</a>	709-722-2000 Ext. 224
Linda Hickey, Manager, Membership Engagement & Development	<a href="mailto:lhickey@hnl.ca">lhickey@hnl.ca</a>	709-722-2000 Ext. 227
Minerva King, Operations Coordinator	<a href="mailto:mking@hnl.ca">mking@hnl.ca</a>	709-722-2000 Ext. 229
Stan Cook Jr, Project Manager	<a href="mailto:scook@hnl.ca">scook@hnl.ca</a>	709-722-2000 Ext 228
Alexandria Sullivan, Communications and Events Coordinator	<a href="mailto:asullivan@hnl.ca">asullivan@hnl.ca</a>	709-722-2000 Ext 234
Hamsanandini Umasuthan, Project Coordinator	<a href="mailto:humasuthan@hnl.ca">humasuthan@hnl.ca</a>	709-722-2000 Ext 235

**Office:** 71 Goldstone Street (Suite 102), St. John's, NL A1B 5C3

**Website:** [www.hnl.ca](http://www.hnl.ca)

## Destination Management Organizations (DMO)

The DMOs were established as the regional leads to assist tourism operators in marketing, product development and market readiness. As the regional partners for the delivery of provincial programs and services, the DMOs work closely with all partners to ensure alignment with the Newfoundland and Labrador brand promise and the delivery of quality products and services.



[info@destinationlabrador.com](mailto:info@destinationlabrador.com)

<http://www.destinationlabrador.com/>

(709) 896-6502



[info@gowesternnewfoundland.com](mailto:info@gowesternnewfoundland.com)

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(709) 639-4787



[info@adventurecentralnewfoundland.ca](mailto:info@adventurecentralnewfoundland.ca)

<http://www.adventurecentralnewfoundland.ca/>

1-877-361-4859



[info@legendarycoasts.com](mailto:info@legendarycoasts.com)

<http://legendarycoasts.com/>

(709) 595-3020



[info@destinationstjohns.com](mailto:info@destinationstjohns.com)

<http://destinationstjohns.com/>

1-877-739-8899

# Contacts

## Atlantic Canada Opportunities Agency (ACOA)

Regional Office: John Cabot Building, 11th Floor, 10 Barter's Hill, P.O. Box 1060, Stn C, St. John's, NL A1C 5M5

General Enquiries: 709-772-2751 Facsimile: 709-772-2712 Toll Free: 1-800-668-1010

Gander Office: 109 Trans Canada Highway, Gander, NL A1V 1P6

General Enquiries: 709-424-5597 Facsimile: 709-651-4458

Grand Falls - Windsor Office: 4 Bayley Street, Suite 300, Grand Falls-Windsor, NL A2A 2T5

General Enquiries: 709-486-0577 Facsimile: 709-489-6620

Clarenville Office: 58D Manitoba Drive, Clarenville, NL A5A 1K5

General Enquiries: 709-766-0473 Facsimile: 709-466-5982

Corner Brook Office: Joseph R. Smallwood Building, 1 Regent Square, Corner Brook, NL A2H 7K6

General Enquiries: 709-640-8196 / 709-632-2749 Facsimile: 709-637-4483

Labrador Office: 2 Hillcrest Road, P.O. Box 430 STN C, Happy Valley-Goose Bay, NL A0P 1C0

General Enquiries: 709-896-2741 Facsimile: 709-896-2900

Marysville Office: P.O. Box 489, 130-140 Ville Marie Drive, Marysville, NL A0E 2M0

General Enquiries: 709-276-0875 Facsimile: 709-279-5609

Website: [www.acoa-apeca.gc.ca](http://www.acoa-apeca.gc.ca)



Atlantic Canada  
Opportunities  
Agency

Agence de  
promotion économique  
du Canada atlantique

Canada

# Department of Tourism, Culture, Arts and Recreation (TCAR)

The Department of Tourism, Culture, Arts and Recreation's mandate is to support the development of sustainable economic growth in the tourism and cultural industries; support the arts and foster creativity; preserve the province's cultural heritage and historic resources and recognize their importance; and promote participation in recreation and sport and support sport development.

## For a full list of contacts for the department:

Tourism Branch

<https://www.gov.nl.ca/tcar/contact/tourism-culture-and-parks-branch-contact/>

Regional and Business Development Branch

<https://www.gov.nl.ca/tcar/branches-and-divisions/>



### Regional Offices

Head Quarters	709-729-7451
Avalon	709-729-7124
Eastern	709-466-4171
Central	709-256-1483
Western	706-637-2981
Labrador	709-896-0306

## Visitor Information Centres

The Department of Tourism, Culture, Arts and Recreation operates eight Visitor Information Centres (VICs). St. John's Airport and Deer Lake Airport are open year-round. Port aux Basques, Deer Lake Highway, Notre Dame Junction, Clarenville, Whitbourne, and Argentia are open seasonally; from May to September. The province also partners with eleven regional VICs. Visitor Information Counsellors are often the first personal contact for many visitors. They have a direct impact on the visitor's impression of our province and tourism revenues as they encourage longer stays and travel to all regions of the province. The counsellors speak with over 200,000 people every year.

### Contacts:

Jackie Harnum, Manager of Visitor Services

[jharnum@gov.nl.ca](mailto:jharnum@gov.nl.ca) 709-729-0089

Trudy Winter, Visitor Services Program Planner

[trudywinter@gov.nl.ca](mailto:trudywinter@gov.nl.ca) 709-729-6150

# Contacts

## Other

Tourism HR Canada	<a href="https://tourismhr.ca/">https://tourismhr.ca/</a>	613-231-6949
Destination Canada	<a href="http://en.destinationcanada.com/">http://en.destinationcanada.com/</a>	
Tourism Industry Association of Canada	<a href="http://tiac.travel/">http://tiac.travel/</a>	613-238-3883
Hotel Association of Canada	<a href="http://www.hotelassociation.ca/">http://www.hotelassociation.ca/</a>	613-237-7149
Restaurants Canada	<a href="https://www.restaurantscanada.org">https://www.restaurantscanada.org</a>	1-800-387-5649
College of the North Atlantic	<a href="http://www.cna.nl.ca/">http://www.cna.nl.ca/</a>	1-888-982-2268
Gardiner Centre	<a href="http://www.mun.ca/gardinercentre/">http://www.mun.ca/gardinercentre/</a>	709-864-7977
Viking Trail Tourism Association	<a href="http://vikingtrail.org/">http://vikingtrail.org/</a>	1-877-778-4546
Heritage Run Tourism Association	<a href="http://www.theheritagerun.com/">http://www.theheritagerun.com/</a>	709-279-1887
Newfoundland & Labrador Employers Council	<a href="http://nlec.nf.ca/">http://nlec.nf.ca/</a>	1-888-738-5900
Service Canada	<a href="https://www.canada.ca/en.html">https://www.canada.ca/en.html</a>	
Employment and Social Development Canada	<a href="http://www.esdc.gc.ca/">http://www.esdc.gc.ca/</a>	
Museum Association of Newfoundland & Labrador	<a href="http://www.manl.nf.ca/">http://www.manl.nf.ca/</a>	709-722-9034
Craft Council of Newfoundland & Labrador	<a href="http://www.craftcouncil.nl.ca/">http://www.craftcouncil.nl.ca/</a>	709-753-2749
Nunatsiavut Government	<a href="http://www.nunatsiavut.com/">http://www.nunatsiavut.com/</a>	709-922-2942
Nunacor	<a href="http://www.nunacor.com/">http://www.nunacor.com/</a>	1-866-446-5035
Innu Nation	<a href="http://innu.ca/">http://innu.ca/</a>	709-497-8398
Newfoundland & Labrador Outfitters Association	<a href="http://www.nloa.ca/">http://www.nloa.ca/</a>	1-866-470-6562
NLOWE	<a href="http://www.nlowe.org/">http://www.nlowe.org/</a>	1-888-NLOWE-11
Gros Morne Co-operating Association	<a href="http://grosmornecoop.com/">http://grosmornecoop.com/</a>	1-866-SEA-2-SKY
Gros Morne Institute for Sustainable Tourism	<a href="http://www.gmist.ca/">http://www.gmist.ca/</a>	709-458-3610
Parks Canada	<a href="http://www.pc.gc.ca/">http://www.pc.gc.ca/</a>	
Marine Atlantic	<a href="http://www.marineatlantic.ca/">http://www.marineatlantic.ca/</a>	1-800-897-2797
Community Business Development Corporation	<a href="http://www.cbdc.ca/">http://www.cbdc.ca/</a>	1-888-303-2232
Business Development Bank of Canada	<a href="https://www.bdc.ca">https://www.bdc.ca</a>	1-877-232-2269
Qalipu	<a href="http://qalipu.ca/">http://qalipu.ca/</a>	709-634-0996
Miawpukek Mi'kamawey Mawi'omi	<a href="http://www.mfngov.ca/">http://www.mfngov.ca/</a>	1-866-882-2470
Municipalities Newfoundland & Labrador	<a href="http://www.municipalnl.ca/">http://www.municipalnl.ca/</a>	1-800-440-6536

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