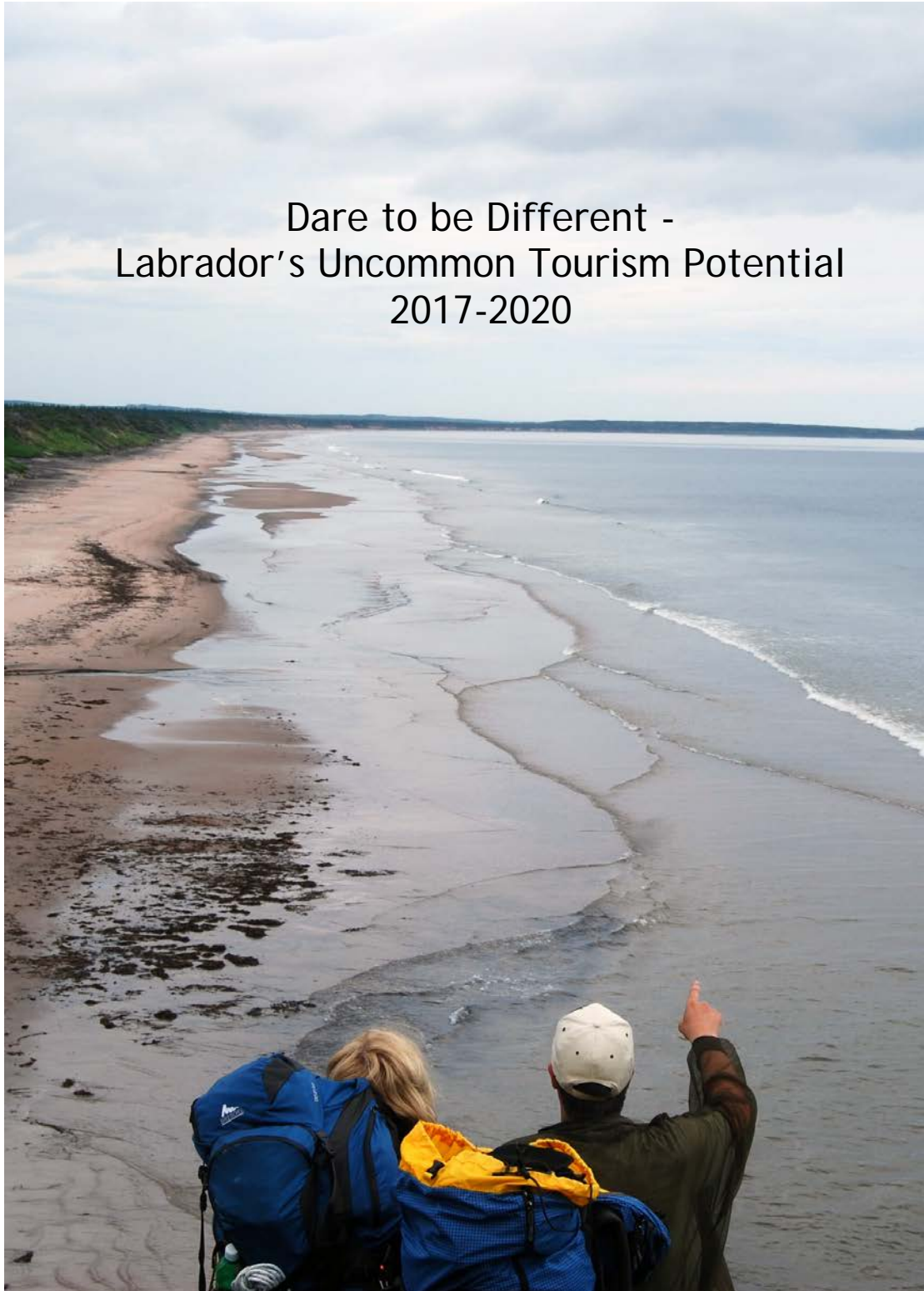




Dare to be Different -
Labrador's Uncommon Tourism Potential
2017-2020



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1.0 Executive Summary

DL is a private-sector led, customer focused, partnership-based, regional, incorporated not-for-profit organization with a mandate to support the continued growth and sustainability of the provincial tourism industry through regional marketing, product development and market readiness initiatives that will attract more visitors, increase length of stay and provide more experiences that are aligned with the Newfoundland and Labrador brand.

Destination Labrador Inc (est.1994) was established as a publically-funded destination marketing entity in Labrador to represent the tourism industry with a mandate to facilitate marketing and sales for tourism operators throughout Labrador. In 2006, the organization was re-launched to implement the Labrador Tourism Destination Development Plan (2002). An independent Governance Framework Review was completed in 2007 and the DL Board began implementation of a three year Marketing Plan financed by private (25%) public (75%) partnership. By 2009 Destination Labrador was operating as a Destination Marketing Organization primarily focused on a series of marketing activities on behalf of tourism operators across all tourism sectors including outfitters (angling) and cruise partners. By 2014, Destination Labrador (DL) evolved into an established Destination Management Organization representing public and private investments in the outdoor adventure and sight-seeing tourism product sectors. Past marketing role with respect to outfitting and cruise was devolved to the Newfoundland and Labrador Outfitters Association and the Cruise Association of NL, respectively.

In Jan 2016, Destination Labrador adopted revisions to its By-Laws to reflect those initiatives and realignments realized as part of the transition from a marketing entity to a Destination Management Organization.

This current three year proposed business plan represents continued alignment of previous work plans for DL and reflects the new public/private leadership goals of the provincial tourism Vision 2020: *Uncommon Potential* and the most recent *Labrador Tourism Destination Visitor Appeal Appraisal: Dare to be Different* report - a formative review process to assess Labrador's appeal, identify gaps and opportunities and ensure alignment for investment and development of the destination with all Tourism Board partners over the near and long term.

This current three year proposed business plan represents a significant enhancement to previous work plans for DL and promises to deliver \$90k in cash and in-kind industry partnership investment on total project costs of \$813k cost-shared between the tourism division of Department of Tourism, Culture, Industry and Innovation (Dept of TCII) (\$450k), ACOA (\$225k), and the Dept of TCII's Industry division's Regional Development Fund (\$76k).

2.0 Introduction

Destination Labrador is the regional tourism organization for Labrador, responsible for the regional delivery of the key priorities and objectives of Vision 2020 in partnership with other provincial and pan-Labrador organizations such as Hospitality Newfoundland and Labrador, regional chambers of commerce, regional heritage societies/corporations, Nunatsiavut Government (NG) along with other NG agencies, Nunacor and NunatuKavut Community Council and many other provincial sector-based tourism related industry organizations.

Through regional marketing, destination development and market readiness initiatives DL provides support to local Labrador tourism operators, Hospitality Newfoundland and Labrador, Parks Canada, the Department of Tourism, Culture, Industry and Innovation, Destination Canada and other tourism stakeholders to help facilitate continued growth of the industry.

The Board of DL is comprised of regional representatives from each of the four major regions of Labrador (North, West, Central, and Straits/South). Accordingly, the regions each appoint 2 members to form the governing body of DL. One of these two appointments is a member of the private-sector.

In the past 10 years DL has re-established itself as a lead tourism industry organization in Labrador. DL is an active participant in many tourism marketing initiatives and in the past three years raised in excess of \$100,000 in stakeholder investments for its marketing and business plan ¹

3.0 Vision and Mission Statement

DL is a private-sector led, customer focused, partnership-based, regional, incorporated not-for-profit organization with a mandate to support the continued growth and sustainability of the provincial tourism industry through regional marketing, product development and market readiness initiatives that will attract more visitors, increase length of stay and provide more experiences that are aligned with the Newfoundland and Labrador brand. The goals of the Company are:

- To represent Labrador's presence within the provincial tourism brand;
- To assist Hospitality Newfoundland and Labrador's advocacy of the tourism industry in building public awareness of economic development generated by the industry;
- To coordinate the available tourism services and resources from public and private sectors in order to maximize impact through partnership-based initiatives;
- To be a key point of contact in providing information to, meeting planners, tour operators, travel agencies, travel media and transportation companies; and,

¹ Destination Labrador Inc, (April 2017) *Final Report : Labrador's Uncommon Potential Dare to be Different 2014-2017*

- To assist all tourism stakeholders in Labrador engaged in marketing and destination development initiatives.

4.0 Situational Analysis

4.1 Relevant Trends

- Travel globally is increasing (growing market); also increasing in Newfoundland and Labrador.
- From an international perspective, tourism continues to be among the most resilient and fastest growing industries in the world.
- The number of international tourist arrivals (overnight visitors) in 2015 increased by 4.6% to reach a total of 1,186 million worldwide, an increase of 52 million over the previous year. It was the sixth consecutive year of above-average growth in international tourism following the 2008/09 global economic crisis. ("UNWTO") publication: "World Highlights 2016 Edition"
- In 2015, Canada welcomed 18 million international tourists, an impressive 9% growth over 2014 levels and the largest annual growth in tourist arrivals for more than a decade. (TIAC Annual Report 2016)
- Canada is currently ranked #5 among the top 20 country brands in the world by Future Brands.
- Strong experience-based travel (choose the experience first, then the destination). Travelers want to experience local environments and cultures (more involved in the destination than in the past).
- Sustainable tourism important for visitors, as is protection of the local environment and culture; people, planet, profit.
- Increase in popularity of indigenous tourism products.
- The internet is the number one source for travel planning and purchasing (as a result more options available to the customer, especially for last-minute offers and deals).

4.2 National Trends

- Proximity and size means the US will always be the largest source market for Canadian tourism.
- The average American visitor spends \$613 while visiting Canada - compared to \$1,651 per overseas visitor.
- American visitors still account for 71% of the total arrivals and for 48% of total international visitor spending in Canada.
- With 19.98 million international overnight arrivals, 2016 saw the second highest number of arrivals in Canadian history, falling only 0.4% short of the record high set in 2002 (20.06 million).
- In 2016, robust overnight arrivals were achieved in all Destination Canada (DC) international markets, with arrivals from the United States, up 9.7%, realizing its highest observed level since 2005, and arrivals from DC overseas markets, up 16.0%, topping the record high established in 2015.
- Overnight arrivals from the US in 2016 hit 13.90 million, up 9.7% over 2015. The strong performance of US arrivals was underpinned by remarkable growth in

arrivals by air (+17.4%) throughout 2016 and solid overall gains in auto arrivals (+6.8%).

4.2 Provincial Trends

- The number of non-resident automobile visitors travelling to the province reached 101,004 to the end of December 2016, an increase of 4.8% compared to the same time period of last year.
- The number of boarding and deplaning passengers recorded at the province's seven major airports reached 2,453,257 passengers for the period ending December 2016 an increase of 4.1% compared to the same time period of last year.
- Overall, Marine Atlantic passenger movements (both directions) reached 328,528 to the end of December 2016, an increase of 2.9% over last year. Passenger-related vehicle movements also increased 4.5% during the same period to 120,732 vehicles.
- The number of non-resident automobile visitors traveling to the province is estimated to have reached 98,656 for the period ending December 2016, an increase of 4.8% over 2015 levels. The number of residents exiting by automobile reached 60,651 no change (-0.1%) compared to last year.
- Visits to newfoundlandlabrador.com reached 2,277,547 sessions for the period ending December 2016, an increase of 9.6% compared to the same period of 2015.

4.3 Labrador Trends

- The majority of non-resident traffic to NL is from the Maritimes and Ontario.
- The total estimate of non-resident parties visiting Newfoundland and Labrador during the May to October period (2011) is 158,456, with 4% reporting they had an overnight visit to the Labrador Region; 5,314 travel parties or 10,394 non-residents reported an overnight visit to the Labrador Region.
- UNESCO World Heritage Basque Whaling Station is the most visited attraction
- The demand for the Strait of Belle Isle ferry service continues to soar; In the past 10 years, 2002-2012, there has been a 27% increase in passengers; a 56% increase in passenger vehicles (TEUs); and a 124% increase in commercial vehicles (TEUs)
- The demand for the Strait of Belle Isle ferry peaked at 78,836 passenger movement in 2015, with 31,506 vehicle movements in 2015
- Goose Bay Airport passenger movements totalled 175,516; Wabush likewise at 131,370 in 2015.
- Roofed accommodation room revenue in 2014 was \$19.6 million annually compared to \$21.0 million in 2015
- In terms of tourism performance and perhaps popularity, Labrador has the lowest provincial resident visitation with 7% of travellers having been to the region. Twenty-four percent of visitors have visited the Eastern Region, 14% the Avalon Peninsula, 38% St. Johns, 46% the Central region and 52% to the Western Region.

In the context of destination development, Labrador's potential over the next decade is significant. (Tourism Destination Visitor Appeal Assessment: LABRADOR REGION)

4.5 Strategic Industry Relations

- There is a continued need for strategic regional and provincial partnerships that maximize resources and chances of success
- DL must be an active partner at the provincial Tourism Board and leverage partner support and resources from tourism stakeholders such as Hospitality Newfoundland and Labrador, Parks Canada, Destination Canada, and other Labrador indigenous stakeholders such as Nunatsiavut Government, Nunatukavut Community Council, Innu Nation and their business partners.
- Similarly, strong and meaningful regional partnerships are critical to the success of DL's goals and objectives and must be established with Labrador municipalities and other provincial regional DMOs like GoWestern DMO.

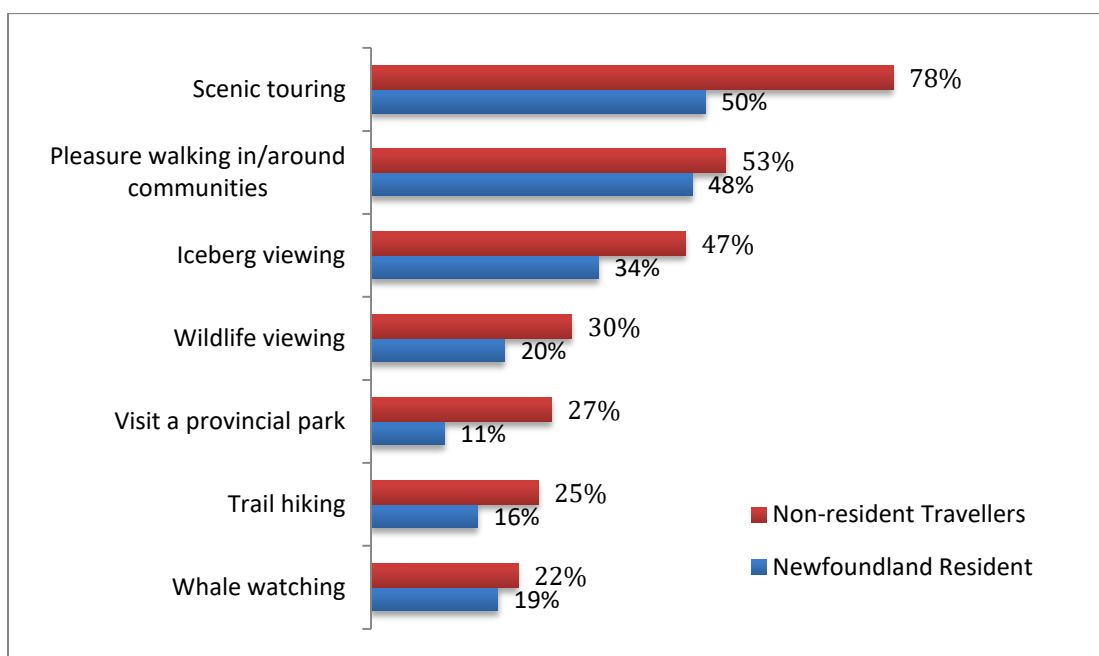


Figure 1: Trip Activities for Newfoundland and Non-Resident Visitors to Labrador (Labrador TDVAA Report)

4.6 SWOT Analysis

Smart organizations know how to find opportunities - but successful organizations know how to go after the right opportunities. They know how to leverage their strengths and allocate their resources in a way that produces results. Destination

Labrador must continue to be a smart, partnership-based organization by leveraging strategic partnerships with a shared vision rooted in collaborations of choice.

	Positive	Negative
	Strengths	Weakness
Internal Factors	Unspoiled, pristine wilderness Uniqueness of Labrador, distinct product	Lack of market-ready program and people-based tourism experiences Access to Labrador a challenge and expensive, access in Labrador also limited
	Unique vacation experiences	Limited transportation and communications Infrastructure
	The Nunatsiavut Government and NunatuKavut Community Council are emerging partners for Labrador's indigenous tourism offer	Large geographic distribution of tourism industry product and stakeholders
	Recent success strengthens regional partnerships	Limited human resource base focused on Labrador Tourism development Lack of IT savvy and online product offer
	Opportunities	Threats
External Factors	Attract defined markets with key products	Industry capacity to deliver market-ready product
	Use the mystic of Labrador to gain media coverage	Consumer disconnect between quality and price (result of high cost of operations)
	Position Labrador as a 'hot' new destination	Low destination awareness
	Use the internet to access the market	Other northern Canada destinations have large scale marketing programs Partnership based financial support is a constant necessity to realize budgetary control
	Compete on value	Robust resource economy may limit private sector tourism investment

Table 4 Destination Labrador and Labrador Tourism SWOT Analysis

5.0 Destination Labrador Management Team

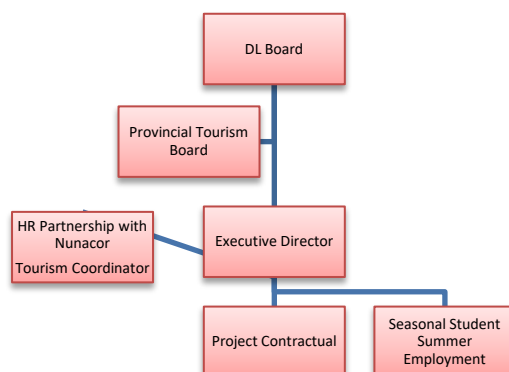
The Destination Labrador Board will maximize its human resource capacity by:

- partnering with the resource capacities of other regional business associations (Nunacor Development Corporation) and other tourism stakeholders in delivering key components of its business plan;
- partnering with key industry stakeholders and supporting sub-regional Working Groups are important ways to engage Labrador stakeholders in DL's Destination Development Charter Initiatives (Collaborating for Sustainability - Three UNESCOs, Tourism Labrador is not about sustainability, it's about survivability, and Bringing the 'Uncommon Potential' Brand of the Labrador Experience to life; and
- leveraging industry investment, support and collective management skill through active participation of volunteer Board members and marketing partners.

Project management will be the responsibility of the Board of Directors of Destination Labrador.

- Monthly Board meetings will be held annually as well as an annual stakeholder meeting and Annual General Meeting.
- Recruitment and orientation of new Board members will be an ongoing and supported by a formal governance workshop and review of Board orientation processes.
- Regular participation by the DL Chair and Executive Director at the provincial Tourism Board meetings and task teams will ensure the organization remains true to its mandate and support for the provincial Tourism Vision: Uncommon Potential: A Vision for Newfoundland and Labrador Tourism (Vision 2020).

Day to day operations will be managed by the Executive Director. Contracted and HR capacity will supplement the DL management team. See attached Appendix A for role and responsibilities.



Destination Labrador Management Team

Destination Labrador Board of Directors

The current Board of Destination Labrador was first elected in Jan 2016 for a 2 year term ending at the next planned AGM in the Fall 2017.

Elected Board Members include (Chair) Peyton Barrett, Experience Labrador Tours, (Labrador Straits/South Coast); (Secretary) Ernie McLean, Labrador Heritage Society (Labrador Central); (Treasurer) Sherry Butt, Butts Consulting (Labrador West); (Director) Jill Larkham, Nunatsiavut Government (Labrador North); (Director) Tracey West, Gateway Labrador Inc (Labrador West)

Board Appointments include (Vice Chair) Janice Goudie (Them Days Inc.) (At Large); (Director) Richard Lewis (Nunacor, At Large); (Director) Angie Gilley, The Florian Hotel (Labrador Straits/South Coast); and (Director) Scott Hudson, Northern Lights Dog Sledding (Labrador Central)

6.0 Strategic Direction

DL is a private-sector led, customer focused, partnership-based, regional, incorporated not-for-profit organization with a mandate to support the continued growth and sustainability of the provincial tourism industry through regional marketing, product development and market readiness initiatives that will attract more visitors, increase length of stay and provide more experiences that are aligned with the Newfoundland and Labrador brand.

The goals of the organization are:

- ✓ to represent Labrador's presence within the provincial tourism brand;
- ✓ To assist Hospitality Newfoundland and Labrador's advocacy of the tourism industry in building public awareness of economic development generated by the industry;
- ✓ To coordinate the available tourism services and resources from public and private sectors in order to maximize impact through partnership-based initiatives;
- ✓ To be a key point of contact in providing information to, meeting planners, tour operators, travel agencies, travel media and transportation companies; and,
- ✓ To assist all tourism stakeholders in Labrador engaged in marketing and destination development initiatives.

6.2 Marketing Priorities

Consumers have choices and other destination competitors are offering travel experiences much closer to the market and in most cases at cheaper rates. Numerous challenges like quality and price, limited marketing resources and travel access are very compelling reasons to execute targeted marketing programs.

If you don't know exactly who your target market is, all the creative ideas in the world won't do anything for your marketing campaigns.

Key priorities include:

- compete on value;
- use compelling messages that elicit responses;
- highlighting the unique products and regions;
- use existing provincial Tourism Brand to showcase Labrador 'Things to See and Do';
- use social media channels (Flickr, Facebook, and Twitter) to highlight tourism experiences; and
- leverage the provincial Brand by elevating Labrador's unique product offer.

7.0 Marketing Plan

A consistent message and promise is critical to ensure our targeted marketing efforts get results. Destination Labrador will work closely with Dept. of TCII and its suite of marketing programs to deliver Labrador focused content to NewfoundlandLabrador.com. In addition, partnership based marketing will leverage private-sector resources. External tactics will rely heavily on the internet and social media channels to support the provincial brand and ensure Labrador content identity. Effective internal and trade related tactics will ensure regular communications to tourism stakeholders in Labrador through the Destination Labrador newsletter the *Kamutik* and DestinationLabrador.com.

7.1 Target Markets

Target Market	Customer Profile	Geographic Scope			Positioning
		Consumer	Trade	Media	
Outdoor Exploring	<ul style="list-style-type: none"> - Couples, 25-55, educated, high HHI. - Active nature enthusiasts. - Value: the natural setting, activities available, respect for the environment. - Seeking a diversity of experiences and enjoy parks and protected areas. - Satisfied with a rugged vacation experience. 	<ul style="list-style-type: none"> Canada - Ontario - Quebec 	<ul style="list-style-type: none"> Niche 	<ul style="list-style-type: none"> Eastern USA 	<ul style="list-style-type: none"> Labrador offers a rugged outdoor vacation experience with a diversity of outdoor activities (soft to hard adventure) set in a pristine wilderness setting.
Cultural/Aboriginal Touring	<ul style="list-style-type: none"> - Couples, 40+, educated, mid-high HHI. - Enjoy passive travel experiences - - Interested in cultural and historic products and experiencing local life. - Value amenities and service. - Strong sightseeing group – visitors to NL or NLers themselves. 	<ul style="list-style-type: none"> Canada - Ontario - Quebec - NL 	<ul style="list-style-type: none"> Canada - Ontario - Quebec - NL 	<ul style="list-style-type: none"> Canada - Ontario - Quebec - NL Eastern USA 	<ul style="list-style-type: none"> Labrador offers a diversity of peoples and cultural backgrounds that co-exist along dramatic coastlines and are born from a storied history.

The geographic scope of Destination Labrador's target markets are:

- Media
- Travel Trade

- Consumer

Emphasis will be placed on areas where the product is the most market ready, where markets have the distribution channels to generate sales in all areas of Labrador. Given the resource limits it is critical that target markets are accessible and represent the 'low hanging fruit' of Destination Labrador's market opportunities.

7.1.1 Media

The focus is to build destination awareness. Effective media relations activity will provide opportunities to enhance the Labrador brand and increase exposure to Labrador travel experiences within core target markets.

- Primary targeted at publications in each experiential area (Canada and USA) and travel sections of major news media in Canada.
- Secondary targeted at travel sections of major news media in USA and targeted publications in each experiential area (Europe)

7.1.2 Travel Trade

Destination Labrador will work in partnership with existing tour operators to grow their business in Labrador. Thorough partnerships and targeted marketing programs, Destination Labrador will work directly with tour operators and media outlets to introduce Labrador into international trade markets

- Primary targeted at small adventure tour operators in North America and European tours operators through Canadian receptive tour operators.
- Secondary partnerships will be the focus for large North American tour operators

7.1.3 Consumer

The focus will be on positioning Labrador as a unique travel experience among competitive options using an experiential approach with a focus on fam tours, marketplace and consumer show attendance, and supporting Labrador content on NewfoundlandLabrador.com. Consumer reach in distant markets is best achieved through marketing partnerships under the provincial Newfoundland and Labrador brand.

8.0 Stakeholder Relations

Destination Labrador will continue to support stakeholder engagement and working group meetings for its various stakeholder partners and regions in Labrador. Labrador's four major tourism regions include:

1. Northern Labrador - from Goose Bay to remote communities north along the Labrador Sea to as far north as the Torngat National Park Reserve.
2. Labrador West - comprised of traditional mining towns of Labrador City, Wabush and Churchill Falls
3. Central Labrador - the towns of Happy Valley-Goose Bay, Sheshatshiu, North West River and Mud Lake.
4. Coastal Labrador Drive - comprised of those towns and communities connected by highway route 510 from L'Anse au Clair in the south to Cartwright in the north.

Primary role and responsibility and strategic direction for leading the Labrador regional stakeholder will be to align with provincial Tourism Board partners on strategy, governance, communications, evaluation and the engagement of tourism operators.

While continuing to update our stakeholders on a regular basis through these Working Group meetings, DL will also issue its electronic newsletter, the 'Kamutik'

The following is a list of major stakeholder groups:

North Coast

- Nunatsiavut Government
- Torngat Mountains NP (Parks Canada)
- Inuit Community Governments

Labrador West

- Cain's Quest Inc
- Gateway Labrador
- Menihek Ski Club
- Towns of Labrador City/Wabush and Churchill Falls

Labrador Central

- Labrador North Chamber of Commerce
- Towns of Happy Valley-Goose Bay and North West River
- Great Labrador Canoe Race
- Trapline Marathon Event
- Labrador Heritage Society
- Them Days Inc
- Nunacor Development Corporation
- Nunatukavut Community Council

Labrador South/Straits

- Combined Councils of Labrador

- Battle Harbour Historic Trust
- Labrador Straits Historic Development Corporation
- Red Bay Town Council (post UNESCO Visitor Experiences Plan)
- Nunacor Development Corporation
- Nunatukavut Community Council
- Local municipal governments

Other

- Tourism Culture Industry and Innovation
- HNL
- Parks Canada
- ACOA
- Labrador and Aboriginal Affairs

9.0 Destination Development

Since 2006, Destination Labrador has been on the ground in Labrador engaging industry, providing a supporting role with stakeholder organizations, consulting with and supporting community-based stakeholders in product and destination initiatives.

As part of the ongoing DMO realignment by the provincial Tourism Board to rationalize public/private leadership structures, there has been an acceptance that DMOs would play a larger role at the regional level in product development and market readiness.

Labrador Destination Development Plans have recommendations about building and enhancing the visitor journey, particularly along the touring route of the three UNESCO World Heritage Sites operated by Parks Canada that span both the Western NL and Labrador region. For Labrador, the key priority along this touring route is to seize the tremendous opportunity of tapping into the volume of travellers that are already travelling in the Western region by strengthening the demand to make the journey across to Labrador.

In addition, with the emergence of major tourism attractions, such as the new UNESCO site at Red Bay, Battle Harbour and Akami-Uapishk^u-KakKasuak-Mealy Mountains National Parks Reserve, there is an opportunity to expose other visitor journey routes and attractions such as the Trans Labrador Highway Frontier Loop, The Northern Ranger route through Nunatsiavut and the Torngat Mountains National Park.

9.1 Role and Responsibility

A recent internal review of roles and responsibilities for Tourism Board partners with respect to product and destination development confirms the following mandate:

Destination Labrador will support the continued growth and sustainability of the provincial tourism industry through regional marketing, product development and market readiness initiatives that will attract more visitors, increase length of stay and provide more experiences that are aligned with the Newfoundland and Labrador brand.

and participate with TCII to:

- Implement and Communicate regional Destination Development Plan priorities
- Educate and coach tourism operators toward Tourism Assurance Plan (TAP) approval
- Educate and coach tourism operators toward market readiness standards

9.2 Destination Development Priorities

Over the past several years, Destination Labrador and its partner stakeholder groups have organized a series of industry consultation sessions as part of the Tourism Destination Visitor Appeal Appraisal (TDVAA) project. Completion of this project and subsequent Opportunity Management Workshops have validated key priorities from the 57 key findings and recommendations in the Labrador TDVAA Final Report.

Priority DL Charter Initiatives are:

- Collaborating for Sustainability - Three UNESCOs;
- Tourism Labrador is not about sustainability, it's about survivability; and
- Bringing the 'Uncommon Potential' Brand of the Labrador Experience to life.

See Appendix B for detailed Charter Initiatives

9.3 Sub-Regional Destination Development Initiatives

While DL participation in sub-regional planning will encourage alignment with the findings and recommendations in the 57 key findings and recommendations in the Labrador TDVAA Final Report, each region will no doubt require offer its own set of unique travel experiences, opportunities, challenges related to capacity building initiatives and ensuring Labrador tourism product is market ready.

To maximize the potential for each region, Destination Labrador will lead/facilitate tourism development by working in partnership with all stakeholder groups and sub-regional Working Groups on annual work plans that align with the established DL DDP priorities and initiatives.

9.4 Labrador South

Destination Labrador has worked in concert with Nunacor Development Corporation (NDC) on a 3 year work plan for this region. The proposed work plan is part of a comprehensive partnership with Nunacor Development Corporation, TCII (RDF Fund) and Parks Canada, who will also be contributing to the plan's success.

NDC will establish a new office strategically located at the heart of the NunatuKavut territory in Port Hope Simpson, NL. The central location will minimize travel expense while allowing for quick access to operators from the Labrador Straits to Cartwright. Key to the implementation of the proposed activities will be the contribution agreement with Parks Canada and other federal partners associated with Nunacor's Business Center, which will support the majority of activities in the work plan.

Guided by the Destination Development Plan for Labrador, their work plan will focus on assisting NunatuKavut tourism operators in market readiness, product (experience) development, and marketing. NDC will provide HR capacity to the work plan and DL's budget for market readiness and DDP workshops and DDP planning will also help support the success of work plan initiatives in this region.

Budget \$5,000/yr (shared with other regions)

Budget \$25,000/yr (shared with other regions)

9.5 Labrador North

Destination Labrador will partner with the Dept of Culture, Recreation and Tourism of Nunatsiavut Government (NG) on defining annual work plan initiatives that align with DL' priority charter initiatives. Discussions continue on defining this work plan which is due to be completed by the summer of 2017. In this regard, a small budget portion of \$5k is set to help facilitate DDP workshops and DDP planning. A budget for market readiness supports will also help support the success of work plan initiatives in this region.

Budget \$5,000/yr (shared with other regions)

Budget \$25,000/yr (shared with other regions)

9.6 Labrador West

Since January, 2017, Destination Labrador has supported a strategic planning process with key regional stakeholders represented by the leadership of the Gateway Labrador Inc Board in the Labrador West region. The process has helped define annual work plan initiatives that align with DL's priority charter initiatives and the overall findings and recommendations in the Labrador TDVAA Final Report.

Guided by the Destination Development Plan for Labrador, the work plan will focus on assisting tourism operators in Market Readiness, Product (Experience) Development, and marketing initiatives aimed at increasing visitation to Labrador. DL will support the HR capacity of Gateway Labrador Inc staff to help deliver on the success of this 3 year work plan. DL's budget for market readiness and DDP workshops and DDP planning will also help support the success of work plan initiatives in this region.

See appendix C for proposed work plan details.

Budget \$10,000/yr (HR capacity support)

Budget \$5,000/yr (shared with other regions)

Budget \$25,000/yr (shared with other regions)

9.7 Labrador Central

Since September of 2016, Destination Labrador has supported the establishment of a new Tourism Working Group of tourism stakeholders comprised of ACOA, TCII, Nunacor DC, Labrador North Chamber of Commerce, Town of Happy Valley-Goose Bay, and the Goose Bay Airport Corporation on addressing visitor experience gaps, opportunities and challenges identified in the Labrador TDVAA Final Report for Central Labrador.

The working group is led by Economic Development Dept staff from the Town of Happy Valley-Goose Bay. Monthly meetings continue to address and support DL's priority charter initiatives and the overall findings and recommendations in the Labrador TDVAA Final Report. Working group members do not see the need for substantial capacity and resources to support this Working Group as sufficient resources are available amongst stakeholders. In this regard, a small budget of \$5k is set to help facilitate DDP workshops and DDP planning. DL's budget for market readiness and DDP workshops and DDP planning will also help support the success of work plan initiatives in this region.

Budget \$5,000/yr (shared with other regions)

Budget \$25,000/yr (shared with other regions)

10.0 Partnerships, Memberships and Governance

There is no membership base from which DL can leverage private-sector investment in its marketing plans. Its governance is determined by regional representatives from each of the four major regions of Labrador (North, West, Central, and Straits/South).

The governance model states:

- "partner" means a Tourism Assurance Plan (TAP) approved Labrador tourism stakeholder listed in the provincial Tourism Destination Management System (TDMS) in the province of Newfoundland and Labrador, that invested in at least one Company partnership program in the past 12 months and being entitled to vote at the Annual General Meeting of the Company; and
- "member" means a Tourism Assurance Plan (TAP) approved Labrador tourism stakeholder listed in the provincial Tourism Destination Management System (TDMS) in the province of Newfoundland and Labrador.

Accordingly, there is no fee for membership however partnership investment is an innovative partnership model, one that allows for strategic investment from Labrador tourism stakeholders.

10.1 Marketing Partnerships

The Destination Labrador marketing partnerships program was launched in October 2007. The program allows tourism stakeholders to leverage marketing investment with Destination Labrador and other public partners while at the same time:

- a) utilizing DL marketing resources;
- b) benefiting from cost-sharing (50-50) in project costs;
- c) ensuring a professional marketing resource through DL staff and provincial tourism partners (TCII and HNL);
- d) supporting each other by delivering marketing and product development projects complimentary to the overall business plan of DL.

Since inception numerous marketing partnership projects were completed, involving dozens of partners. Destination Labrador will continue to engage tourism operators in actively participating in its marketing projects. Projected key partnerships for the 2017-2020 Business Plan include:

- Nunatsiavut Government, Dept of Tourism, Recreation and Culture
- NunatuKavut Community Council and business arm Nunacor Development Corporation
- tourism operators listed in the provincial Tourism Destination Management System (TDMS) in the province of Newfoundland and Labrador
- Tourisme Côte-Nord and RDEE TNL
- Parks Canada, Western NL and Labrador Field Unit

10.2 Marketing Partnership Criteria

The Destination Labrador Marketing Partnership program criteria will ensure set standards for business/stakeholder participation based on the Tourism Assurance plan while at the same time encourage tourism operators to increase their quality of

product and service excellence for the benefit of being more responsive to emerging tourism trends and customer needs.

DL 'partners' means a Tourism Assurance Plan (TAP) compliant Labrador tourism stakeholder listed in the provincial Tourism Destination Management System (TDMS) in the province of Newfoundland and Labrador, that invested in at least one DL partnership program in the previous 12 months and being entitled to vote at the Annual General Meeting of the company.

10.3 Stakeholder Partnership Model

In researching other DMO and regional tourism association business models in North America, it is clear that the emerging trend is more towards marketing partnerships than membership-based structures.

In this model, tourism businesses who financially participate in Destination Labrador (DL) initiatives will be considered voting stakeholders of DL for the 12 months following such partnerships and those voting stakeholders will govern the organization's policies. An annual general meeting will provide all voting members with the opportunity to provide key stakeholder input, debate policy, and more importantly ensure active financial participation in the programs and services of DL.

Through marketing partnerships and incremental marketing initiatives, the result will be a broader and more diverse range of tourism products to offer the consumer and more awareness for the destination.

The proposed Stakeholder Model is a Win-Win opportunity;

- Consumer benefits because it ensures Destination Labrador representation of the entire tourism product in Labrador.
- Destination Labrador benefits because with financial stability and greater numbers of programs being initiated there will be greater market penetration and increased awareness of the destination.
- All industry and tourism businesses benefit because all will be able to leverage the full value of the provincial marketing brand and marketing tactics plan, and participate in Destination Labrador programs which ensures a stronger voice with a greater stakeholder base.
- All stakeholders benefit from a greater opportunity to build more diverse and dynamic marketing initiatives.

10.4 Projected Industry Contributions Based on Partnership Model

Destination Labrador will work with industry partners to maximize industry contributions to the annual business plan. A key focus on those partnerships will be based on the existing external marketing tactics identified within the business plan and based on the following:

- Projected revenue based on a marketing partner benefit valued at or less than \$5,000: \$250/business or \$1,000/region

- Projected revenue based on a marketing partner benefit valued more than \$5,000: is a 50-50 partnership

In the past three years, DL partners invested a total of \$105k; average of \$35k/year. Projected industry partnership investment for 2017-20 is \$90k cash and in-kind from the following projected annual partnerships:

Nunatsiavut Government, Dept of Tourism, Recreation and Culture

Regional Highlights (online)	= \$ 6,000
- Base Camp (12 mths)	
- Northern Ranger (12 mths)	
Provincial Travel Guide Advertorial	= \$ 3,000
Consumer Shows	
- Northern Ranger	= \$ 1,000
Trade Shows	
- Base Camp	= \$ 250
Estimated Total (20% covered by DL)	= \$ 8,712

Nunacor Development Corporation

per Tourism Operator: (min of 3, Target of 13 tourism operators listed in TDMS, additional 10 targeted for TAP approval and new TDMS listing.

- Regional Highlight (online)	= \$1,500 (6 months)
- Provincial Travel Guide Advertorial	= \$750
- Consumer/Tradeshows	= \$500
- Fam Tours	= \$500
Estimated Total (20% covered by D	= \$2,600

Other Labrador Tourism operators listed in the provincial (TDMS) system

Regional Highlight (online)
 Provincial Travel Guide Advertorial
 Consumer/Tradeshows
 Fam Tours

11.0 External Marketing Tactics

External Markets is a key focus with major concentration on providing Labrador content on NewfoundlandLabrador.com, social media, travel trade marketplaces, consumer shows and fam tours. All marketing tactics require partnership investment and most are in partnership with the TCII and other provincial DMOs.

11.1 Website and Social Media

Since DL launched its website in Feb 2008 two URLs were purchased; *www.OnlyLabrador.com* and *www.DestinationLabrador.com*. The primary website was hosted on the DestinationLabrador.com URL with a auto-redirect to that same URL from onlylabrador.com.

While the overall DL.com site visitation reached over 60,000 absolute unique visitors per year or 1,600 visitors per month, the traffic and benefit to our partners pales in comparison to the 1.9 million unique visitors to *www.newfoundlandlabrador.com* which is the major trip planning tool for visitors to Labrador. The vast majority of Labrador visitor services and trip-planning support is fulfilled by NewfoundlandLabrador.com and will continue to be the focus for future content in this current Plan.

Over the past 3 years both URLs were realigned:

- onlylabrador.com - Wed WiFi Reservation System (see Destination Labrador Inc, (April 2017) Final Report : Labrador's Uncommon Potential Dare to be Different 2014-2017
- destinationlabrador.com - is now the primary B2B site for DL partners and travel trade

Primary consumer demand to *www.newfoundlandandlabrador.com* will be supported by package offers, social media channels and content provided by DL to the Labrador regional section of this provincial website. Regional content will be supported through staff travel within Labrador, fam tours, social media channels and ongoing destination development initiatives as new tourism experiences are established.

Related Activity includes:

- Ongoing website hosting and maintenance for destinationlabrador.com
- Social media channels - Twitter, Flickr, Facebook

Budget \$1,000/yr



11.2 Trade Shows and Marketplaces

Regular attendance at key tradeshow with an affinity for business in Newfoundland and Labrador will be the focus for DL and its partners.

Pending marketing partnership investment, the scope of annual attendance for tradeshow and marketplaces may or may not include Rendez-Vous Canada, the Ottawa Travel Show, GoMedia, Atlantic Canada Showcase, Saltscapes Travel and Lifestyle Show, Toronto Outdoor Adventure Show, and the Montréal Outdoor Adventure Show.

Typically, DL will send one representative to each of these shows each year, with the exception of the Atlantic

Canada Showcase which is hosted bi-annually.

Budget \$20-22k/yr.

11.3 Sales Calls

Sales calls will be a key component of DL's travel trade strategy. All sales calls will be conducted by DL staff through existing online platforms used for DL Board and project meetings (Meeting Burner, Skype and Google Hangouts, Clarity Conferencing etc) with the exception of participation where possible at the annual provincial VIC staff training workshop. No additional expenses are anticipated for this primarily online marketing tactic.

Budget \$0/yr

11.4 Fams

DL's fam tour support is available to travel trade, media and itinerary planners in return for enhanced sales strategies, new product placement, published travel stories, feedback on service quality and media credit for DL and its partners. Where possible, DL will work closely with local receptive/tour operators and Labrador suppliers, as well as the Department of Tourism, Culture, Industry and Innovation, and Destination Canada to maximize resources. Anticipated fam tours will include:

Sightseeing Touring Market Segment - ~8-10 Fams/yr, ~10-15 pax
Adventure Market Segment - ~2-4 Fams/yr, ~4-8 pax

Budget \$24,000/yr; except year one (\$2k/yr)

12.0 Internal Marketing Tactics

Internal tactics will focus on stakeholder relations and general public relations for Destination Labrador within Labrador.

12.1 Public Relations and Newsletters

DL's newsletter the 'Kamutik' is an online newsletter designed and delivered in-house by DL staff using the Constant Contact software. The newsletter provides Destination Labrador partners with regular updates on DL programs and services and relevant industry news. Monthly newsletters will be distributed, tracked and managed by DL.

Budget \$1,500/yr

12.2 Staff and Board Travel

Staff and DL Board travel within NL and in particular Labrador is required to maintain active partnerships and stakeholder relations. Regular regional trips to the four regions of Labrador are required by the Executive Director and consideration for Board member travel to DL Board meetings. It is anticipated that there will be 3-5 in-person Board meetings/yr plus monthly tele-conference meeting in lieu of in-person meetings. Anticipated costs for this activity will be Clarity Conferencing services and Meeting Burner online service for video conferencing the DL AGM each year.

Budget \$34,000/yr

13.0 Budget

Revenue projections for Destination Labrador are based on its Marketing Partnership policy. See section 10 for a detailed explanation of the partnership program and projected industry contributions.

Three year project totals \$841k. DL partner contribution projected at \$118k in partnership and corporate sponsorship investment. Project costs will be cost-shared between the Tourism division of TCII (\$450k), ACOA (\$193k), the Dept of TCII's Industry division's Regional Development Fund (\$63k) and HNL/Provincial Tourism Board (\$17k).

Annual Costs Summary		ACOA Eligible	TCII (RDF) Eligible
3 Year Totals			
Marketing	196,520	196,520	196,520
PD	15,000	15,000	15,000
Travel	103,140	86,535	41,535
Admin	137,661	0	0
HR	389,440	0	0
Total	841,761	298,055	253,055
Financing of Eligible Project Cost		Eligible Project Costs	% of Overall Costs
ACOA		\$193,736	23.0%
TII - Core		\$450,000	53.5%
TII - Other/RDF		\$63,264	7.5%
Other		\$16,605	2.0%
DL - Partners/Corp Sponsors		\$75,000	8.9%
Destination Labrador (Cash)		\$43,156	5.1%
Total		\$841,760	100%
DL % Financing			14.0%

Appendices

Appendix A

DL Management Team

Executive Director - the following is a summary of main duties:

- Accountable to the Board of Directors and supervises staff
- Administers the day to day operations of the organization.
- Implements policies and programs.
- Strategic planning, including overall business and marketing planning
- Identifies resources needed to achieve goals and objectives of the Business Plan
- Facilitates evaluations of programs and services.
- Financial management and reporting of progress on the work plans to the DL board and its key financial stakeholders
- Public relations and Travel Media relations
- Attend regional and provincial stakeholder meetings

HR Partnership with Gateway Labrador

- with the support of regional, provincial and federal partners, coordinate the delivery of Labrador's Destination Development Plan projects and partner initiatives; facilitation of group planning, proposal development, work plans etc
- coordinate the development of new product development initiatives and destination development projects to strengthen tourism experience offers in Labrador; project coordination, budget management, project administration etc
- assist DL Staff and partners in the delivery of annual travel trade and media familiarization trips to Labrador; trip/itinerary planning, managing/communicating travel arrangements to suppliers and clients etc
- Assist with workshops and stakeholder meetings throughout Labrador; managing online communications/social media, workshop registration and venue setup etc

Contractual Book Keeper Support

- Prepare and coordinate delivery of all company post and electronic mail (invoices, contracts claims, bill payments , A/R and A/P).
- Maintain, update, all annual corporate information as required by Federal and Provincial regulations and ensure that annual returns are filed (Statistics Canada, CRA, T4S, ROEs, Registry of Companies, WHSCC, Insurance)
- Process all payroll (journal entries and online beanstream), accounts payables / accounts receivables, SAGE Simply journal entries and payment delivery, monthly CRA remittances
- Reconciliation of monthly RBC Bank and VISA accounts; Monthly bank deposits at RBC
- Prepare monthly general Ledger Budget Reports; Prepare quarterly Contract claims for ACOA, TCII and other related reporting organization accounts including reconciliation of ACOA, TCII claims

Board of Directors

Peyton Barrett, Chair (Owner, Experience Labrador Tours, Cartwright, NL);
experiencelabrador@gmail.com, (709) 541-0422

Sherry Butt, Treasurer (Owner, Business Management Services, Labrador City, NL);
sabutt@crrstv.net, 709-944-6512

Ernie McLean, Secretary, (Director, Labrador Heritage Museum, North West River, NL);
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Janice Goudie, Vice Chair (At Large) (Acting Editor - Them Days Inc., Happy Valley -
Goose Bay NL); janicedgoudie@gmail.com, (709) 896-8531

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Government, Happy Valley - Goose Bay NL); jillian.larkham@nunatsiavut.com, (709)
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Tracey West, Director, (Labrador West), (Director, Gateway Labrador Inc);
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Richard Lewis, Director, (At Large), (Tourism Business Advisor, Nunacor Development
Corporation, Happy Valley - Goose Bay NL); nbc@nunacor.com, (709) 896-5722

Angie Gilley, Director, (Labrador South), (Manager, The Florian Hotel, Forteau, NL);
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Scott Hudson, Director, (Labrador Central), (Owner, Northern Lights Dog Sledding,
Happy Valley - Goose Bay NL); info@northernlightsdogsledding.com, (709) 896-9025

Carmen Hancock, Ex-Officio, Parks Canada, Happy Valley - Goose Bay NL,
Carmen.Hancock@pc.gc.ca, 709-896-0127

Appendix B

DL Destination Development Priority Charter Initiatives

DL DDP Initiative Charter	06/04/2015
Initiative Title	Bringing the “Uncommon Potential” brand of the Labrador experience to life.
Initiative Description	<p>Newfoundland and Labrador has a powerful, award-winning brand that has raised the bar in destination marketing. Garnering domestic and international respect alike, the shift from selling products to telling unique, authentic stories of the destination has been impactful. In Labrador, the stage is being set to tell stories untold and share legends that only few have heard.</p> <p>These stories have potential to engage a wide audience of travellers and move them along a new path to purchase. Communicating differences between Newfoundland and Labrador will be important to influencing future travellers’ understanding or the travel experience in the north vs. the island.</p> <p>Over the next three to five years, as the infrastructure investments are complete and the depth, breadth, quality and consistency of the Labrador visitor experience is enhanced annually, “New Chapters” of the Newfoundland and Labrador tourism story will add diversity and increased appeal to the provincial and regional marketing opportunities.</p> <p>Goal: Invest in a co-sponsored (BTCRD, DL, ACOA, Parks Canada, NG & CTC), three –part FAM trip in 2015-2016-2017 for the individuals collectively responsible for experience development planning and marketing Labrador.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Part 1, in 2015, would involve travelling as a visitor to experience the route from Deer Lake to the St. Barbe ferry, then along the Labrador Coastal Drive exploring the tourism experience development and marketing potential in the coastal communities leading to Red Bay NHS as the iconic regional attractor, and concluding the journey in Battle Harbour for meetings to discuss the collective marketing opportunities and experience development, responsibilities and strategy for this experience corridor. • <u>Update:</u> Some tourism marketing staff have travelled as a visitor to experience the route from Deer Lake to Battle Harbour in 2014 and additional staff will travel the route journey in 2015. Next step would be to gather key stakeholders to discuss the collective marketing opportunities and experience development, responsibilities and strategy for this experience corridor. • Part 2, in 2016, would involve flight access into Happy Valley Goose-Bay and taking the Northern Ranger and travelling in the footsteps of the visitor along the coastal community sail and into the five communities in NG, ending up in Nain where the future Torngâsok Cultural Centre will be opened and the future Old Nain Town development area could be walked. From here, host meetings to discuss experience development and the collective marketing opportunities, responsibilities and strategy for this experience corridor. • Conclude the investment meeting to discuss how to optimize the story development of Labrador over the next three years and start building critical awareness in core markets,

	<p>particularly non-resident travellers, about Labrador experience now. Forecasting is also needed to understand what will be needed to tell Labrador's evolved story over the next decade as the product is enriched and transportation is enhanced.</p> <ul style="list-style-type: none"> Part 3 involves long-term forecasting for 2016 or 2017 to stage a FAM trip along the TLH from Quebec to L'Anse au Clair. It is anticipated the TLH will be nearly 100% paved. <p>Other Considerations:</p> <ul style="list-style-type: none"> The timelines of certain activities taken from the DDP report may need to be modified. For example, the Torngâsok Cultural Centre will be opened in 2017. <p>Potential Results:</p> <ul style="list-style-type: none"> Determination of core experiences in the area that are unique to the destination, relevant to the market and currently or potentially serviceable on the ground. Build a critical awareness in core markets, particularly non-resident travellers and tour operators by all the players (BTCRD, ACOA DL, Parks Canada, NG & CTC). The ability to transfer that knowledge into collective marketing channels and experience development opportunities that promote the region.
<p>Assessment Criteria</p>	<p>Long-term benefits/impacts. Is there an immediate demand for this initiative in the market? What impact will this initiative have in reaching the goals of Vision 2020? Will this initiative increase demand, visitor spending, visitor experiences and employment opportunities to the destination? (30%)</p> <hr/> <p>Viability. Are the required resources available to get the initiative off the ground such as financial, managerial, technical, human resources, etc.? (20%)</p> <hr/> <p>Sustainability. Are the required resources available to sustain the initiative? Will this initiative generate revenue for future operational and development costs? (20%)</p> <hr/> <p>Champion. Is there commitment from stakeholders to lead this initiative? (15%)</p> <hr/> <p>Partnership. Are there partnership opportunities with stakeholders? (Industry associations, private sector, not-for-profits, municipal, provincial and federal government etc.) (10%)</p> <hr/> <p>Alignment. Does the initiative align with sector priorities (government, business, non-profits, Vision 2020, provincial brand): (5%)</p>
<p>Initiative Origin</p>	<p>#6 Labrador's visitor experience has the potential to truly bring the "Uncommon Potential" brand of the Newfoundland and Labrador's tourism experience to life.</p> <p>6-1 TCR, DL, IBRD, Parks Canada, NG & CTC: TCR to organize a co-sponsored, two-part FAM trip in 2015 for the individuals collectively responsible for planning and marketing Labrador, NG and the Western DMO. View this as an investment, not an expense. The ability for the key marketers to meet, plan, leverage and have a collective strategy for marketing the Labrador Experience routes will have significant long-term gains and align those responsible with a collective vision.</p>

	<p>a. Part 1, in 2015, would involve travelling as a visitor to experience the route from Deer Lake to the St. Barbe ferry, then along the Labrador Coastal Drive exploring the tourism marketing potential in the coastal communities leading to Red Bay NHS as the iconic regional attractor, and concluding the journey in Battle Harbour for meetings to discuss the collective marketing opportunities, responsibilities and strategy for this experience corridor.</p> <p>b. Part 2, in 2016, would involve flight access into Happy Valley Goose-Bay and taking the Northern Ranger and travelling in the footsteps of the visitor along the coastal community sail and into the five communities in NG, ending up in Nain where the Torngâsok Cultural Centre will be opened and the future Old Nain Town development area could be walked. From here, host meetings to discuss the collective marketing opportunities, responsibilities and strategy for this experience corridor.</p> <p>c. Conclude the investment meeting to discuss how to optimize the story development of Labrador over the next three years and start building critical awareness in core markets, particularly non-resident travellers, about Labrador experience now. Forecasting is also needed to understand what will be needed to tell Labrador's evolved story over the next decade as the product is enriched and transportation is enhanced.</p> <p>d. Part 3 involves long-term forecasting for 2016 or 2017 to stage a FAM trip along the TLH from Quebec to L'Anse au Clair. It is anticipated the TLH will be nearly 100% paved.</p>
<p>Other Recent Related Developments</p>	<p><u>June 2015:</u></p> <ul style="list-style-type: none"> • Tourism Marketing has been promoting the Happy Valley-Goose Bay and Northern Ranger journey to the US media since 2014. A press release regarding the new Torngâsok Cultural Centre was sent to the US media market in 2014. • The Tourism Branch of BTCRD developed a toolkit; "Creating Experiences" A Toolkit for the Tourism Industry in February. The toolkit is designed to provide information about the business opportunities that surround experiential travel. It also includes tools and worksheets to help keep tourism operators focused on their target market and business goals. The website can be found here: http://issuu.com/newfoundlandlabradortourism/docs/nlt2294_nl_experience_toolkit_is_suu • Tour operators who want to increase their tour departures to Southern Labrador cannot due to the current lack of hotel capacity. • There are still challenges renting a car on the island and travelling to Labrador with the rental car. <p><u>HIGHLIGHTS FROM NEWFOUNDLANDLABRADOR.COM FROM JANUARY TO APRIL 2015:</u></p> <p>We have increased our visitation over the previous year.</p> <ul style="list-style-type: none"> • Sessions/visits +7.71% (679K vs 630k) • Pageviews -0.68% (2.0M vs 2.01M) • Packages - +74.15% (16K vs 9K) <p>The upward trend of engaging with tourism businesses continues.</p> <ul style="list-style-type: none"> • Referrals to Tourism Operators from their business listing +11.09% (116K vs 105K)

	<ul style="list-style-type: none">• Referrals to Tourism Operators from their packages +74.15% (16K vs 9K)• Pageviews of business listings -5.43% (253K vs 267K)• Note: a <i>referral</i> is defined as a click to a business website or email address.
Lead Organization	
Support Organizations	

DL DDP Initiative Charter		06/04/2015
Initiative Title	Collaborating for Sustainability – The “Three UNESCO’s”	
Initiative Description	<p>Sustainable business practices are at the core of all product development and experiential tourism whether businesses follow the triple bottom line (economic, environmental, and social). Beyond the internal practices a business can adopt are the elements of survivability described in Labrador: low visitor volume, upward pressures on price due to the growth in the resource industry, ferry access, and lack of accommodations to retain guests, to name a few.</p> <p>Labrador is significantly larger than the island of Newfoundland. Its inhabitants are dispersed throughout the north, south, west, and central areas in communities with relatively small populations that will likely always have lower visitation than communities on the island. The bottom line – there is only so much capacity within each community, and if current businesses close, or non-profit organizations cannot afford to keep the doors open, the potential to grow tourism in Labrador will be negatively impacted.</p> <p>While tourism is in its infancy, the volume of visitors is lower than most businesses would like, threatening the very viability of those passionate about welcoming visitors to Labrador. For those involved in the industry in Labrador, whether it is private operators offering services and experiences, operators of key attractions or community based tourism attractions, they will all generally agree that we need to work collectively to find a way to entice more of the visitors from the island portion of the province into Labrador. While there are many ways that can be explored to accomplish this task of encouraging those travelling the island portion of the province to venture into Labrador, recent and unfolding developments in Labrador provide a great opportunity to place focus on this goal.</p> <p>With the recent establishment of Red Bay Basque Whaling Station as a World Heritage Site through UNESCO, there are now three unique world heritage sites within close proximity of each other in the Province. Red Bay in Southern Labrador, L’Anse aux Meadows on the tip of the great Northern Peninsula, and Gros Morne on the West Coast provide a great opportunity to package these sites as a destination and leverage the strength of these attractions to benefit the region and the Province. With Gros Morne attracting large numbers of visitors in comparison to the two other UNESCO sites, there is opportunity to look at ways of extending more of these visitors further North. This example is also true of National parks in Western Newfoundland and Labrador. With Gros Morne established as a key attraction in the Province, there is certainly opportunity to learn from, and engage with partners to leverage this strength to benefit Torngat National Park in Northern Labrador and the anticipated finalization of the Mealy Mountain National Park.</p> <p>Goal: To support a sustainable tourism industry and increase visitation to Labrador through collaborative efforts in experience development, partnering and engagement of stakeholders throughout Labrador and the Northern Peninsula/West Coast of Newfoundland.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Strike a task team of DL, Western DMO, Parks Canada, BCTRD, ACOA, and Town of Red Bay to begin dialogue and start planning for a coordinated approach to experience development around the three UNESCO sites and possibly National Parks as a collective destination. • Incorporate/examine the relevant findings/recommendations from the Red Bay Visitor Experience Master Plan (VEMP) 	

	<ul style="list-style-type: none"> • Incorporate/examine the relevant findings/recommendations from the Western DMO DDP report. • Explore business models such as Gros Morne Co-op as a means to leverage project-funded dollars for tourism development in Labrador, as well as opportunities to partner with or learn from similar organizations. • Work with private enterprises and other stakeholders in the industry in Labrador to build a better understanding of the visitor demographic and travel motivations to Western Newfoundland (Gros Morne) and encourage dialogue and product development that will encourage visitors to extend the journey into Labrador. <p>Potential Results:</p> <ul style="list-style-type: none"> • More visitors to Western Newfoundland are encouraged to travel up the Viking Trail, cross over, and carry on along the Labrador Coastal Drive. • The three UNESCO World Heritage Sites are seen by the visitor as a package experience and are encouraged to extend their visitation and stay to explore all three. • Private enterprise will have a better understanding of the visitor to Western Newfoundland and build and enhance their product offering to leverage the visitation to Gros Morne. • Tourism development initiatives are planned and implemented that demonstrate cross-region participation and collaboration with a focus on sustainability of tourism enterprises.
<p>Assessment Criteria</p>	<p>Long-term benefits/impacts. Is there an immediate demand for this initiative in the market? What impact will this initiative have in reaching the goals of Vision 2020? Will this initiative increase demand, visitor spending, visitor experiences and employment opportunities to the destination? (30%)</p>
	<p>Viability. Are the required resources available to get the initiative off the ground such as financial, managerial, technical, human resources, etc.? (20%)</p>
	<p>Sustainability. Are the required resources available to sustain the initiative? Will this initiative generate revenue for future operational and development costs? (20%)</p>
	<p>Champion. Is there commitment from stakeholders to lead this initiative? (15%)</p>
	<p>Partnership. Are there partnership opportunities with stakeholders? (Industry associations, private sector, not-for-profits, municipal, provincial and federal government etc.) (10%)</p>
	<p>Alignment. Does the initiative align with sector priorities (government, business, non-profits, Vision 2020, provincial brand): (5%)</p>
<p>Initiative Origin</p>	<p>Finding #14: “Tourism in Labrador is not about sustainability, it’s about survivability.” Dare to be different with innovative projects and contract-based approaches to investing in tourism development.</p> <p>Recommendation 14-2 TCR, ACOA, IBRD, Parks Canada & NG: Invest in catalysts for change, such as existing business who are striving to do their best to grow tourism. For example, along the south coast where the visitor journey needs to be enhanced, what if a project provided \$5,000 to \$15,000 to each of three or four businesses, who could define a series of business opportunities to ‘collaborate to compete’ and need to have their time off-set for development. Like consultants, deliverables would be required – the primary being new product to market. They would have a vested interest in success; the additional visitors they would bring indirect benefits for the region. Three projects that could benefit from this type of an approach</p>

	<p>immediately would be: The visitor journey along the South Coastal Labrador Drive from L'Anse Aux Clair to Battle Harbour. This includes the enhancement required to encourage more visitors to travel up the Viking Trail on the island, cross over, and then carry on along the Southern Coastal Labrador Drive. This would be done in collaboration with the Western DMO and Parks Canada; The east-west visitor journey along the Trans-Labrador Highway; and The north-south visitor journey along the coastal waters via the Northern Ranger.</p> <p>Recommendation 2-1 DL, NG, Parks Canada & Operators: Plan for the staged development of four experience corridors (Table 4) that optimize the transportation realities and weave the stories of Labrador into a meaningful journey. This includes a range of activities such as defining the ideal guests, asset mapping of the infrastructure, activities people/programs, identifying gaps and priorities for product development, training, and community appreciation of the tourism potential in each community along the routes. Priority #1. Labrador Coastal Drive (LCD) (Drive & cruise) Priority #2. The Inuit Journey (Fly or cruise) Priority #3. Cruise Journey Priority #4 – Part 1. Trans Labrador Hwy: East/West (Drive) Part 2. Trans Labrador Hwy: North/South (Drive or cruise)</p> <p>Recommendation 2-10 COMMENTARY TCR, ACOA, IBRD, Parks Canada, & NG: Create a dedicated experience development fund for each of the experience corridors to ensure the investment in developing the people, programs, and visitor activities can occur, in sustainable ways, to compliment the millions of dollars in infrastructure that is in play. This will ensure benefits to businesses increase, the quality and depth of the visitor experience is enhanced and standards for quality can be realized.</p> <p>Recommendation 14-3 IBRD, TCR, ACOA & HNL: Funding partners regionally and provincially should review their current programs at both the regional and provincial level to determine if they are yielding the desired results? Is there another business model that has been successful, like Gros-Morne Co-Op that has successfully leveraged millions of project-funded dollars for tourism development in Gros Morne? Could something similar work in Labrador. Invest in initiatives that foster sharing and leveraging of human and physical assets; cocreation, co-investment, and risk-sharing.</p> <p>Recommendation 6-2 DL, TCR, Parks Canada, TN & Western DMO: Asses how to leverage the product development and marketing investments that will occur relative to attracting visitor to the three UNESCO heritage sites, future Mealy Mountains National Park and the Torngat Mountains National Park.</p>
<p>Other Recent Related Developments</p>	<p><u>March 2015:</u></p> <p>Newfoundland and Labrador Tourism marketing activities around the Red Bay site include:</p> <ul style="list-style-type: none"> • An e-news sent in February 2014 • A news article: http://www.newfoundlandlabrador.com/TheLatest/NewsArticle/190. • An itinerary on NewfoundlandLabrador.com: http://www.newfoundlandlabrador.com/PlanYourTrip/ThreeHeritageSitesItinerary. • Red Bay designation communicated on social media platforms such as Twitter and pushed it out to media contacts. • Working with a tour operator on a cruise of Basque sites associated with the upcoming 2016 visit by a re-creation of the San Juan. • Updated the marketing profile sheet used at trade shows to acknowledge these sites. • Parks Canada is putting some resources towards Red Bay over the next few years as part

	<p>of their contract with UNESCO.</p> <ul style="list-style-type: none"> • Travel media from the US did an agent familiarization (FAM) tour of the 3 sites last summer that has been featured on TV and social media. <p>Numerous tour operators who already carrying the 3 UNESCO sites are now headlining their tour descriptions with “A trio of UNESCO World Heritage Sites” – this is bringing more equity to the overall tour and gives it a competitive edge that is proving to be a factor in increased sales. Several companies are re-profiling their itineraries to highlight these products, while other companies who never did Labrador are now looking at it for 2016/17...pending hotel capacity.</p> <p>BTCRD travel trade and travel media also did FAM tours last summer with others to be potentially planned.</p> <p><u>June 2015:</u></p> <p>Tourism marketing has several FAM tours scheduled for the 2015 season highlighting the Three UNESCO sites, including a German Media FAM and Instagrammers FAM through the CTC.</p> <p>Tourism Marketing staff will be accompanying FAM this year as well.</p> <p>There are several packages on NewfoundlandLabrador.com featuring the three UNESCO sites.</p> <p>Tour operators that want to introduce or increase tour departures to Southern Labrador cannot due to the lack of hotel capacity.</p> <p>A rental car from the island to Labrador is still an issue for the traveler.</p>
<p>Lead Organization</p>	
<p>Support Organizations</p>	

DL DDP Initiative Charter		06/04/2015
Initiative Title	Tourism Labrador is not about sustainability, it's about survivability	
Initiative Description	<p>Sustainable business practices are at the core of all product development and experiential tourism whether businesses follow the triple bottom line (economic, environmental, and social). Beyond the internal practices a business can adopt are the elements of survivability described in Labrador: low visitor volume, upward pressures on price due to the growth in the resource industry, ferry access, and lack of accommodations to retain guests, to name a few.</p> <p>Labrador is significantly larger than the island of Newfoundland. Its inhabitants are dispersed throughout the north, south, west, and central areas in communities with relatively small populations that will likely always have lower visitation than communities on the island. The bottom line – there is only so much capacity within each community, and if current businesses close, or non-profit organizations cannot afford to keep the doors open, the potential to grow tourism in Labrador will be negatively impacted.</p> <p>While tourism is in its infancy, the volume of visitors is lower than most businesses would like, threatening the very viability of those passionate about welcoming visitors to Labrador.</p> <p>Goal: Provide incentives and encouragement to businesses to come together and ‘collaborate to compete’ in order to identify new experience opportunities for the visitor.</p> <p>Potential Activities:</p> <ul style="list-style-type: none"> • Determine interest of businesses to identify common issues and interests. • Identify solutions and strategies. • Identify gaps in terms of experience and product. • Determine how businesses can come together, use their own (and other) resources and facilitate a sharing of best practices and potential business opportunities. • Develop new products, packages and experiences. <p>Potential Results:</p> <ul style="list-style-type: none"> • Bring new product to market that meets visitor expectations. • Business collaborating to package products to meet market demands. • An expanded market that will bring tourists from the Viking Trails upwards. • An investment in businesses that foster sharing and leveraging of human and physical assets’ co-creation, co-investment, and risk-sharing. • Operators to be incentivized to share with others and create new products and experiences. 	
Assessment Criteria	<p>Long-term benefits/impacts. Is there an immediate demand for this initiative in the market? What impact will this initiative have in reaching the goals of Vision 2020? Will this initiative increase demand, visitor spending, visitor experiences and employment opportunities to the destination? (30%)</p> <p>Viability. Are the required resources available to get the initiative off the ground such as financial, managerial, technical, human resources, etc.? (20%)</p> <p>Sustainability. Are the required resources available to sustain the initiative? Will this initiative generate revenue for future operational and development costs? (20%)</p> <p>Champion. Is there commitment from stakeholders to lead this initiative? (15%)</p>	

	<p>Partnership. Are there partnership opportunities with stakeholders? (Industry associations, private sector, not-for-profits, municipal, provincial and federal government etc.) (10%)</p>
	<p>Alignment. Does the initiative align with sector priorities (government, business, non-profits, Vision 2020, provincial brand): (5%)</p>
<p>Initiative Origin</p>	<p>#14 “Tourism in Labrador is not about sustainability, it’s about survivability.” Dare to be different with innovative projects and contract-based approaches to investing in tourism development.</p> <p>14-2 TCR, ACOA, IBRD, Parks Canada & NG: Invest in catalysts for change, such as existing business who are striving to do their best to grow tourism. For example, along the south coast where the visitor journey needs to be enhanced, what if a project provided \$5,000 to \$15,000 to each of three or four businesses, who could define a series of business opportunities to ‘collaborate to compete’ and need to have their time off-set for development. Like consultants, deliverables would be required – the primary being new product to market. They would have a vested interest in success; the additional visitors they would bring indirect benefits for the region. Three projects that could benefit from this type of an approach immediately would be:</p> <ul style="list-style-type: none"> • The visitor journey along the South Coastal Labrador Drive from L’Anse Aux Clair to Battle Harbour. This includes the enhancement required to encourage more visitors to travel up the Viking Trail on the island, cross over, and then carry on along the Southern Coastal Labrador Drive. This would be done in collaboration with the Western DMO and Parks Canada; • The east-west visitor journey along the Trans-Labrador Highway; and • The north-south visitor journey along the coastal waters via the Northern Ranger. <p>14-3 IBRD, TCR, ACOA & HNL: Funding partners regionally and provincially should review their current programs at both the regional and provincial level to determine if they are yielding the desired results?</p> <ul style="list-style-type: none"> • Is there another business model that has been successful, like Gros Morne Co-op that has successfully leveraged millions of project-funded dollars for tourism development in Gros Morne? Could something similar work in Labrador? • Invest in initiatives that foster sharing and leveraging of human and physical assets; co-creation, co-investment, and risk-sharing.
<p>Other Recent Related Developments</p>	<p>June 2015: The Tourism Branch of BTCRD developed a toolkit; “Creating Experiences” A Toolkit for the Tourism Industry in February. The toolkit is designed to provide information about the business opportunities that surround experiential travel. It also includes tools and worksheets to help keep tourism operators focused on their target market and business goals. http://issuu.com/newfoundlandlabradortourism/docs/nlt2294_nl_experience_toolkit_issuu</p> <p><u>HIGHLIGHTS FROM NEWFOUNDLANDLABRADOR.COM FROM JANUARY TO APRIL 2015:</u></p> <p>We have increased our visitation over the previous year.</p> <ul style="list-style-type: none"> • Sessions/visits +7.71% (679K vs 630k) • Pageviews -0.68% (2.0M vs 2.01M) • Packages - +74.15% (16K vs 9K) <p>and the upward trend of engaging with tourism businesses continues.</p> <ul style="list-style-type: none"> • Referrals to Tourism Operators from their business listing +11.09% (116K vs 105K)

	<ul style="list-style-type: none">• Referrals to Tourism Operators from their packages +74.15% (16K vs 9K)• Pageviews of business listings -5.43% (253K vs 267K)• Note: a referral is a click to a business website or email address. <p>Tourism Board in cooperation with BTCRD is developing a sustainability model for the province as a result of recommendations and outcomes from the Eastern TDVAA report.</p>
Lead Organization	
Support Organizations	

Appendix C

Labrador West Work Plan

Appendix C: Labrador West Work Plan

Goal	Objective	Actions	Outcome	Timeline
1. Improve Market Readiness	1. Recruit existing tourism industry service providers to become tourism operators listed on TDMS 2. Direct outreach to educate non-compliant operators on provincial regulations (TAP, TDMS)	1. Build and update database of operators and identify services, activities, events and products that they offer. Conduct an assessment of market readiness. (TAP, Social Media and Travel Trade Guidelines) Determine existing gaps and establish a master list to assist in efforts to move operator toward compliance with provincial standards 2. Direct outreach via: <ul style="list-style-type: none"> - E-Mail - Phone Calls - One-on-one consultations - In house meetings 	1. Increase listing of operators on newfoundlandandlabrador.com 2. Increase number of TAP operators in Labrador West	Fiscal Year 1 and 2
	Provide guidance and hands on assistance to operators to become TAP compliant. (Existing operators first.)	<ul style="list-style-type: none"> - Provide resource experience tool kit and tourism resource guide to service providers (TAP) - Assist and/or provide resources for adopting technology such as social media and online payment processes in concert with HNL - Host individual and or group information/engagement sessions 	Create awareness of provincial guidelines among tourism service providers and increase number of service providers who utilize technology for business.	Fiscal Year 2
	Training and Support	<ul style="list-style-type: none"> - skills and knowledge workshops mentoring, coaching, best practice missions, and travel trade readiness in concert with HNL and their existing tool kit offers. 	Create learning opportunities for tourism operators to improve their business practices and to deliver quality services/products consistent with HNL standards	Fiscal Year 2 and 3
2. Marketing	Develop packages to market on NL.com	<ul style="list-style-type: none"> - Recruit new tourism industry providers to develop 2-3 packages available for sale on nl.com for site seeing touring market - Recruit existing tourism industry providers to Develop extended stay packages for sale to support winter tourism growth 	Increase the number of online packages for Lab West on nl.com	Fiscal Year 2 and 3
	Review existing trip planning materials	<ul style="list-style-type: none"> - Determine if baseline information is current and up to date. (nl.com and information centres between Baie 	Improve consumer information at key entry points to Labrador West.	Fiscal Year 1 and 2

Goal	Objective	Actions	Outcome	Timeline
		<p>Comeau and L'Anse au Clair needs to be reviewed) Review consumer fulfillment material at airports, ferries and municipalities (Site Seeing/Touring Markets and Winter)</p> <ul style="list-style-type: none"> - Provide recommendations and request updates as needed 		
	Review key visitor services between Baie Comeau and L'Anse au Clair	<ul style="list-style-type: none"> - Review existing visitor services from Baie Comeau to L'Anse au Clair - Participation in FAM tour along Routes 389/500/510 to identify gaps and opportunities in the visitor journey 	Strengthen existing visitor services and identify new experience development opportunities	Fiscal Years 2-3
	Increase tourism operator attendance to consumer and trade shows supported by Destination Labrador	<ul style="list-style-type: none"> - Recruit 1-2 operators that have created new packages to attend consumer shows supported by Destination Labrador - Recruit 1-2 operators that have created new packages to attend trade shows supported by Destination Labrador - Host a prep workshop for trade and consumer show participants 	Create increased awareness of Labrador's tourism product to potential visitors	Fiscal Year 2- Year 3
	Support the Quebec Labrador Highways' Common Identity, Theme and Brand Project	<ul style="list-style-type: none"> - Represent Gateway Labrador on project steering committee - Assist as contributing partner in the Quebec Labrador Highways' Common Identity, Theme and Brand project 	Collaborate with Labrador and Quebec stakeholders on adoption of new identity and theme for inter-provincial highway link (routes 389/500/510/138)	Fiscal Years 1-3
4. Improve Visitor Experiences	<p>Explore and identify opportunities for the development of cultural tourism</p> <p>Outreach to potential tourism operators/service providers to present industry opportunities and marketing opportunities for tourism product for packaging</p>	<ul style="list-style-type: none"> - Research and catalogue (Oral history, video, photos, audio) unique historical and cultural experiences - Nurture partnerships with local cultural organizations with an interest in identified researched opportunities. - Host visitor experience workshop - Develop a tourism task team (Gateway, DL, TCII, ACOA, RDEE – business supports) - Participate in/lead 1-2 brainstorming session(s) with full task team of potential operators and tourism ambassadors for Labrador - Host an information sharing session to discuss the opportunities or needs based on gaps in products and experiences 	<p>Increase number of identified culture based packaged experiences</p> <p>Create fact based story ideas and themes based on research and catalogue opportunities and make available for possible new packaged experiences.</p>	Year 2 and Year 3

Goal	Objective	Actions	Outcome	Timeline
	<p>Explore and identify opportunities for the development of Nature-based tourism</p>	<ul style="list-style-type: none"> - Research and catalogue (Oral history, video, photos, audio) unique natural attractions (Northern lights, local flora and fauna etc.) - Nurture partnerships with local cultural organizations with an interest in identified researched opportunities. - Host visitor experience workshop - Develop a tourism task team (Gateway, DL, TCII, ACOA, RDEE – business supports) - Participate in/lead 1-2 brainstorming session(s) with full task team of potential operators and tourism ambassadors for Labrador - Host an information sharing session to discuss the opportunities or needs based on gaps in products and experiences 	<p>Increase number of identified nature based packaged experiences</p> <p>Present ideas and themes based on research and catalogue opportunities and make available for possible new packaged experiences.</p>	<p>Fiscal Year 2 and 3</p>