





John Walker, MBA  
Dean  
The Centre for  
Hospitality & Culinary Arts  
George Brown College

## Message from the Dean

I am honoured to introduce the first ever Centre for Hospitality and Culinary Arts (CHCA) Scholarly Report that celebrates the academic achievements of our faculty and staff.

It's simple - our brand is the academic and career ready quality of our students. Meaning - are they ready to meet the needs of industry and grow in their careers? Have they met the standards required for a George Brown credential? We strive to support this by ensuring that our programs are current and that academic excellence through applied learning is a key element.

As Dean of the CHCA I am encouraged that the quality of the CHCA brand is also enhanced by trained faculty and staff who both academically and practically contribute to the body of knowledge through such scholarly research as found in this report. I am also proud that our industry can be enhanced by their innovative contributions.

The CHCA team has made 60 scholarly contributions in the last 12 months! These include 3 books, 15 conference presentations and 25 articles.

An incredible accomplishment of academic proportions!

Well Done!

## Editorial Boards

### John Walker – Dean

Member, Editorial Advisory Board – *Food Service and Hospitality Magazine*, Canada

### Dr. Chandi Jayawardena – Associate Dean

- Associate Editor (up to December 31, 2007) and Member, Editorial Advisory Board – *International Journal of Contemporary Hospitality Management*, UK
- Member, Editorial Advisory Board – *Education and Training Journal*, UK
- Member, Editorial Advisory Board – *Worldwide Hospitality and Tourism Themes Journal*, UK

### Dr. Paula Johnson Tew – Professor, School of Hospitality & Tourism Management

Associate Editor, *Leisure / Loisir* : The Journal of the Canadian Association of Leisure Studies, Canada.

## Books & Academic Journals

### Nelson Reynolds – Professor, School of Hospitality & Tourism Management (with David W. Howell et al.)

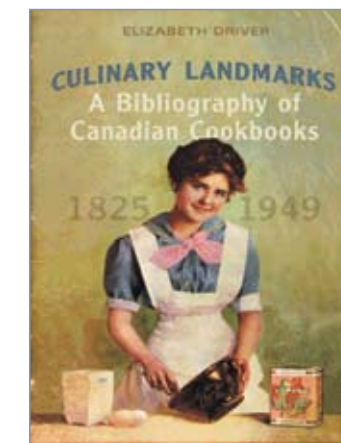
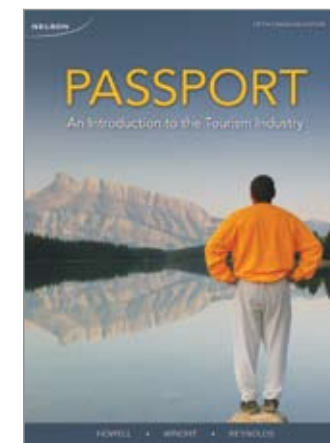
Co-wrote *Passport – An Introduction to the Tourism Industry*, 4th Canadian edition, Thomson Nelson, 2007.

### Dr. Elizabeth Driver – Part-time Professor, George Brown Chef School

Wrote *Culinary Landmarks: A Bibliography of Canadian Cookbooks, 1825–1949*, University of Toronto Press, 2008.

### Dr. Chandi Jayawardena – Associate Dean

Led a team 22 Canadian authors to research and write 10 articles on “Tourism in Niagara” and edited a theme issue of the *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008.



## Book Chapters

### Dr. Elizabeth Driver – Part-time Professor, George Brown Chef School

“Regional Differences in the Canadian Daily Meal? Cookbooks Answer the Question” in *What’s to Eat: Towards a Canadian Food Culture*, McGill-Queen’s University Press, Canada, 2008.

### Dr. Chandi Jayawardena – Associate Dean

“Tendencias do Turismo no Niagara” in *Turismo em 2008*, Institute of Tourism / National Hotel Association, Portugal, 2008.

## Articles in Refereed Journals

### Dr. Paula Johnson Tew – Professor, School of Hospitality & Tourism Management

(with Dr. Amanda J. Johnson and Dr. Mark E. Havitz)

“Citizen attitudes toward advertising by public leisure service agencies”, *Leisure / Loisir Journal*, vol. 32, no. 1, 2008, pp. 93-115.

### Sobia Khan – Professor, School of Hospitality & Tourism Management (with Deborah L. O’Connor et al.)

“Growth and nutrient intakes of human milk fed preterm infants provided with extra energy and nutrients after hospital discharge”, *Pediatrics*, vol. 121, no. 4, 2008, pp. 766-776

### Dr. Paula Johnson Tew – Professor, School of Hospitality & Tourism Management and

Joanne Gellatly – Acting Academic Chair, School of Hospitality & Tourism Management

(with Dr. Zhen Lu and Dr. George Tolomiczenko)

“SARS: lessons in strategic planning for hoteliers and destination marketers”, *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008, pp. 332-346.

### Dr. Chandi Jayawardena – Associate Dean

Five articles in the *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008.

- Tourism in Niagara: identifying challenges and finding solutions, pp. 248-257.
- Sustainable tourism development in Niagara: discussions, theories, projects and insights (with Dr. Daniel J. Patterson, Dr. Chris Choi, and Ryan Brain), pp. 258-277.
- Attracting and retaining quality human resources for Niagara’s hospitality industry (with Paul A. Willie and Barrie Laver), pp. 293-301.
- Binational tourism in Niagara: insights, challenges and the future (with Arlene White and Dr. Barbara A. Carmichael), pp. 347-359.
- Tourism in Niagara: conclusions and solutions, pp. 360-368.

## Articles in Trade Magazines

### Chef Gary Hoyer – Part-time Professor, George Brown Chef School

Three articles in the *Hotelier Magazine*, 2007.

- Waste Not Want Not, Getting Food Costs in Line is Easier Than You Think, June 2007
- Food Mood, Increasing F&B Revenues Doesn’t Have to Be Costly or Complex, July/August 2007
- Break Out, Duck Confit Hash, Miso Soup and Nasi Lemak for Breakfast? You Bet, November/December 2007

### Chef Gary Hoyer – Part-time Professor, George Brown Chef School

Two articles in the *Foodservice and Hospitality Magazine*, 2007.

- Veggin’ Out, Are Meat Eaters Propping Up Vegetarian Food Sales, September 2007
- Feeling Earthy, 10 Ways to Go Green, March 2007

### Dr. Elizabeth Driver – Part-time Professor, George Brown Chef School

Regular contributor to the ‘Food Roots’ column in the quarterly magazine *Edible Toronto*, from winter 2007.

### Chef James Smith – Research Chef, Compliments Culinary Centre

Key contributor to Sobey’s Compliments *Inspired* magazine, 2007 and 2008.

### Chef James Smith – Research Chef, Compliments Culinary Centre

Regular contributor to [www.countertopbuzz.ca](http://www.countertopbuzz.ca), 2007 and 2008.

### Chef James Smith – Research Chef, Compliments Culinary Centre

Regular contributor to [www.sobeys.ca](http://www.sobeys.ca), 2007 and 2008.

### Dr. Chandi Jayawardena – Associate Dean (with Paul A. Willie)

“Beyond sun, sand and sea”, *Bottomline*, the Journal of Hospitality Financial and Technology Professionals, vol. 23, no. 1, 2008.

### Chef Deborah Reid – Professor, George Brown Chef School

“Monforte Dairy”, *Lifestyle Ontario Magazine*, Spring Issue, 2008.

## Conference Papers

### Dr. Chandi Jayawardena – Associate Dean (with Paul A. Willie)

“Island tourism: diversification strategies for the Caribbean” The Conference of the Travel & Tourism Research Association (TTRA), Charlottetown, Prince Edward Island, Canada, October 2007.

### Keith Müller – Academic Chair, George Brown Chef School

“Effectiveness of culinary curricula: a case study”, The European Council on Hotel, Restaurant & Institutional Education (Euro CHRIE) Conference, Leeds, UK, November 2007.

### John Ianni – Part-time Professor, School of Hospitality & Tourism Management (with Dr. Robert J. Harrington and Dr. Michael Ottenbacher)

“From restaurant table to grocery store shelf – The development of restaurant branded products in a food retail environment”, The European Council on Hotel, Restaurant & Institutional Education (Euro CHRIE) Conference, Leeds, UK, November 2007.

### Dr. Annika Hannan – Professor, School of Hospitality & Tourism Management

“Language at a distance: sharpening a communication tool in the online classroom”, The Power of Language Conference, Toronto, Canada, November 2007.

### Dr. Chandi Jayawardena – Associate Dean

“Getting published – practical tips for college educators”, The Power of Language Conference, Toronto, Canada, November 2007.

### Chef James Smith – Research Chef, Compliments Culinary Centre

“Research and development for Sobey’s Inc and Pure Fun”, The Polytechnics Canada Science and Technology Showcase, Toronto, Canada, November 2007.

**Adrian Caravello – Professor, School of Hospitality & Tourism Management (Session Moderator) and Tracey Kalimeris - Professor, School of Hospitality & Tourism Management (Session Panelist)**

“Changing the business model: how to recruit and retain employees for the future”, The Terroir II Event, Toronto, Canada, March 2008.

**Dr. Elizabeth Driver – Part-time Professor, George Brown Chef School**

“Culinary Landmarks: A Perspective on Canadian Cookbooks”, Domestic Foodscapes: Towards Mindful Eating? workshop co-hosted by Concordia University, Montreal, and Cornell University, Ithaca, New York, held in Montreal, Canada, March 2008.

**Dr. Paula Johnson Tew – Professor, School of Hospitality & Tourism Management (with Dr. Zhen Lu)**

“Epidemics and pandemics: what can leisure and tourism organisations do to prepare?”, The Canadian Congress on Leisure Research, Montreal, Canada, May 2008.

**Sandy Biback – Part-time Professor, School of Hospitality & Tourism Management (Session Moderator)**

“Green your meeting – inception to wrap up”, Professional Convention Management Association Canada East Chapter Conference, Toronto, Canada, May 2008.

**Chef Mario Gozzi – Professor, George Brown Chef School (with Dr. Robert J. Harrington and Michelle McCarthy)**

“North meets South: Canadian wines meet Southern American Artisanal Cheese”, The Society of Wine Educators Annual Conference, New Orleans, USA, May 2008.

**Sobia Khan – Professor, School of Hospitality & Tourism Management (with Darren Brenner and Ahmed El-Sohemy)**

“Influence of ethnicity on clusters of food preferences in a population of young men and women”, The Advance Foods and Material Network (AFMNET) Conference, Vancouver, Canada, June 2008.

**Dr. Elizabeth Driver – Part-time Professor, George Brown Chef School**

“Canadian Food History 101: Compare and Contrast 1867 and 1967 – A dramatic ‘mock class’”, Association for Living History, Farm and Agricultural Museums Annual Conference, Ottawa, Canada, June 2008.

**Dr. Annika Hannan – Professor, School of Hospitality & Tourism Management**

“Lured away: intimacy, travel, and knowledge in Jack Hodgins’ “The Leper’s Squint” and Alice Munro’s “How I met my husband”, The International Conference on the Short Story in English, University College, Cork, Ireland, June 2008.

**Dr. Chandi Jayawardena – Associate Dean and Tracey Kalimeris – Professor, School of Hospitality and Tourism Management (with Paul A. Willie)**

“Facing human resource challenges in the Canadian hospitality industry”, The International Council on Hotel, Restaurant & Institutional Education (ICHRIE) Conference, Atlanta, USA, July 2008

## Articles in Newspapers

**John Walker – Dean**

“Toronto’s hospitality far from world class”, *Toronto Star*, September 2, 2007.

**Jill Edmondson – Professor, School of Hospitality & Tourism Management**

“Whatever your interest, you can fulfill it as a volunteer”, *The Voice*, September 2008.

**Dr. John McTavish – Part-time Professor, School of Hospitality & Tourism Management**

“Tierra fertile cerca de casa”, *Presencia Latina*, November 2007.

**Jill Edmondson – Professor, School of Hospitality & Tourism Management**

“Counting zebras, watching sea turtles and restoring historic South France”, *The Voice*, January 2008.

## Other Scholarly Contributions

**Winnie Chiu – Director, Compliments Culinary Centre, and Chef James Smith – Research Chef, Compliments Culinary Centre**

Received \$28,000 Ontario Centres of Excellence (OCE) applied research funding for two research projects - one for Sobeys (Development of Innovative Retail Food Products and Relevant Consumer Recipes) and one for Pure Fun Confections (The Development of All Organic Retail Confectionary Products), 2008.

**Winnie Chiu – Director, Compliments Culinary Centre**

Received George Brown College seed funding for the research and development of organic pet treats with Animal Sense Pet Products, 2008.

**Bryan Bessner – Professor, School of Hospitality & Tourism Management**

- Book Reviewer, *Hospitality Management Accounting* (by Jagels), 9th edition, Wiley, 2007.
- Reviewer - companion website slides, *Accounting for the Hospitality Industry* (by Moncarz, Portocarrero and Davoodi), Pearson, 2007.
- Chapter Reviewer - *Hospitality Financial Management* (by Chatfield, Dalbor and Willie), Canadian edition, Pearson, 2008.
- Book Reviewer, *Practical Business Math Procedures* (by Slater), 9th edition, McGraw-Hill, 2008.

**Sobia Khan – Professor, School of Hospitality & Tourism Management and**

**Stephen Field – Instructor, Continuing Education**

Received OCE applied research funding for a community-based research and experiential learning project on diabetes education, 2008.

**Chef Ian Grady – Professor, George Brown Chef School**

Chapter Reviewer - *On Cooking-Beverages* (by Labensky, Hause, Malley, Bevan and Sicoli), Fourth Canadian edition, Pearson, 2008.

**Dr. John McTavish – Part-time Professor, School of Hospitality & Tourism Management**

Co-host of “Presencia Latina” program on Sundays at 101.5 FM, 2007 and 2008.

**Jill Edmondson – Professor, School of Hospitality & Tourism Management**

One of the ten finalists for the Arthur Ellis – Unchanged awards by the Crime Writers of Canada for the manuscript “*Blood and Groom*”, 2008.

**Dr. Chandi Jayawardena – Associate Dean**

Won the 2008 Outstanding Reviewer Award for article reviews of the *International Journal of Contemporary Hospitality Management*, Emerald Publishing, UK.

**Dr. Chandi Jayawardena – Associate Dean (with Ryan Brain and Jason Burgess).**

Co-wrote a Deloitte / George Brown College joint publication, “*Making it happen – shaping Niagara and other Canadian regional tourism for tomorrow*”, 2008.



## Abstracts of the Articles in Refereed Journals

### CITIZEN ATTITUDES TOWARD ADVERTISING BY PUBLIC LEISURE SERVICE AGENCIES

**Amanda J. Johnson, Paula Johnson Tew and Mark E. Havitz, *Leisure / Loisir Journal*, vol. 32, no. 1, 2008.**

This study examines citizen's attitudes towards advertising in general as well as toward public leisure service agencies. Data drawn from five-community survey of 497 Ontario households indicate that respondents hold mixed attitudes towards advertising in general and somewhat more positive toward advertising by public leisure service agencies. Respondents positively view public leisure service agencies' use of advertising for information purposes, but have mixed attitudes toward the economic affects of advertising by those agencies. Using a K-means cluster analysis, these citizen groups were identified on the basis of their involvement with public leisure services. Individuals involved at a high or functional level with public leisure services are more likely to hold positive attitudes toward advertising by those agencies as compared to those individuals who are not involved with public leisure service agencies ( $p < .05$ ). This data suggest that citizens may be accepting of public leisure service agencies using a broader spectrum of promotional techniques.

**Keywords:** Advertising, attitudes, involvement, public leisure service agencies

### GROWTH AND NUTRIENT INTAKES OF HUMAN MILK FED PRETERM INFANTS PROVIDED WITH EXTRA ENERGY AND NUTRIENTS AFTER HOSPITAL DISCHARGE

**Deborah L. O'Connor, Sobia Khan, K. Weishuhn, J. Vaughan, A. Jefferies, D. M. Campbell, E. Asztalos, M. Feldman, J. Rovet, C. Westall, H. Whyte et al, *Pediatrics*, vol. 121, no, 4: 2008.**

**Objectives** – The purpose of this pilot study was to determine whether mixing a multinutrient fortifier to approximately one half of the human milk fed each day for a finite period after discharge improves the nutrient intake and growth of predominantly human milk-fed low birth weight infants. We also assessed the impact of this intervention on the exclusivity of human milk feeding.

**Methods** – Human milk-fed ( $> \text{ or } = 80\%$  feeding per day) low birth weight (750-1800 g) infants ( $n = 39$ ) were randomly assigned at hospital discharge to either a control or an intervention group. Infants in the control group were discharged from the hospital on unfortified human milk. Nutrient enrichment of human milk in the intervention group was achieved by mixing approximately one half of the human milk provided each day with a powdered multinutrient human milk fortifier for 12 weeks after discharge. Milk with added nutrients was estimated to contain approximately 80 kcal (336 kJ) and 2.2 g protein/100 mL plus other nutrients. Intensive lactation support was provided to both groups.

**Results** – Infants in the intervention group were longer during the study period, and those born  $< \text{ or } = 1250$  g had larger head circumferences than infants in the control group. There was a trend toward infants in the intervention group to be heavier at the end of the intervention compared with those in the control group. Mean protein, zinc, calcium, phosphorus, and vitamins A and D intakes were higher in the intervention group.

**Conclusions** – Results from this study suggest that adding a multinutrient fortifier to approximately one half of the milk provided to predominantly human milk-fed infants for 12 weeks after hospital discharge may be an effective strategy in addressing early discharge nutrient deficits and poor growth without unduly influencing human milk feeding when intensive lactation support is provided.

### SARS: LESSONS IN STRATEGIC PLANNING FOR HOTELIERS AND DESTINATION MARKETERS

**Paula Johnson Tew, Zhen Lu, George Tolomiczenko and Joanne Gellatly, *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008.**

**Purpose** – To review the impact that the 2003 SARS epidemic had on tourism and summarize the lessons that were learned from this crisis. To offer both practical and strategic tips for hoteliers and destination marketers in the Niagara Region should a similar crisis affect this region.

**Design/Methodology/Approach** – Findings were derived from the analysis of both secondary and primary data. The popular press and academic journals as well as reports, briefs, and presentations were analyzed. A questionnaire was designed to investigate the impact of SARS, management during the crisis, recovery strategies, and formal planning.

**Findings** – Provides information on how industry dealt with a major, extended crisis. Recognizes the importance of an integrated strategy for dealing with a crisis.

**Research limitations/implications** – The paper concentrates on the effects of an epidemic in two large North American cities. The strategic and practical tips may not be suitable in other jurisdictions.

**Practical implications** – This paper provides information on how the tourism industry can prepare itself for a crisis or disaster and describes how all stakeholders must work together to better deal with the effects of a crisis.

**Originality/value** – This paper summarizes the effects that SARS had on the tourism industry and offers practical and strategic tips for preparing for and managing crises.

**Keywords** – Crisis Management, Niagara Region, Severe Acute Respiratory Syndrome (SARS), Toronto, Tourism and Hospitality

**Paper type** – Research paper

### TOURISM IN NIAGARA: IDENTIFYING CHALLENGES AND FINDING SOLUTIONS

**Chandana Jayawardena, *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008.**

**Purpose** – To provide a relevant backdrop for the Worldwide Hospitality And Tourism Themes (WHATT) theme issue on tourism challenges and solution in the Niagara Region, and to present the key points discussed during the 2007 WHATT roundtable discussion in the Niagara Region, Canada.

**Design/methodology/approach** – The approach of this paper is more a narrative one. It also draws data from a series of web sites to analyse the past and present performance of tourism.

**Findings** – This paper provides a historic perspective of the Niagara Region and presents in the context of tourism in the world, Americas, Canada, and Ontario. Then it travels back to explain the origins of WHATT and its scholarly journey over the years. In capturing the essence of the 2007 WHATT roundtable discussion in Niagara, the paper provides a strong foundation for the other nine articles, which follows in this WHATT theme issue.

**Originality/value** – In a world of theories, this paper provides fresh perspectives on many relevant ideas by using original expert views. Readers who are interest in the Niagara Region would benefit from this paper.

**Keywords** – Canada, Ontario, Niagara, Tourism, Trends, WHATT

**Paper type** – Research paper

#### SUSTAINABLE TOURISM DEVELOPMENT IN NIAGARA: DISCUSSIONS, THEORIES, PROJECTS AND INSIGHTS

Chandana Jayawardena, Daniel J. Patterson, Chris Choi and Ryan Brain, *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008.

**Purpose** – To provide insights to the relevant past discussions, theories and projects; and sustainable tourism development in the Niagara Region.

**Design/methodology/approach** – Each of the key four sections of this paper zooms in to specific areas. Outcomes from elite discussions involving 47 experts are followed by a concise literature review on sustainable tourism. The paper then analyses the concept of economic sustainability and reviews the outcomes from a blueprint for sustainable tourism development.

**Findings** – This paper discusses the economic pillar of sustainable tourism by outlining the negative and positive economic effects of the worldwide travel and tourism industry. In addition to reviewing the relative competitiveness of the world's travel destinations; with a focus on Canada's performance, it outlines strategies for Niagara Region to enhance its competitiveness to support sustainable tourism.

**Originality/value** – In the recent years not much research has been carried out on the topic of sustainable tourism specific to the Niagara Region. Therefore, this paper should be useful to a range of tourism stakeholders in Niagara region as well as readers involved in regional tourism development in other parts of the world. The versatility of the four authors – an administrator who chaired the Niagara Gateway project, an academic researcher who has focused on sustainable tourism for a long period, a partner of a leading consulting firm and an applied researcher with significant international experience; makes the paper interesting.

**Keywords** Canada – Niagara region, tourism roundtables, sustainable tourism, economic sustainability, Niagara Gateway Project

**Paper type** – Research paper and sustainable growth.

#### ATTRACTING AND RETAINING QUALITY HUMAN RESOURCES FOR NIAGARA'S HOSPITALITY INDUSTRY

Paul A. Willie, Chandana Jayawardena and Barrie Laver, *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008.

**Purpose** – To identify the best approaches management should embrace to successfully attract and retain high quality human resource talent within the Niagara region's hospitality industry.

**Design/methodology/approach** – A selected cross-section of relevant and recent publications are reviewed. The key findings from a mini survey involving 14 senior hospitality managers in the Niagara region are shared.

**Findings** – This paper suggests that the hospitality managers should 1) Understand the basics related to good human resource management practices. 2) Know the "fair market value" for each position. 3) Foster relationships with colleges and universities to tap into student labour. 4) Encourage mature workers to apply for part-time work. 5) Cultivate a good relationship with seasonal employees and educate them on the rewards of a career within the hospitality industry. Through the industry survey, the authors discover that hospitality managers within the Niagara region are already executing some of these strategies. However, the authors conclude that a stronger working relationship with the seasonal employees is required in the region.

**Originality/value** – Two academics with hotel general manager experience in five countries join hands with the president for three four-diamond hotels to write this paper. Given the background of the authors, it is expected that the viewpoints would be welcome by the hospitality managers.

**Keywords** – Niagara, Hospitality industry, Human resources management, Seasonality challenges, Employee relationships

**Paper type** – Viewpoint

#### BINATIONAL TOURISM IN NIAGARA: INSIGHTS, CHALLENGES AND THE FUTURE

Chandana Jayawardena, Arlene White and Barbara A. Carmichael, *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008.

**Purpose** – To provide insights to relevant theories, challenges and the future opportunities for binational tourism in the Niagara region.

**Design/methodology/approach** – A selected cross-section of relevant publications including news media items are reviewed. Data gathered by a group of graduate students from Niagara College during their externships with the Binational Tourism Alliance, are utilized. Binational tourism initiatives from different parts of the world are analyzed.

**Findings** – This paper implies that in order to strategize binational tourism in Niagara, relevant theories, international best practices, historic developments of binational initiatives in Niagara as well as news media reports should be analysed. It concludes that Niagara's tourism industry on both side of the border must continue to work in close partnership on their binational tourism strategy and binational positioning in order to remain competitive as a major tourist destination in the world.

**Originality/value** – Inputs from the Executive Director of the Binational Tourism Alliance of the Niagara Region as a co-author, enhances the practical value of this paper. Not much research has been undertaken on the topic of binational tourism in Niagara. Therefore, particularly the tourism policy makers as well as other stakeholders of tourism in the Niagara Region should benefit from this paper.

**Keywords** – Binational tourism, Cross-border tourism, Tourism partnerships, Collaborative tourism planning, Niagara region, Niagara Falls

**Paper type** – Research paper

#### TOURISM IN NIAGARA: CONCLUSIONS AND SOLUTIONS

Chandana Jayawardena, *International Journal of Contemporary Hospitality Management*, vol. 20, no. 3, 2008.

**Purpose** – This paper aims to present answers to the strategic question: "How should Niagara Region respond to the key challenges it faces and find solutions to preserve and develop its tourism industry?" It aims to capture the essence of conclusions of nine papers contributed by 22 Canadian tourism experts to the Worldwide Hospitality And Tourism Themes (WHATT) issue on tourism in the Niagara Region, Canada.

**Design/methodology/approach** – The approach of this paper is to integrate all solutions suggested in these nine papers and to seek a succinct response to the strategic question.

**Findings** – While providing a helicopter view of the key challenges of the tourism and hospitality sector in Niagara Region, Canada, this paper proposes implementable solutions to those challenges. Using the 2007 WHATT roundtable discussion as the foundation, this paper addresses the some of the most significant issues affecting the Niagara Region related to sustainable tourism development, destination marketing, hospitality industry, wine and culinary tourism, special events, gaming industry, crisis management and binational tourism. In conclusion 10 key suggestions are made for the Niagara Region or any other tourism destination in the world, which envisions healthy and sustainable growth.

**Originality/value** – This paper provides fresh perspectives on many relevant issues by analysing inputs, viewpoints, comments, and suggestions of many regional experts. Readers with interests in the Niagara Region or other key tourism destinations around the world would benefit from this paper.

**Keywords** – Canada, Niagara Region, Sustainable tourism, Destination marketing, Hospitality industry, Special interest tourism, Binational tourism

**Paper type** – Research paper

